

ABSTRACT

Managerial Communication Techniques and their Role in Developing Job Performance.

Field Study on Middle level Administration at Palestinian Governmental Sector

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This study aimed at recognizing the link between using managerial communication techniques and developing the Job performance of principals of Middle level administration at Palestinian governmental sector.

- The study community consisted of principals of the Middle level administration (A- B - C) in eight main service ministries. The total number of principals rose to (612) male and female. However, the study specimen individuals rose to (184) male and female principals. On the other hand, the correct number of questionnaire rose to (175).
- The researcher followed the analytical descriptive method as he prepared a questionnaire that consists of (53) expressions, to achieve the study goals.
- Also, he used the statistical program (SPSS) in analyzing and interpreting results.

The study concluded a number of results. The most considerable:

- The aggregate degree of using verbal and written managerial communication techniques at the Middle level administration in the Palestinian governmental sector as seen by principals of that administration was high.

- The aggregate degree of using electronic managerial communication techniques at the Middle level administration in the Palestinian governmental sector as seen by principals of that administration was medium.
- The aggregate degree of the Job performance when employing managerial communication techniques verbal (oral – written and electronic) at the middle level administration in the Palestinian governmental sector as seen by principals of that administration was high.
- The aggregate degree of how to use managerial communication techniques in developing the Job performance at the Palestinian governmental sector as seen by principals of middle level administration was high.
- No differences of statistical indication at the level ($0.05 \geq \alpha$) among arithmetical averages of those who were studied towards aggregate degree of using verbal managerial communication in the Palestinian governmental sector attributed to variations (sex, educational qualification, and place of work qualification .However there are differences in responses attributed to variations in (age and years of experience).
- No differences of statistical indication at the level ($0.05 \geq \alpha$) in responses of those who were studied towards aggregate degree of using written and electronic managerial communication and electronic ones in the Palestinian governmental sector in the middle level administration attributed to variations (age, educational qualification, years of experiences and place of work) However there are differences in responses attributed to variations in sex.
- There is a direct relation of statistical indication between the variation of reality of using techniques of managerial communication (verbal,

written and electronic) and the variation of job performance when using these techniques.

The researcher discussed those results. He suggested a number of recommendations. The most remarkable were:-

1-The necessity that high administrative principals should adopt the concept of electronic government. through suggesting strategic plans to develop techniques of Managerial communication, then having a bigger balance to develop techniques of Managerial communication at the Pal. Gov. sector continuously.

2-Using modern communication techniques to keep in touch with others in how to take decisions through making use of modern techniques to start a data base that can provide decisions – makers with necessary and accurate data in mean time.

3-Spreading technical awareness among principals of Middle level administration and presenting role of technique in speed of accomplishing work and facilitating communication aiming at changing the present organizational culture into an organizational culture that makes information technique an effective element in completing tasks through :

- Holding meeting between staff and experts in field of modern techniques and communications.
- Publishing awareness publications to limit the misuse of communication techniques.
- Holding training workshops on skills of main maintenance of modern communication instruments.

4-Supporting human resources growth in field of using technique through an effective training program that enable all principals to grab the opportunity to benefit from communication techniques, particularly principals of the middle administration .

5-Encouraging the idea of self- training of those who work in governmental sector. Those shall join specialty institutions to acquire knowledge and skills. This shall done making available material and non-material incentives.

6-Holding studies and researches on role of administrative communication technique at other ministries of Palestinian National Authority.

7-Holding studies and researches on role of verbal- written managerial communication techniques and the electronic ones in much more details.

8-Holding studies on difficulties of applying modern communication technique at the Palestinian governmental sector.