The relationship between organizational structure and efficiency of the approach employed in professional and technical staff in the second semester of Tabriz in 2011-2012

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ARTICLE INFO

Article history:
Received 9 September 2013
Received in revised form 24 October 2013
Accepted 5 October 2013
Available online 14 November 2013

Key words:
organizational structure, efficiency, staff

ABSTRACT

The main purpose of the research is evaluation of organization culture relationship with working force productivity in East Azarbayjan Technical and Vocational Training Organization (IRTVTO) from employees' viewpoint. The research method is description-correlational method. The statistical population of the research compromised from all human resources which are working in the IRTVTO of East Azarbayjan, Iran. According the current information they are 97 people in total. The sample of the study is determined 77 subject based on Morgan table which are selected by simple random method. The Standard questionnaire of Robins for Organizational Structure and a researcher-made questionnaire for productivity is used which their validity and reliability are confirmed, although the test is done once more on a small sample to recalculate the reliability. Chronbah's Alpha of these samples were 0.86 and 0.80 respectively which confirmed the reliability of questionnaires. Description statistics (mean, frequencies and standard error) and inferential statistics (Pearson correlation coefficient, T test) are used. The results of the study revealed that:

1- There is significant relationship between organizational structure and working force productivity in IRTVTO of Tabriz, Iran.

2- There is significant relationship between complexities, focus, and formality with working force productivity in IRTVTO of Tabriz, Iran.

3- There is significant relationship between employees' viewpoint about organizational structure and working force productivity in IRTVTO of Tabriz, Iran

INTRODUCTION

The process of efficacy is a kind of cultural and logical and reasonable attitude towards the job and occupational affairs. The main aim of the efficacy is to reach to targets sophisticatedly for making better and excellent life status in this regard [15]. The increase of efficacy determines the targets and responsibilities of an institution. In order to upgrade the efficacy of every manager, it is struggled to increase the added-value and reduce the degree of the applied resources; in our country Iran, the efficacy organization to increase the degree of the efficacy, it is tried to facilitate the process of the economical development optimizing the life level in the society (APO) and Iran has been accepted a member of Asian efficacy organization since 1965; it aims at making self independence policy for the whole organizations working into the country and these organization should fulfill their best tries to reach to the related purposes in this regard. If these organizations not try to complete the related targets, they will move towards the bankruptcy and termination of the manufacturing companies and finally, the degree of the efficacy will also get reduced and rupture the country's national income. The recognition of the effective factors is the first step to increase the efficacy. The results of the studies and researches have shown that the organizational structure is one of the most essential factors influencing on the organizations' efficacy. Today, we live in an organizational life and the importance of the organization and organizational issues is highly felt in this case and when these organizations get their arrangements of purposes based on regular basis of practical approaches, the degree of their efficacy will be increased being successful at achieving their purposes and vice versa. If an organization could not complete the whole structural regular basis of the targets, it will get destructed having too much failures and the manager of the same organization has to spend too much time for recovering the governed mistakes in this regard. The organizational structure has been known as the logical and reasonable distributor of the occupation,
responsibilities, power and way of arranging as well as connecting communications to reach to the main organizational targets; it is one of the first pioneer organizations that every organization requires in relation to construct its foundation in this regard [14]. Today, the process of efficacy is beyond the economical criteria and index; but it is considered as the most comprehensive approach as well as a cultural and systematic attitude consisting of a general composition. As you know, it can affect on every economical, social and cultural aspects of every country. Today, the increase of the efficacy is one of the most challenging issues of every organization making executive managers concerned about the same topic so that many countries have established their tendency towards developing their policies in this case. During 15 years, the increase of efficacy is increased to 45 times in the world. The efficacy is the factor of increasing life level and reduces the inflation rate in one hand, and in the other hand it changes the relative prices and increase the real production level and making efficient resources in this case [8]. Organizations are a collection of people that they have been gathered together for implementing their targets and purposes in this regard. These people to be succeeded for reaching to their targets should be arranged into an organizational structure. Decision making about the related structure is the leading strategically decision. The structure can make and construct an organization or it can even destroy it terribly. The existence of an unsuitable structure as well as wrecked occupational environment and incorrect relations of managers with staffs can cause the job morality, efficacy and the job force to get reduced in this pavement. Although the whole organizations are important for producing their productions, but only the human force can handle the issues than other organizations. Hence, the correct attraction and application of skillful human resources can use machineries efficiently in this case [19]. Thus, the suitable organizational structure is necessary for handling these valuable resources. This can absorb most efficient human resources along with target based affairs for the future organizational purposes. Because the success and the lack of success for reaching to the organizational targets can be affected by the selection these righteous human resources potentially [3]. In order to understand the foundation of increasing efficacy into the human resources, it should be paid attention to the organizational dimensions to represent the special features of an organization. They give a foundation that can measure and compare the organizations in this regard. The existence of a suitable structure with targets and vocational requirements is a necessity in this pavement. Because all decisions will implement in planning and organizing structure; so, the implemented structure should be established very sophisticatedly. Here, the optimized designing of a structure can be very important. Due to the fact that the researcher with seven years experience of working in the vocational department has worked as an experienced and skillful person being familiar with the related problems closely in relation to the efficacy and the low level of staffs’ efficacy. This reduced rate of staffs’ efficacy is subjected to the organizational structure. So, the researcher is to aim at determining the relationship of organizational structure dimensions with occupied forces efficacy and staffs’ efficacy of Tabriz vocational department. Naziri [21] observed that there is an inverse and weak relationship between organizational structure and organizational job-making issues; among the organizational structure indices, only the index of formality has relationship with organizational job-making issue and there is no found relationship between two indices of complexity and focused with organizational job-making affairs. Shoaeie [17] found that there is a relationship between the organizational structure (formality), organizational structure (complexity), organizational structure (concentration) and creating the knowledge. Of course, there is a relationship between the elements and creating the knowledge. Abd khoda concluded that the organizational structure has a significant impact on efficacy. When the structure is more concentrated, the efficacy will get low and vice versa. When the structure is more complex, the efficacy will be low, too. Khalifeh Soltani [10] concluded that there is a significant relationship between the structure, complexity, concentration and organizational job-making of managers in physical department and there is a negative relationship between the job background and job-making; but, there is no found a significant relationship between education level and organizational job-making of physical department managers. Aboutorabih [1] observed that the low levels of the formality and concentration and high levels of the communication streams are related together with high levels of production and transformation of the knowledge that these are the success points of the knowledge management. Omidi [6] concluded that there is a significant relationship between organizational structure and managers’ creation in physical department but this relationship is negative between the complexity, formality, and concentration and education level with their creation. But, there is no observed significant difference between the background of job and managers’ viewpoints and their creation. Asghari concluded that in the structural section, reduction of formality, reduction of concentration, facilitation of communications stream with morality increase and transformation of knowledge are related together. In other cases, in order to supplement the knowledge management, it is necessary these organizations to have ICT infrastructure up-to-dated in this regard. Samadi [18] also indicated that the efficacy of the job force has a positive impact but the rate of unemployment has a negative influence on the wage of job force; he believes that the single causative relationship of the wage exists representing the wage efficacy theory in Iran. Rezaadah [14] showed that there is an inverse relationship between complexity, formality and concentration in relation to the organizational decisions and organizational job-making in this case. [6]. Eghbali concluded that the partnership space, using staffs’ viewpoints in determining the targets, using staffs’ comments on implementation of the purposes,
applying staffs’ views about the recovery of methods and systems are totally related together in this pavement. There is no observed relationship between the construction of commitment and responsibilities among staffs’ viewpoints in relation to increase the efficacy significantly. Davoudi concluded that there is no observed significant relationship between organizational complexity of soccer federation and decision making speed and information stream. A research led by Slaver and Corts et al. showed that the competitive policies has a positive impact on the organizational structure and its function while the organizational concentration has a negative impact on the organizational structure and its function. The organizational structure has not direct impact on the function; but it can be stated that it has indirect impact on the competitive policies. Berly et al. concluded that the informal relations play key role in defining the structural activities nature into an organization. These informal relations, relations based on trust, hyper relations of external organizations and emotional hyper relations are the foundation of the real organizations. The evolution of the structure shows that the organizational structure should be based on an open and emotional-coordinated, flexible and trust-oriented regular basis in a dynamic environment. Based on a research led by Vilim and Bolons, they concluded that the lack of concentration causes to the recovery of the organizational performance but it cannot compensate the differences and complexities as well as the knowledge. In other words, when it requires the professional and complex skills, it cannot be stated completely that the lack of concentration is a great solution in this case. Bozbura [23] in a piece of his work has accepted the non-concentrated structure in constructing an environment for staffs more dynamic and suitable. Catherine L. et al [25] stated the organizational structure based on participation in a diagram that its mechanical dimensions of the organizational structure is being reduced and the organic dimensions get increased in this pavement. Engelen, Leenders and Kartzer concluded that there is a significant relationship between the concentration levels and managers' creation and stated that in organizational posts with low level concentration, people interact highly volume of their comments and information causing to the construction of creative perspectives. Also, the facilitation of the information exchange and interaction between people lead to the production of significant information being efficient for facing to dynamic atmosphere. In turn, the high level of the concentration leads to the appearance of complimentary and destructing perspectives and prevent any new ideas in this regard. [6]. Walker, Reukert and Bonner in a research showed that there is a negative significant relationship between the degree of formal control and staffs’ creation of an organization so that the low levels of the formal control is necessary for the efficient management and the informal control can reduce highly the creative affairs into the organizations. [6]. Santis et al. concluded that there is a relationship between the organizational structure and degree of the innovation and creation of the organizations. They stated that the flexible structure not only leads to the progression and development in applying the ideas and new comments but also the degree of the innovation of this structure is higher than the hard and inflexible structures in this case. Hunter et al concluded that the organizational units have used low complexity for applying managers with partnership management increasing the percent of the organizations’ job-making issues. The studies of Marshal et al in relation to the relationship with organizational structure and the feeling of justice of their hypotheses supported them as well; in this research, the relationship between the dimensions of the organizational structure and its size with the feeling of justice have been evaluated; they assumed that the influence of the organizational structure on the justice perception among people with organizational scale is low but the impact proportion of the organizational structure in people with high organizational scale is very strong. The results of their researches have been confirmed their hypotheses particularly the dimensions of the organizational structure on the feeling approach interactively. A research conducted by Albert Caruna, Michel H. Mirris and Anthiny Vella, they concluded that the correlation of total indices has a direct significant relationship between the behavior of job-making and every structures of the concentration and formality being predicted in this regard; in general, it can be deducted that the high level of the concentration into a low level organization makes low level of the job-making process and the high level of the formality has a positive relationship with organizational job-making.

Research methodology:
Statistical sample:
About 77 people working in the vocational department of Tabriz using Morgan Table were selected in this case.

Data collecting tool:
The below questionnaire was used for gathering the related data.

Organizational structure questionnaire of Stephan P. Robbins:
This questionnaire includes 24 questions and 3 sub-scales; questions 1-7 are related to the complexity, 8-14 formality and 15-24 referring to the concentration subscale. The related questionnaire has been scored in a five choices range of Likert and the respond of the questions include ‘very low, low, moderate, more, very more’.
being scored from one to five, respectively. It should be mentioned that the score of the questions from 18-24 is inverse and for the choice very low, the score five and for the option very more the score one have been given.

Table 1: Way of distributing organizational structure questions in the questionnaire

<table>
<thead>
<tr>
<th>Subscale of organizational structure</th>
<th>Number of questions in questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complexity</td>
<td>1-7</td>
</tr>
<tr>
<td>Formality</td>
<td>8-14</td>
</tr>
<tr>
<td>Concentration</td>
<td>15-24</td>
</tr>
</tbody>
</table>

Efficacy questionnaire:
The related questionnaire includes 28 questions being scored in a five Likert option and the responds of the questionnaires have been scored from very low, low, moderate, more and very more, respectively. (For the choice very low, the score five and for the option very more the score one have been given).

Personal background questionnaire:
In order to collect the demographical data from the staffs of the questionnaire led by the researcher by the cooperation of the confirmed professors were provided in this regard. The applied variables in this study are as following:
Age, gender, marital status, education level, serving background, employment status

Reliability and validity of the tool for collecting the data:
The reliability and validity of the organizational structure of Robbins using alpha Cronbach coefficient was obtained 0.86; also, the reliability and validity of the subscales of complexity, formality, and concentration are 0.88, 0.85 and 0.79, respectively. The reliability and validity of the efficacy questionnaire made of the researcher with alpha Cronbach is 0.80. The measured degree of alpha for the present study obtained for 30 questionnaires is 0.86 in this case. Thus, in 95% confidence level, it can be stated that the present study has a great validity. Also, in order to increase the reliability of every dimension separately, its degree has been given in table 3-3 as following:

Table 2: Coefficient of Cronbach alpha of organizational structure

<table>
<thead>
<tr>
<th>Organizational structure</th>
<th>Number of respondent</th>
<th>Number of question</th>
<th>Alpha coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complexity</td>
<td>30</td>
<td>7</td>
<td>0.88</td>
</tr>
<tr>
<td>Formality</td>
<td>30</td>
<td>7</td>
<td>0.85</td>
</tr>
<tr>
<td>Concentration</td>
<td>30</td>
<td>10</td>
<td>0.79</td>
</tr>
<tr>
<td>Total (questionnaire)</td>
<td>30</td>
<td>24</td>
<td>0.86</td>
</tr>
<tr>
<td>Efficacy</td>
<td>30</td>
<td>28</td>
<td>0.80</td>
</tr>
</tbody>
</table>

Data analysis methods:
In order to describe the variables of the related study, Pearson correlation coefficient as well as T independent test for the last two hypotheses. The whole data was analyzed by the use of SPSS software.

Table 3: The study of relationship between organizational structure, complexity, formality and concentration with efficacy of working job force in Tabriz vocational department

<table>
<thead>
<tr>
<th>Pearson correlation coefficient</th>
<th>Efficacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total organizational structure</td>
<td>R -0.411</td>
</tr>
<tr>
<td></td>
<td>Sig 0.000</td>
</tr>
<tr>
<td></td>
<td>N 77</td>
</tr>
<tr>
<td></td>
<td>P 0.01</td>
</tr>
<tr>
<td>Complexity</td>
<td>R -0.236</td>
</tr>
<tr>
<td></td>
<td>Sig 0.039</td>
</tr>
<tr>
<td></td>
<td>N 77</td>
</tr>
<tr>
<td></td>
<td>P 0.05</td>
</tr>
<tr>
<td>Formality</td>
<td>R -0.280</td>
</tr>
<tr>
<td></td>
<td>Sig 0.000</td>
</tr>
<tr>
<td></td>
<td>N 77</td>
</tr>
<tr>
<td></td>
<td>P 0.01</td>
</tr>
<tr>
<td>Focus on organizational decision making</td>
<td>R -0.394</td>
</tr>
<tr>
<td></td>
<td>Sig 0.000</td>
</tr>
<tr>
<td></td>
<td>N 77</td>
</tr>
<tr>
<td></td>
<td>P 0.01</td>
</tr>
</tbody>
</table>

Due to the data regarding to table 3 and the correlation r = -0.411, there is a negative significant correlation between the organizational structure with efficacy among the working job force of Tabriz vocational center and due to r = -0.236, there is a negative significant relationship between the complexity of working job force in
Tabriz vocational center and according to \( r = -0.280 \) there is a negative significant relationship between the formality with the efficacy of Tabriz vocational job force and due to the \( r = -0.394 \) there is a direct significant relationship between the concentration of decision making with efficacy of Tabriz vocational center and job force.

Discussion and conclusion:

In the study of the results regarding to the negative significant correlation between organizational structure and efficacy, it is represented that if the same structure is going to be achieved along with the hardest regulations and formality making the whole staffs to have high concentration on it, it will lead to the high potential efficacy in this case. This result is coincident with the findings of Naziri [21], Shoaiee [17], Khalifeh Soltani [10], Omidi [6], Rezazadeh, Eghbali [5], Ebrahiminasab, Talebian, Khalati [9], Abd Khoda, Santis et al and Hunter. These also represent that the suitable structure having complexity, formality and concentration can make a great foundation for increasing the efficacy of the whole staffs. The results of the carried out findings are coincident with Shoaiee [17], Khalifeh Soltani [10], Rezazadeh, Ebrahiminasab, Talebian and Abd Khoda. Also, the results of the research are coincident with the results of Davoudi [11], Omidi [6] and Naziri [21]. The results of the negative relationship between the subscales of formality with efficacy of researches such as Naziri [21], Shoaiee [17], Khalifeh Soltani [10], Aboutorabi [1], Omidi [6], Rezazadeh, Davoudi [11] are coincident with together. This finding is also not coincident with the obtained results of Ebrahiminasab. The establishment of the quantity degree of the formality in organizations having high efficacy makes additional formalities in this regard. The related obtained bureaucratic policies leads to the reduction of the efficacy, too. In the study of the subscales of concentration and efficacy, this result is coincident with the results of Khalati [9], Ebrahiminasab, Davoudi [17], Rezazadeh, Asghari [20], Omidi [6], Aboutorabi [1], Khalifeh Soltani [10], William and Bolons, Bozbura [23], Leenders et al, Bonner et al, Elbert Kari and Anna et al But it is not coincident with the results of Naziri [21]. This coincidence of the findings showed that in the efficacy of the staffs, the degree of concentration of the organizational structure is very effective requiring the necessity of the concentration of the decision making subscale in this regard. The existence of the decision making leads to the increase of the hierarchical affairs, vertical communications, control and intense supervision as well as flexible regulations potentially that these all make the reduction of efficacy into an organization. in the study of the staffs’ viewpoints in relation to the job humanistic efficacy in Tabriz vocational center, this result is coincident with the research of Eghbali[5]. In the evaluation of the staffs’ perspective about the relationship between the organizational structures of Tabriz vocational center, this result is coincident with research of Omidi [6].

REFERENCES


