

## Investigating the Relation between Organizational Structure and Motivating the Staff of Central Organization of Islamic Azad University

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### ABSTRACT

Current research aimed to investigate the relation between organizational structure and motivating the staff of central organization of Islamic Azad University according to comments of staff, experts and managers who worked in this organization. Questions of the research were provided regarding three components of organizational structure including “complexity”, “formalization” and “concentration”; their effects on motivating the staff as the dependent variable were investigated in this research. Research method was descriptive and its type was correlative. Statistical society included all the staff and managers of central organization of Islamic Azad University in 2014. A 297-individual sample was selected from those individuals by the means of stratified-random sampling method. All the individuals of the sample answered the questionnaires. Data collecting tools were two selected questionnaires from the prebuilt questionnaire obtained by Robins and other researchers which were provided according to Likert point Scale. Organizational structure questionnaire consisted of 22 items regarding its three components and the questionnaire of organizational culture consisted of 28 items; the results of the study showed that there was a negative and significant relation between the component of complexity of organizational structure and motivating the staff and there was a positive and significant relation between components of formalization and concentration of organizational structure and motivating the staff. The results of multiple-regression analysis indicated that motivating the staff could be affected by the organizational structure components; formalization, concentration and complexity were the most effective components on motivating the staff in the central organization of Islamic Azad University respectively.

**KEY WORDS:** Organizational structure, motivating the staff, Islamic Azad University, Central organization

### 1. INTRODUCTION

We live in an era which is named organizations era. At this time, we are surrounded by small and large organizations. A large part of our needs are met by the organizations. Although organization has been always been throughout the history of human being life, in fact, it has been emphasized as a social phenomenon since industrial revolution which caused emergence of large industrial and financial organizations and expanded large governmental institutes. Nowadays, social organizations are considered as one of the most complex and diverse systems. As a result scientific recognition of this phenomenon necessitates analyzing its different structural dimensions. In fact, we recognize an organization when its organizational structure and different applications are analyzed and investigated. In this regards, understanding management theories, familiarity with its structure and its types, designing and dimensions of different structure criteria are indispensable to analyze scientifically.

In the today complicated and changing world, some of the organizations are successful and effective while some others are ineffective and unsuccessful. What is obvious is that various factors are effective on success and effectiveness of the organizations. Some of the factors can be controlled by the organizations while other factors are out of control. One of the factors is organizational structure. Generally structure and administrative structure are not the purpose by themselves in each organization, but they are tools to reach aims of organization and to execute duties and responsibilities effectively and successfully. Each organization should have organizational structure and effective administrations so that duties and responsibilities can be divided between different departments clearly and they should be given the authority towards their responsibilities and duties.

Lots of variables have been named as the dimensions of organizational structure including: administrative elements, Independence, concentration, complexity, delegation, separation, formalization, solidarity, professionalism, field of supervision, specialization, standardization and vertical hierarchy levels. Among these factors, the majority of scientists agree with the three dimensions of complexity, formalization, and

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concentration as the main dimensions of the organization and they are of the opinion that these three dimensions include dimensions of organizational structure.

On the other hand, one of the important duties of managers in organizations is to recognize potential talents of their staff and provide fields of prosperity for them which provides infrastructure of the fundamental purpose of promoting productivity (motivating the staff). In the other word, recognizing motivating issues of the staff are of great importance to improve the performance and increase productivity of the organization. Furthermore, achieving such recognition can contribute to improve application of organizational human resources greatly and prevent resistance of the staff against changes, restrictions on return and working conflicts and controversies among the staff which results in a profitable organization.

Regarding mentioned above issues, undoubtedly the staff of the organization are different with each other in the terms of level, fields and factors causing motivation and also time and place of its increase. Thus, organizations need different and several tools and plans to provide and increase motivation among their staff.

Regarding above points, current research tried to investigate the relation between components of organizational structure and motivating the staff in the central organization of Islamic Azad University.

Nezam Shahidy (1998) investigated the relation between organizational structure and motivating human resources in the economic organization of cities and villages. He concluded that there is a close, reverse and significant relation between organizational structure and motivating human resources. It means that the more complex the organizational structure is, the less motivating the human resources is which consequently reduces performance and productivity, since individual finds himself bound by the district rules of the organization and thinks that he has no power and authority in the organization.

Vahdat and Rashedy (2009) in his research offered a case study about investigating effect of organizational structure on motivating and performance of teams. This research, particularly aimed to determine and analyze effects of factors that play role in motivating, collaboration level of the members and providing synergy and effectiveness of teams which are affected by the organizational structure. In this regard, integrated management teams in the industries of manufacturing and exploiting natural gas were selected. Regarding previous performed studies about teams, factors like effective leadership, system of rewarding and salary payment, corresponding resources with duties and team integration are considered as effective factors on motivating members and effectiveness of teams. Thus, inconsistency between factors and purposes interaction in different departments of the organization may reduce performance level of the teams. This research, accompanied by detailed investigation of performance of integrated management teams, indicates theoretically and practically important management aspects which are necessary to be considered when applying team structure.

## 2. RESEARCH METHOD

Research method is an objective and organized describing of features of a position or a subject. Also in this research we describe and study what has been offered. Thus, the appropriate research method used in this research is descriptive and its type is correlative.

Statistical society:

Statistical society in this research includes whole the staff and managers of central organization of Islamic Azad University in 2014 which were more than 1300 individuals.

Sampling method and sample size

In order to perform this research, stratified-random sampling method has been used. To begin with, the society is divided to homogenous parts, and then independent simple random samples are extracted from these separate subsets. In this kind of sampling, it is defined that each member of the society has the equal and independent chance to locate in the sample; independence means that selecting a member doesn't affect selecting other members of the society at all. In this method, at first, a list of names of all members is obtained, then a score is attributed to each of them and using the table of random figures, the required number is selected. The sample size is 297 individuals according to the Morgan tables.

### Measuring tools

#### Using two questionnaires:

A) questionnaire of organizational structure: which includes 22 selected questions by the researcher which is organized by the prebuilt questionnaire obtained by Robins based on three components of organizational structure. This questionnaire is organized and valued by the five-point Likert Scale (as a=1, b=2, c=3, d=4, e=5). In order to study validity and reliability of the questionnaire, 30 pieces of it were distributed among staff of central organization. After filling the questionnaires, the obtained coefficient of Cronbach's Alpha is 0.893 for the mentioned questionnaire using SPSS software which indicates reliability and validity of the questionnaire.

B) Questionnaire of motivating the staff: this questionnaire includes 28 selected questions by the researcher which is extracted from the prebuilt questionnaire by the researchers. This questionnaire is arranged by the five-point Likert Scale (as very low, low, to some extent, high, very high). In order to investigate validity

and reliability of questionnaire, 30 pieces of it were distributed among the staff of central organization. After filling the questionnaires, the obtained coefficient of Cronbach's Alpha for the mentioned questionnaire is 0.914 which indicates reliability and validity of questionnaire.

Reliability and validity of measuring tools:

In order to make sure of validity of questionnaire, literature review, elite's judgment and guidance of advisor teachers are used. In order to investigate the reliability of the questionnaire, created tools in the finite sample (30 questionnaires) was used and reliability of questionnaire is ensured by determining Cronbach's Alpha. Using SPSS software, the coefficient of Cronbach's Alpha for the questionnaire is obtained as follow:

a) Organizational structure 0.893

b) Motivating the staff 0.914

### 3. Data analyzing method

Regarding type of studied variables (organizational structure and motivating the staff) based on obtained data from measuring them in order to describe data, appropriate methods of descriptive and inferential statistics have been used.

In the part of descriptive statistics dispersion of data was analyzed using indicators of central tendency and normality of data was analyzed by the Kolmogorov-Smirnov test. Finally, assuming normality of data, Pearson correlation tests and multiple regressions were used.

### Findings and research results

In this part, the relation between dimensions of total quality management and organizational culture has been indicated using tables 1 to 5 of the results of regression analysis. In the following, the research question is restated and the analysis results are indicated.

Average and standard deviation of organizational structure components

Descriptive Statistics						
	N	Range	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Complexity	297	24	21.12	.199	3.423	11.719
Formalization	297	21	21.56	.238	4.104	16.842
Concentration	297	19	22.86	.217	3.734	13.946
Organizational Structure	297	48	65.54	.467	8.042	64.669
Valid N (listwise)	297					

Average and standard deviation of components of motivating the staff

Descriptive Statistics						
	N	Range	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Motivating the staff	297	103	69.92	.878	15.127	228.822
Valid N (listwise)	297					

### 4. Data analysis

One-sample Kolmogorov-Smirnov test for the assumption of normality of the society

One-Sample Kolmogorov-Smirnov Test			
		Angizesh	Sakhtarsazmani
N		297	297
Normal Parameters <sup>a,b</sup>	Mean	69.92	65.54
	Std. Deviation	15.127	18.042
Most Extreme Differences	Absolute	.090	.031
	Positive	.080	.031
	Negative	-.060	-.065
Kolmogorov-Smirnov Z		1.544	1.260
Asymp. Sig. (2-tailed)		.170	.208
a. Test distribution is Normal.			
b. Calculated from data.			

As the above table, shows, regarding this issue that value of significance possibility in the variable of organizational structure is about 0.208 and for the variable of motivating the staff is about 0.170 which are larger than significance level (0.05), considered variables are distributed normally. Moreover, regarding obtained measures and regarding this issue that measuring scales of predictor and criterion variables are of the

distance type and consequently collected data are quantitative and based on Central limit theorem, it can be concluded that data distribution tends to the normal distribution. Thus in order to examine questions of the research, parametric tests can be used.

In this part, regarding offered hypotheses in this research and also considering type of measuring scale of considered variables, appropriate and different methods of inferential statistics such as Pearson correlation and multiple-regression analysis have been used to examine the questions.

## 5. Analyses

Pearson correlation test for the first question

First question: is there any significant relation between complexity of organizational structure and motivating the staff of central organization of Islamic Azad University?

Summary of statistical test of Pearson correlation

Correlations			
		complexity	motivating the staff
Complexity	Pearson Correlation	1	-.472
	Sig. (2-tailed)		.000
	N	297	297
Motivating The Staff	Pearson Correlation	-.472	1
	Sig. (2-tailed)	.000	
	N	297	297

Regarding this issue that obtained significance value (0.000) is less than value of significance level (0.05), the first question is confirmed and there is a significant relation between complexity of organizational structure and motivating the staff.

The second question: is there any significant relation between formalization in organization and motivating the staff of central organization of Islamic Azad University?

Summary of statistical test of Pearson correlation

Correlations			
		formalization	motivating the staff
formalization	Pearson Correlation	1	-.905
	Sig. (2-tailed)		.000
	N	297	297
motivating the staff	Pearson Correlation	-.905	1
	Sig. (2-tailed)	.000	
	N	297	297

Regarding this issue that value of obtained significance level (0.000) is less than value of significance level (0.05), the second question is confirmed and there is a significant relation between formalization of organizational structure and motivating the staff.

Third question: is there any significant relation between concentration of organizational structure and motivating the staff of central organization of Islamic Azad University?

Summary of statistical test of Pearson correlation

Correlations			
		concentration	motivating the staff
concentration	Pearson Correlation	1	-.979
	Sig. (2-tailed)		.000
	N	297	297
motivating the staff	Pearson Correlation	-.979	1
	Sig. (2-tailed)	.000	
	N	297	297

Regarding this issue that obtained significance level (0.000) is less than significance level (0.05), the third question is confirmed and there is a significant relation between concentration of organizational structure and motivating the staff.

The main question: is there any significant relation between organizational structure and motivating the staff of central organization of Islamic Azad University?

## Summary of statistical test of Pearson Correlation

Correlations			
		organizational structure	motivating the staff
organizational structure	Pearson Correlation	1	-.704
	Sig. (2-tailed)		.000
	N	297	297
motivating the staff	Pearson Correlation	-.704	1
	Sig. (2-tailed)	.000	
	N	297	297

Regarding this issue that obtained significance value (0.000) is less than value of significance level (0.05), the main question is confirmed and there is a significant relation between organizational structure and motivating the staff of central organization of Islamic Azad University.

## Results of regression analysis

Significance level=0.05

## Summary of descriptive statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Organizational Structure	69.92	15.127	297
Complexity	21.12	3.423	297
Formalization	21.56	4.104	297
Concentration	22.86	3.734	297

## Summary of Pearson correlation test

Correlations					
		motivating the staff	complexity	formalization	concentration
Pearson Correlation	motivating the staff	1.000	-.236	-.452	-.789
	complexity	-.236	1.000	.247	.285
	formalization	-.452	.247	1.000	.259
	concentration	-.489	.285	.259	1.000
Sig. (1-tailed)	motivating the staff	.000	.000	.000	.000
	complexity	.000	.000	.000	.000
	formalization	.000	.000	.000	.000
	concentration	.000	.000	.000	.000
N	motivating the staff	297	297	297	297
	complexity	297	297	297	297
	formalization	297	297	297	297
	concentration	297	297	297	297

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.891 <sup>a</sup>	.874	-.874	2.5190	.874	1839.97	6	290	.000

a. Predictors: (Constant), concentration, formalization, complexity

In order to analyze data, the Enter method has been used. In this method all the variables enter the equation simultaneously.

As the above table shows, value of  $R^2=0.874$  means that approximately 82 percent of changes in motivating the staff is affected by the organizational structure.

Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error				Zero-order	Partial	Part
1	(Constant)	73.030	7.318		9.980	.000			
	complexity	-.200	.247	-.150	-.132	.000	-.420	-.430	-.430
	formalization	.542	.227	.330	.332	.000	-.351	.330	.330
	concentration	.451	.252	.322	.277	.000	-.231	.289	.289

a. Dependent Variable: motivating the staff

According to the above table and standard coefficients, it can be concluded that structural dimensions of formalization, concentration and complexity with the standard coefficient value of (0.33), (0.32) and (-0.15) respectively affect motivating the staff in the central organization of Islamic Azad University from the maximum to the minimum.

## 6. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Based on obtained results from data analysis, 82 percent of motivating the staff of Islamic Azad University is affected by its organizational structure; and formalization, concentration and complexity affect it from the maximum to the minimum respectively.

1- Regarding obtained amounts of standard coefficients, complexity (-0.15) affects motivating the staff reversely in the organizational structure of central organization of Islamic Azad University. This means that the more complex structure of the organization is, motivating of the staff will be the less.

2- For the component of formalization in the organizational structure of central organization of Islamic Azad University, regarding the standard coefficient (0.33), we conclude that the more formalization is, motivating the staff will increase.

3- For the last component which is concentration in the organizational structure of central organization of Islamic Azad University, regarding the obtained standard coefficient (0.32), it can be indicated that increasing the concentration in the central organization of Islamic Azad University will increase motivating the staff.

Bahrany Mohammad (2005) in his research entitled "investigating the relation between organizational structure (complexity, concentration, formalization) and motivating the staff in the education institutes of province of Azarbayjan-e Gharby concluded the same results: results of regression analysis showed that about 28% of changes in motivating the staff is affected by the organizational structure and structural dimensions of formalization, concentration and complexity affect the motivating from the maximum to the minimum respectively.

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