

An Investigation of Organizational Structure on Organizational Commitment in Iran

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ABSTRACT

Aim of this study is investigation the effect of organizational structure and job characteristics on Employee job satisfaction and organizational commitment in Rural organization of Iran (Gilan). This research is a descriptive - analytical study. Statistical society of this research are 1281 employees working in rural organization of Gilan Province. Based on random Classification sampling were selected 204 rural personnel with probability proportionate. Questionnaire validity was confirmed by experts. The question of reliability is measured by the Cronbach statistic that its results indicate high reliability of these questions is used to measure variables. For data analysis is used SPSS18 software and Visual PLS 1.04. In this study, 10 hypotheses were examine that research results indicate that there is a significant relationship between formalization and job independence, formalization and job variety, centralization and job feedback, job independence and job satisfaction, job variety and job satisfaction, feedback and job satisfaction, also job satisfaction and organization commitment of employee in Gilan province rural.

KEY WORDS: Organizational Structure, Job Characteristics, Rural, Work Results.

1- INTRODUCTION

Due to changes of present contemporary and enter to the knowledge-based economy, Attention to human resources is considered as the most critical strategic element and most basic way to increase effectiveness and efficiency of the organization. Organizational structure is the way responsibility and power are allocated, and work procedures are carried out, among organizational members (Blau, 1970; Dewar and Werbel, 1979; Germain, 1996; Gerwin and Kolodny, 1992; Ruckert et al., 1985; Walton, 1985). On the contrary, Kacmar, Bozeman, Carlson, and Anthony (1999) reported that a formalized and centralized structure develops a high level of organizational politics among employees. This is because they perceived that politics is important in order to influence the decision-makers i.e. the managerial level staff. To illustrate, Kakabadse, Kakabadse, and Kouzmin (1999) discovered that organizational formalization and culture may bring about extra-role behavior in terms of ingratiation or organizational citizenship behavior (OCB) among employees, depending on motive, perception of others, or both. Ingratiation is a negative behavior, such that employees exhibit OCB with some ulterior motives. This is also known as political tactics to influence their superior, with the intention of fulfilling their own personal motives. OCB, on the other hand, is a genuine extra-role or discretionary behavior that employees engage in. If managers sense that their subordinates are engaging in ingratiation, instead of OCB, they will then develop a negative perception towards the employees.

Based on the evidence in the literature (e.g. Johnson & Lenders, 2001; Kacmar et al., 1999; Kakabadse et al., 1999), it can be concluded that there is no perfect organizational structure that fits all large organizations (Bozeman, 2002; Hall, 2001; Johnson & Lenders, 2001; Moore, 1996). Organizations cannot be fully centralized or decentralized, but it must be in the form of a hybrid i.e. combination of centralized and decentralized. For this reason, structure in any large organization needs to be revised from time to time depending on changes that occur in the external and internal environment. Therefore, it is a challenge for managers to identify which structure provides most benefits to employees as well as the organization (Johnson & Lenders, 2001). According to Moore (1996) and Sharifah, Mokhtar, and Arawati (2000), the best practice in the private sector may not be suitable to the public sector in total. This is because the suitability is contingent upon various factors such as external changes in the public sector (McHugh & Brennan, 1994; Olsen & Terpstra, 1992; Porter & Lawler, 1965).

The job satisfaction is a topic to which the necessary importance should be attached in terms of its relation with discontinuation, personnel turnover and job success (Bingöl, 1998, s.268). The qualified personnel effect has a considerable amount of importance on attainment of the long-term-targets of especially the businesses operating in the tourism sector. Hence today's businesses consider the human resources as one of the invaluable fortunes of the organization (Akıncı, 2002; 4). Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a

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predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997). In such countries, people tend to migrate to better and consistently paying jobs (Fafunwa, 1971). Explaining its nature some researcher (e.g. Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's (2000) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard (Osagbemi, 2000), and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez, Max, Kosier, Paradiso and Robinson, 1997).

Organizational commitment has been studied in the public, private, and non-profit sector, and more recently internationally. Early research focused on defining the concept and current research continues to examine organizational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviors. A variety of antecedents and outcomes have been identified in the past thirty years (Angle and Perry, 1981; Mowday et al, 1979; Hall, 1977). Researchers (e.g. Mayer and Allen, 1997) have found that age was positively correlated with affective and normative commitment, but not to continuance commitment. Meyer and Allen (1991), in an exploratory and confirmatory analysis of factors that can significantly predict job satisfaction and organizational commitment among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to commitment. (Gilaninia & et al, 2011)

One of the important issues that were raised among the organizational factors is job design and one of the theories proposed in this area is presented by Evangelia katsikea & et al (2010). This study is intended that the relationship between three dimensions of job (variety, independence and feedback) and the dimensions of organizational structure (formalization and centralization) with organizational commitment and job satisfaction were analyzed. Until is determined the effect of different levels of each factor on job satisfaction and organizational commitment in province rural employees.

According to Evangelia katsikea & al model model, the dependent variables in this study are Job satisfaction and Organization commitment and independent variables are the organizational structure and job characteristics.

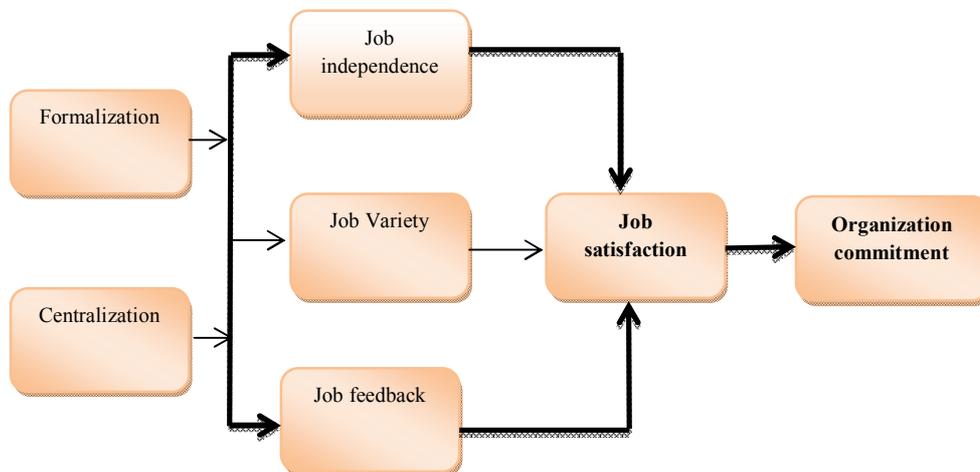


Figure 1) Evangelia katsikea & et al model, (2010)

2- Research Hypotheses

- 1- Formalization has effect on employee Job independence in rural organization of Gilan province.
- 2- Formalization has effect on employee Job Variety in rural organization of Gilan province.
- 3- Formalization has effect on employee Job feedback of rural organization of Gilan province.
- 4- Centralization has effect on employee Job independence in rural Organization of Gilan province.
- 5- Centralization has effect on employee Job Variety in rural organization of Gilan province.
- 6- Centralization has effect on employee Job feedback in rural organization of Gilan province.
- 7- Job independence has effect on employee Job satisfaction in rural organization of Gilan province.
- 8- Job Variety has effect on employee Job satisfaction in rural organization of Gilan province.
- 9- Job feedback has effect on employee Job satisfaction in rural organization of Gilan province.
- 10- Job satisfaction has effect on employee Organization commitment in rural organization of Gilan province.

3- RESEARCH METHODOLOGY

The degree of control and type of supervision, this study is among the research field. This research is a descriptive - analytical study. Statistical society of this research are 1281 employees working in Rural of Gilan Province. Based on random Classification sampling were selected 204 rural personnel with probability proportionate. Questionnaire validity was confirmed by experts. The question of reliability is measured by the Cronbach statistic that its results indicate high reliability of these questions is used to measure variables.

4- Data analysis

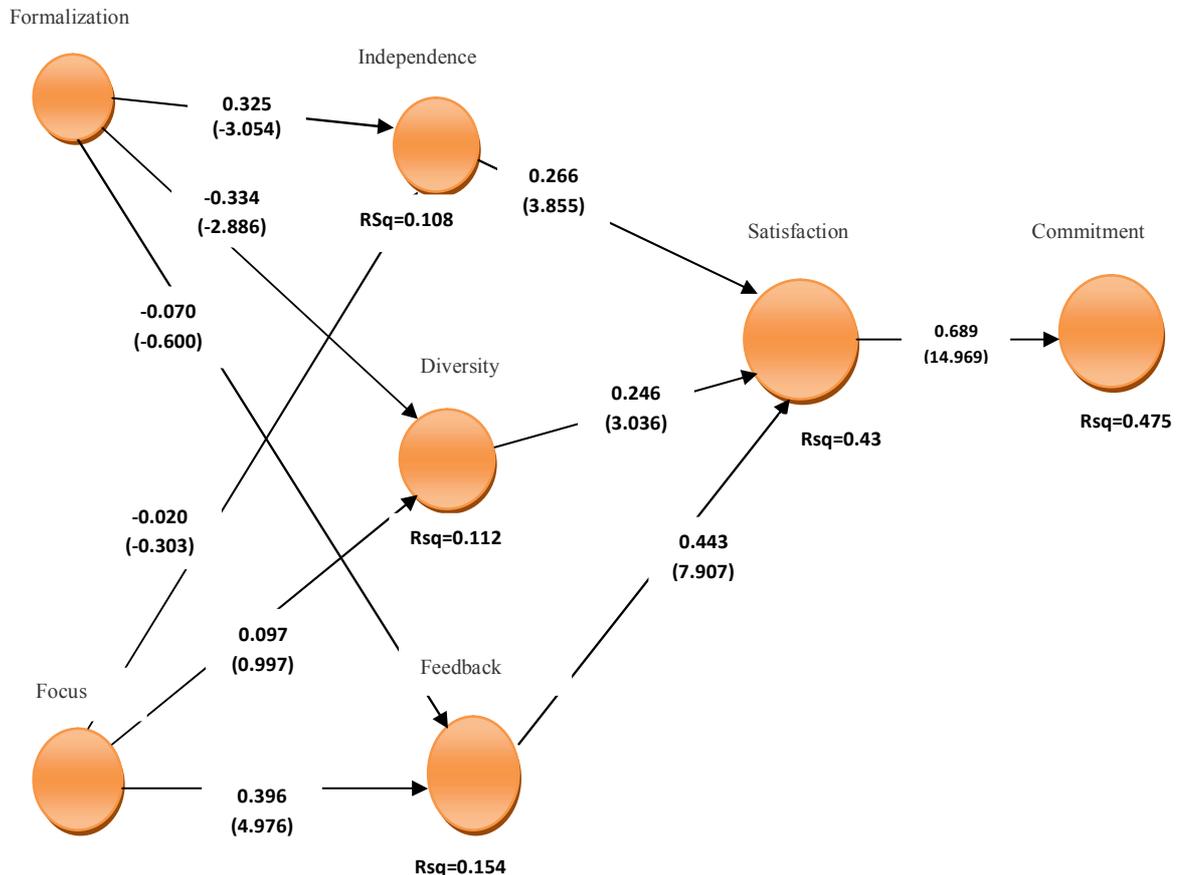


Figure 2) model in standard coefficients

With regard to amount R^2 can be said that job variety and job independence and job feedback in general can explain (predict) about 43 percent of job satisfaction variable. Also job satisfaction variable could explain (predict) approximately 47% of the commitment variable.

Hypotheses 1: According to the test of the hypothesis, the first hypothesis was confirmed and it was determined that Formalization has effect on employee Job independence of Gilan province rural organization. Referring to the original model in standard mode can be seen that the relationship intensity between two variables is equal to - 0.32. Therefore can be say that Formalization in organization reduced job independence. In study conducted by Evangelia katsikea & et al the relationship between two variables a Formalization and Job independence rejected.

Hypotheses 2: According to the test of the hypothesis, second hypothesis was confirmed and it was determined that Formalization has effect on employee Job Variety of Gilan province rural organization. Referring to the original model in standard mode can be seen that the relationship intensity between two variables is equal to - 0.33. Therefore can be say that Formalization in organization reduced Job Variety. In study conducted by Evangelia katsikea & al the relationship between two variables rejected.

Hypotheses 3: According to the test of the hypothesis, third hypothesis was rejected and it was determined that Formalization hasn't effect on employee Job feedback of Gilan province rural organization. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Hypotheses 4: According to the test of the hypothesis, forth hypothesis was rejected and it was determined that Centralization hasn't effect on employee Job independence of Gilan province rural organization. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Hypotheses 5: According to the test of the hypothesis, fifth hypothesis was rejected and it was determined that Centralization hasn't effect on employee Job Variety of Gilan province rural organization. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Hypotheses 6: According to the test of the hypothesis, sixth hypothesis was confirmed and it was determined that Centralization has effect on employee Job feedback of Gilan province rural organization. Referring to the original model in standard mode can be seen that the relationship intensity between two variables is equal to + 0.39. Therefore can be say that Centralization in organization 'causes Job feedback for employees. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Hypotheses 7: According to the test of the hypothesis, seventh hypothesis was confirmed and it was determined that Job independence has effect on employee Job satisfaction of Gilan province rural organization. Referring to the original model in standard mode can be seen that the relationship intensity between two variables is equal to + 0.26. Therefore can be say that Job independence in organization increase employee Job satisfaction. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Hypotheses 8: According to the test of the hypothesis, eighth hypothesis was confirmed and it was determined that Job Variety has effect on employee Job satisfaction of Gilan province rural organization. Referring to the original model in standard mode can be seen that the relationship intensity between two variables is equal to + 0.24. Therefore can be say that Job Variety in organization increase employee Job satisfaction. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Hypotheses 9: According to the test of the hypothesis, ninth hypothesis was confirmed and it was determined that Job feedback has effect on employee Job satisfaction of Gilan province rural organization. Referring to the original model in standard mode can be seen that the relationship intensity between two variables is equal to + 0.44. Therefore can be say that Job feedback in organization increase employee Job satisfaction. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Hypotheses 10: According to the test of the hypothesis, tenth hypothesis was confirmed and it was determined that Job satisfaction has effect on employee Organization commitment of Gilan province rural organization. Referring to the original model in standard mode can be seen that the relationship intensity between two variables is equal to + 0.68. Therefore can be say that Job satisfaction in organization increase employee Organization commitment. In study conducted by Evangelia katsikea & et al the relationship between two variables confirmed.

Table 1) hypotheses Results

Hypotheses	T-Value	Hypotheses status
H1	-3.054	Confirmed
H2	-2.886	Confirmed
H3	-0.6	Rejected
H4	-0.303	Rejected
H5	+0.997	Rejected
H6	+4.976	Confirmed
H7	+3.855	Confirmed
H8	+3.036	Confirmed
H9	+7.907	Confirmed
H10	+14.969	Confirmed

5- Conclusions and suggestions

According to the results of hypotheses testing determined that different levels of job variety, job independence and feedback on organizational commitment and job satisfaction of employees has a different effect. So in order to increase influence of these factors on organizational commitment of employees need to be considered following cases:

Job should be with a variety of skills and for person have attractive .In particular, managers should attempt to do their part in general and minor and create a collection of work that extends. This work lead to a in a variety of skills and prevent of being simple and repetitive work and also, through development and extension can be increased employment job variety that in this regard, can be increased area of jobs, the number different jobs and the frequency job rotation. Because job development cause variety skills and provides talents flourish in staff.

Individuals should have freedom and independence in their jobs. In particular, managers can expand the jobs through vertical, responsibility and control that were previously responsible for management assigned to the staff. Delegate authority and increasing responsibilities of employees cause to raise employee creativity and new ideas. Also Administrators need give more freedom to lower categories of employees. In order to decisions related to their work area as possible to adopt. Organizational manager can establish a flexible work schedule

and create trust space in the work and respect to employees' opinion and enhance degree of independence and freedom of action in their jobs.

Employed should be able in job that works received feedback of their performance and be aware that how his efforts are effective in achieving results .Also, employees by receive feedback from their job can be aware of their faults and weaknesses and shortcomings and trying to resolve it. Feedback about staff performance should be given directly to them. As possible, jobs should be described accurately and guidelines for doing good work should be given to employees.

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