

Evaluation of the Impact of Organizational Structure and Job Characteristics on Job Satisfaction and Organizational Commitment Case Study: Islamic Azad University, Parsabad Branch

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ABSTRACT

In the past decade the topic of organizational commitment and job satisfaction allocated an important place in research related to the management and has focus interest of many researchers in management. The main objective of this study is evaluation of the impact of organizational structure and job characteristics on job satisfaction and organizational commitment of employees. In this study statistical society is Parsabad Islamic Azad University employees. The statistical society is 112 members because statistical society is small thus total statistical society are considered as the sample. A questionnaire was used to collect data. Finally structural equation model was used for data analysis. Results of the study suggest that these variables of the organizational structure may effect on job characteristics. Also job characteristics have a positive effect on job satisfaction and job satisfaction has a positive effect on organizational commitment of Parsabad Islamic Azad University employees.

KEYWORDS: Job Satisfaction, Organizational Commitment, Organizational Structure, Job Characteristics.

1. INTRODUCTION

The main goal of any organization is achievement to the highest possible productivity level or optimized productivity. Efficiently factors in the productivity are capital, tools, work methods and human resources. Undoubtedly skilled and efficient manpower is one of the most important tools for achieving organizational goals because human resources has important role in increasing and reducing productivity in organization. Means if organization have greatest capital and the best technology and facilities, but don't have productive and motivated the human resources, will not achieve to its goal (Mehdad, 2006; Ostovar & et al, 2008).

In the past decade the topic of organizational commitment and job satisfaction allocated an important role in research related to organizational behavior and have been focused interest of many scientists and interns of management. It is the result of many studies that has been investigated relationship between organizational commitment and job satisfaction with its precondition and the consequence. In many cases, organizations need to individuals who try to benefit organization and beyond their regular duties. To create an organizational commitment to this assurance that instinctively people is trying for providing of organization interests (Salajegheh, 1998, p4). Although relationship between the difference job characteristics and organizational commitment has been studied in different research but there isn't any theoretical model to explain reason for their correlation, most studies have pointed to Oldham, Hackman study, Mathieu, Zajac study is emphasize that enriched jobs lead to greater organizational commitment, characteristics obtained from the research including skills, autonomy, challenge and the job domain. The diversity of skills is correlated with organizational commitment; autonomy and organizational commitment are very weak and positive relationship. Challenging jobs with organizational commitment had significant and positive relationship especially about who need to severe grow. A number of studies have been found a significant correlation between size of organization and organizational commitment. It is noted that in large organizations is possible promotion and this leads to organizational commitment but this issue has not been confirmed by meta-analysis. Morris and Steers say that employee perception from a lack of concentration has relationship with actual participation rate and by involvement in the organization finds a greater commitment to the organization. But also this claim is not approved by the meta-analysis. Organizational commitment has a close relationship with job satisfaction of employees. Research results indicate that organizational commitment is associated with many job behaviors of personnel; including organizational commitment has the potential and serious impact on organizational performance (Saatchi & et al, 2008). There are many reasons why an organization should increase level of organizational commitment of its members. Firstly, organizational commitment is a new concept and generally is different with job satisfaction and the dependence. For example, nurses may do interested work but are dissatisfied from hospital where they work, they shall search a similar job in other similar environments or vice versa may be a restaurant waiter have a positive feel about their workplace but waiting in the table or in general hate from their jobs (Greenberg & Baron, 2000, p182). Second, research has shown that organizational commitment has positive relationship with consequences such as job

satisfaction (Bateman, & et al, 1983, 198), presence (Mathieu, Zajac. 1990), organizational behavior of Meta social (O'Reilly & Chatman, 1986) and job performance (Meyer, Allen and Smith 1993) and has negative relationship with willingness to leaving job (Mowday., Porter., & Steers, 1982) (Farhangi & Hosseinzadeh,2005,1). So considering important role of job satisfaction and organizational commitment of employees in today organizations, in this study examines effective factors on organizational commitment and job satisfaction increased.

2. Organizational Commitment

Organizational commitment is defined degree of person belief intensity to organization goals, considerable effort to the organization and the desire to maintain membership in the organization (Morrow, 1983, p486-500). Hunt & et al (1985) believe that all organizations should have committed employees because high commitment leads to lower turnover and increased efficiency (Katsikea et al, 2010, 2). Porter & et al (1974) are defined organizational commitment as acceptance of organization values and involvement in the organization and the measurement criteria include motivation, willingness to continue working and acceptance of organization (Esmaeili ,2001,pp 66-67). Theoretical framework of organizational commitment researches is based on developed pattern of Salancik (1977) and it was planned results of organizational commitment (Salancik, 1977). This model includes personal characteristics and the role characteristics such as job opportunities and ambiguity in role, structural characteristics such as decentralization and the size of organization, work experience such as leadership style and organizational climate as the organizational supporting factors. According to Kolorson (2002) virtually decreases high levels of commitment employees leave with non-justified absenteeism and Working leave. Therefore environment that is capable to growth and development in employee commitment providing greater participation opportunities and satisfaction in work for employees.

3. Job Satisfaction

Job satisfaction is as a concept that in the field of organizational behavior is highly considered (Bellou, 2010, 4). Fred Luthans, Job satisfaction know positive emotional state and a pleasant that it is result of individual evaluation from her/his job or job experiences. He adds, job satisfaction is result of staff perceptions what their opinion is important and has provided their job well (Abbaszadegan, 2000). Job satisfaction is born of factors such as work environment conditions, job organizational system, relationships of governing to work environment, social factors and effect of cultural factors (Jenkins M, Thomlinson R, 2000). Job satisfaction is one of the most important areas of individual Attitude through the many effects has high importance. Job satisfaction is positive feelings or enjoyable that each individual achieves through assess their job or job experience (Moghimi, 2006, p383). Job satisfaction is one of the most extensively of studied subjects in the field the management. Locker Job satisfaction knows as a pleasurable or positive emotional state resulting from the evaluation of the work or work experience. Hunt, chonko, wood (1985) Job satisfaction knows the extent from positive or negative feelings about the intrinsic and extrinsic aspects of work (Brown & Peterson, 1993, 63-77).

4. Job Characteristics

Job characteristics refer to how the activities, tasks, assignments and diverse aspects of a job. Some jobs are currently and common because their activities are repeated and some other are unusual, some are needed different skills and some other has limited field of operations, some other are tired employees to forcing to precision comply from procedures and some other give employees freedom to perform to work willingly. Some works have most success when employees work together and some other who are working independently (Keshtidar, 2002, p41). Generally Hackman and Oldham (1975), five major characteristics were identified for the job: Job variety, Job identification, job significant, Job feedback, autonomy. Job variety is the scope of work Broaden for employees. Job identification; when an employee performs the whole work from beginning to its conclusion. Job significant is amount of significant impact job on other people living or working. Job autonomy is amount of employees' freedom in working. Job feedback amount of receive information about result of employee work how to do their work (Katsikea, 2010, 2). Ilgen & Hollenbeck know Job feedback as information about work results that is clears its effectiveness to achieve the desired goals of the organization (Ilgen & Hollenbeck, 1991, 170).

5. Organizational Structure

The organization is a social institution that is based on the target is consciously planned and coordinated with the active system that is associated with the external environment (Daft, 1998, p19). Organizations is consist Individuals with together relationship and organizational structure is help to organization in the field of optimum use of its resources to achieve organization goals and strategies (Araghi, 2008, p2). Peter Drucker believes that organizational structure is method for achieve long-term and short-term goals in organization (Robbins, 2000, p11). Robbins defines Organizational structure as one of organization components that is composed element of complexity, Formalization, and centralization. According to present research aims consider two dimensions of Formalization and Centralization.

5.1. Formalization

Formalization refers to rate of or extent to organizational job have standardized. If job have high formalization, its operator have the least freedom of action to perform activities related to job and when done and what should be done.

Formalization is defined as the rate of or extent that written laws, procedures, instructions and communication. Formalization accrues due to the advantages from standardizing employee behavior to recognize organizations. The standard of behavior reduces variability. Also it will increase coordination in the work. More formal is offers less freedom to operators' job. Jobs with less formal have more operators' professional judgment in it. However, power and the diagnosis itself is a rare quality that organizations to obtain people who have such ability, further benefits are paid in the form of salary. Formalization can done within job or it be imposed from outside when formalization is determined from outside for job used terms of external behavior for its. In this case rules and procedures are executed directly by the monitor management that representing jobs that unskilled workers can do the job incumbent (Ferozandeh Dehkordi, 2009, p65).

5.2. Centralization

Centralization refers to degree that decision making is concentrated at one unit point in organization. Power density at a point implies on concentration and lack of density or low density is a sign of decentralization. Concentration is the issue of distribution rate in powers decision making no geographical separation of organization. Concentration is the emphasis with formal organizational structure no with the informal organization and only used formal authority, focus look at decision-makers votes and comments. Organization will facilitate achieving the goals through group efforts coordination. Decision making and information processing are the key elements of coordination. Due to employee participation in decision-making process, decentralization in decision making is caused motivation (Robins, 2000, p97-107).

6. Conceptual Model of Research

According to theoretical foundations and historical background of the subject (Figure 1) that derived from the model of Evangelia katsikea et al (2010) is considered as present conceptual model.

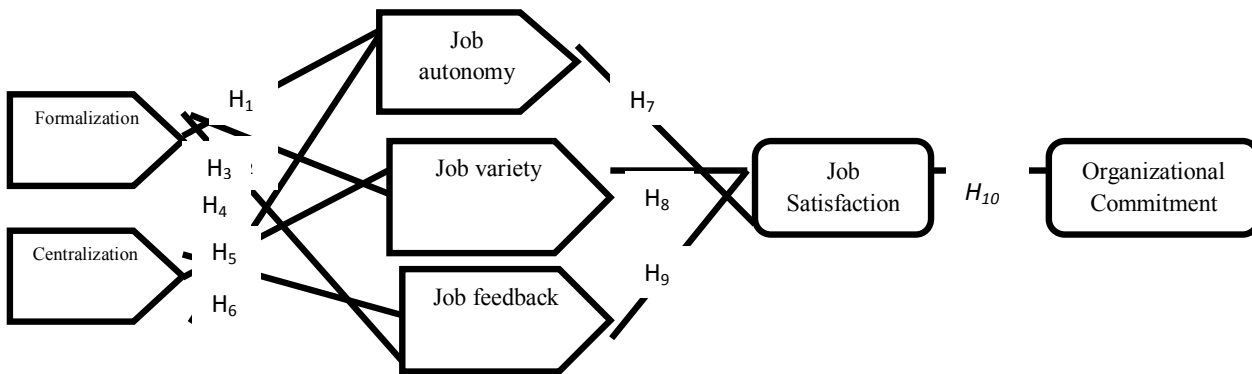


Figure (1): Conceptual model of research (Evangelia katsikea & et al., 2010)

Research hypotheses based on conceptual models are expressed as follows:

- H1: formalization has effect on job autonomy of Parsabad Islamic Azad University employees.
- H2: formalization has effect on job variety of Parsabad Islamic Azad University employees.
- H3: formalization has effect on job feedback of Parsabad Islamic Azad University employees.
- H4: Centralization has effect on job autonomy of Parsabad Islamic Azad University employees.
- H5: Centralization has effect on job variety of Parsabad Islamic Azad University employees.
- H6: Centralization has effect on job feedback of Parsabad Islamic Azad University employees.
- H7: job autonomy has effect on Job Satisfaction of Parsabad Islamic Azad University employees.
- H8: job variety has effect on Job Satisfaction of Parsabad Islamic Azad University employees.
- H9: job feedback has effect on Job Satisfaction of Parsabad Islamic Azad University employees.
- H10: Job Satisfaction has effect on Organizational Commitment of Parsabad Islamic Azad University employees.

7. RESEARCH METHOD

In this study statistical society is Parsabad Islamic Azad University employees. The statistical society is 112 members. Because statistical society is small thus total statistical society is considered as the sample. In other words we used all of society statistical members for collecting data. In this study, data collection tool is questionnaire. Scale of variables measured in this study is Likert scale with range 5 option from completely agree to completely disagree. The research questionnaire included 35 questions that 7 questions related to organizational structure (formalization and centralization), 12 questions related to job characteristics (job autonomy, job variety, and job feedback), 9 questions related to job satisfaction variables and 7 questions related to the dependent variable of organizational commitment.

From an initial sample consisted of 20 persons were used to investigate the reliability of the questionnaire the results indicate the reliability of the questionnaire, also content validity of the questionnaire was confirmed by specialists.

8. Data Analysis and Hypothesis Testing

In order to data analysis and to testing research hypotheses was used structural equation modeling. This method is a statistical modeling technique that covers other techniques such as multivariate regression, factor analysis, path analysis and its main focus is on the hidden variables (latent) that are defined by measured the indicators and the clear variables because this approach simultaneously analyzes the relationships between variables. So is considered reinsurance method in researches. Partial least square is variance-based unlike covariance-based methods is method for structural predicting model especially when Number of indicators each factor is a lot, and there is among them multicollinearity. This approach is considered the best option for the estimated model. This method does not depend on normal society and researchers can easily design your model without worrying situation of the society distribution. In structural model design of the present study are used this approach for estimating the factor loadings and path coefficients.

In order to analyze the data from are used Visual PLS software. The results of data analysis are shown in Figure 2.

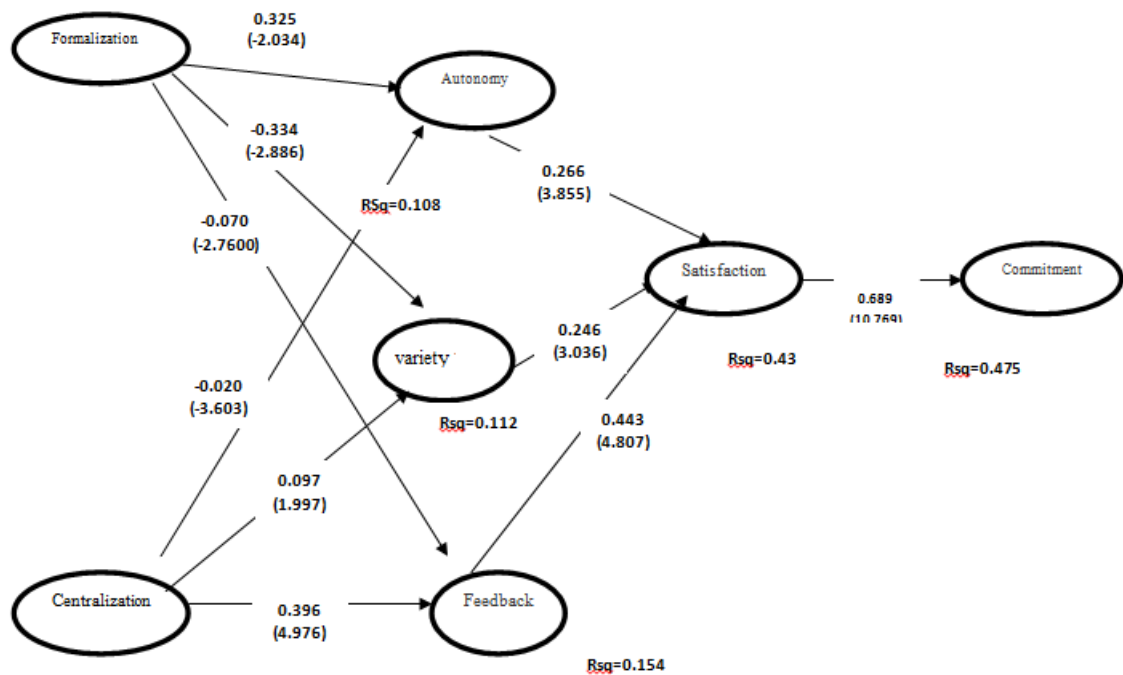


Figure (2): model in Standard and significant coefficients state

Continue to review the research hypotheses are discussed :

H1: formalization has effect on job autonomy of Parsabad Islamic Azad University employees. The results indicate that formalization with factor loading -0.325 and T-Value -2.034 has effect on job autonomy. Thus H1 is confirmed.

H2: formalization has effect on job variety of Parsabad Islamic Azad University employees. The results indicate that formalization with factor loading -0.334 and T-Value -2.886 has effect on job variety. Thus H2 is confirmed.

H3: formalization has effect on job feedback of Parsabad Islamic Azad University employees. The results indicate that formalization with factor loading -0.07 and T-Value -2.76 has effect on job feedback. Thus H3 is confirmed.

H4: Centralization has effect on job autonomy of Parsabad Islamic Azad University employees. The results indicate that Centralization with factor loading -0.02 and T-Value -3.603 has effect on job feedback. Thus H4 is confirmed.

H5: Centralization has effect on job variety of Parsabad Islamic Azad University employees. The results indicate that Centralization with factor loading -0.097 and T-Value +1.997 has effect on job variety. Thus H5 is confirmed.

H6: Centralization has effect on job feedback of Parsabad Islamic Azad University employees. The results indicate that Centralization with factor loading 0.396 and T-Value +4.976 has effect on job feedback. Thus H6 is confirmed.

H7: job autonomy has effect on job satisfaction of Parsabad Islamic Azad University employees. The results indicate that job autonomy with factor loading 0.266 and T-Value +3.855 has effect on Job Satisfaction. Thus H7 is confirmed.

H8: job variety has effect on Job Satisfaction of Parsabad Islamic Azad University employees. The results indicate that job variety with factor loading 0.246 and T-Value +3.036 has effect on Job Satisfaction. Thus H8 is confirmed.

H9: job feedback has effect on Job Satisfaction of Parsabad Islamic Azad University employees. The results indicate that job feedback with factor loading 0.443 and T-Value +4.807 has effect on Job Satisfaction. Thus H9 is confirmed.

H10: Job satisfaction has effect on organizational commitment of Parsabad Islamic Azad University employees. The results indicate that Job Satisfaction with factor loading 0.689 and T-Value +10.769 has effect on Organizational Commitment. Thus H10 is confirmed.

Table (1) summarizes the results of hypothesis tests

Structural Model	Entire sample	Means of subsamples	Standard error	t-statistic	hypothesis Result
1 formalization → autonomy	-0.3250	-0.3103	0.1064	2.342	Confirmed
2 formalization → variety	-0.3340	-0.3148	0.1157	-2.8864	Confirmed
3 formalization → feedback	-0.0700	-0.1628	0.1167	-2.761	Confirmed
4 Centralization → autonomy	-0.200	-0.0912	0.0660	-0/3029	Confirmed
5 Centralization → variety	0.0970	0.1798	0.0973	1.9972	Confirmed
6 Centralization → feedback	0.3960	0.3816	0.0796	4.9763	Confirmed
7 autonomy → Satisfaction	0.2660	0.2608	0.0690	3.855	Confirmed
8 variety → Satisfaction	0.2460	0.2384	0.0810	3.0359	Confirmed
9 feedback → Satisfaction	0.4430	0.4466	0.0560	4.807	Confirmed
10 Satisfaction → Commitment	0.6890	0.6928	0.460	10.769	Confirmed

9. Conclusions and suggestions

This research was applied and supported in Parsabad Islamic Azad University and following findings: Today, organizations are faced in rapidly changing and unpredictable in environment. Increasingly competitive world, developing and deploying information technology and changes in the demographic characteristics of human resources and customers are located in changes central (Beer & et al, 1991; Bennis & et al, 1985). In such situations managers have little opportunity to control the employees and should spend most of their time and resources to identify indoor and outdoor environment for organizations and other daily tasks put in charge their employees. Hence, today the most important competitive source of organizations is employees of committed, motivated and loyal (Boxell, 1996). Results from this study indicate that organizational structure and job characteristics have affected on organizational commitment and job satisfaction of employees. The following suggestions are offered:

- Employee increases his sense of responsibility when they have at work the freedom and independence. Managers need to increase their employees' sense of responsibility to give greater independence to them. In particular, managers can give the expansion of jobs through vertically, responsibilities and control that had previously management give to their employees. Delegation of authority and increasing responsibilities of employees is caused creation of creativity and new ideas in employees.
- Managers try to increase the organizational commitment of employees through increased levels of job satisfaction, reducing levels of job burnout and create an appropriate organizational climate.
- In job design try to tasks is challenging enough until person feel job satisfaction. Jobs must have the necessary variety of skills and have increasing efforts. Also is provocative in mental forces and motor skills and for person is attractive. In this regard Managers should strive until work blend in both partial and total and create a collection of work. This work leads to a variety of skills and prevents from the ease and duplicate and also It can increase job variety through job development that in this regard can increased the job area, number of different operations jobs and frequency of job rotation. Because job development is caused skills variety in employees and provides talent of employees.
- Also Managers should give greater freedom of action to lower categories of employees, because adopt making decisions related to their work area as possible. Severe control actions by management and high limits in the field of working for employees are caused creativity and innovation barriers and to limit flexibility. Managers should give the independence and freedom so employees chosen their working procedures and methods according to their idea. Managers with time planning flexible for work and create an atmosphere of trust at work and respect to employees view enhance their jobs the independence and freedom.
- Jobs should be described accurately as possible and guidelines for doing good work should be given to employees. This leads to the employees understand how to work well. Also employees can communicate with clients and getting their opinion through in connection with their performance received necessary feedback and if it is necessary, to attempt to resolve discrepancies and improve their performance.

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