

Organizational Structure and Organizational Undertaking of Staffs

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ABSTRACT

In this research the relationship between the characteristics of organizational structure with organizational undertaking of staffs will be consider in different governmental organizations and offices in Rafsanjan city. The working staff of this research include 9883 members that are working in the administration system of Rafsanjan city which 370 persons are selected with the help of samples related to society' volume and use of Kukaran formula. The tools of collecting data in this research are two questionnaires which one of theme is for evaluation of characteristics of organizational structure and another is designed for evaluation of organizational undertaking of staff, which use after nomination. In this research we use various statistics such as Kandal test, Espirman coefficient, Vilkakson test, and Man-Vitety for the analysis of data.

The whole statistical analyses have been done through software named SPSS. Meanwhile the surface of the test is $\alpha = 0/05$.

The results of research are showing that:

- 1) There is a positive relationship between the organizational structure and organizational undertaking of staffs,
- 2) There is a positive relationship between the characteristics of organization's structure and organizational undertaking of staffs.

KEY WORDS: Structure, organizational structure, complexity, formality, concentration, organizational undertaking.

INTRODUCTION

According to Saimoon (Mintezberg, translation in to Persian, 1993:35) the design is human's knowledge about engineering, medicine, or management. Design means thinking of changing the system. A design in an organizational structure is selected for applying various ways, dividing the jobs and mechanisms, and its results will be effected on how an organization works.

In a design of structure we can understand which jobs which kinds of works and how to do the work with which kind of tools and standards they can do, then we can reach to the organization's aims. In other words in a design of structure we can describe the division of jobs, the environment for supervising, the problem of decision, and the ways of relation between different groups of worker.

So, the importance of study of organizations to reach to the organization's aims is that which it is said, a good organization will work better and the staffs are more satisfied (Monavarian, 2000:2). It is also said that the importance of environmental factors are not less than the importance of constitutive factors, so in a design of structure we should pay attention to the place environment which an organization placed, its way of growing, the way of production or services (Mintezberg, translation in to Persian, 1993:4).

Existing of workers who undertakes in an organization is one of its importance characteristics in relation to the other organizations. The worker who is more loyal to the organization's values and more satisfy and has more willing to be a member of that organization and will be more responsible to his duties as well. Then his existence to the organization will help the organization to increase its work and can show different face in the society. Similarly, the workers those who are not loyal to the organization not only think of about the organization's aims, but also can be responsible for the organization's problems and also effected on other workers (Rashidpour, 2001:4).

So, the subject of how to make a guaranteed organization and its effected factors is become one of the major subject for many scholars and thinker of organizational behavior and many research about it. This research is also is talking about the survey of the relationship between the factors of organizational structure with the organizational undertaking staffs in governmental organizations and offices in Rafsanjancity.

Statement of problems

Any organization in order to talk about its aims and objectives and its function must think of about its facilities. In this way one of the important needs is the organizational structure. Structures in which the duties and relationship between staffs and organs must be manage in a way which can increase the growth and improve of the organization.

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The research will show that the existing structures which are available in our country are mostly traditional, and now a days the fast changes in the recent decade and the complicated problems in this field will show that this traditional design cannot answer the needs, and it must goes under some basic changes. In respond to these needs the organizations must think of about some changes and corrections in traditional structure, and they should try to invent some new samples and structures for organization change it to the new structures (Alvani, 106:1998).

On of another source which helps the organization to improve is the power of human. The workers who join to the organization have special goals, which can find the organization to reach to their goal. So in order to reach to their goals and needs, they work hard and are loyal to the organization. The organization is also will reach to its goals. If the structure of organization designed in a way that cannot respond to the needs and goals of workers then, it may cause to reduce this loyalty and guarantee. So, according to what has been written here, the basic question which the research has to find is that, is there any relationship between the organizational structure and organizational undertaking or no?

Research objectives

The basic aims and objectives of this research are to understand and describe the relationship between the organizational structure and organizational undertaking of staffs in the governmental organizations and offices in Rafsanjan city.

Research place and subject matter range

In this research we will discuss the relationship between organizational structure's factors such as: 1) complexity, 2) formality, 3) concentration, with organizational undertaking factors such as: 1) emotional undertaking, 2) continued undertaking, 3) duties undertaking of workers in Rafsanjan city.

Operational Definition of words

1) Organizational structure:

The organizational structure in this research refer to the factors such as: complexity, formality, and concentration, which are evaluated with the use of evaluation questionnaire or multiple choice question which is written by Estephen Pi Rabins, and has 24 questions. The marks which the workers will get out of these questions related to Likert will be determining their characteristics of organizational structure.

2) Organizational undertaking:

In this research the organizational undertaking is consisting of factors such as: emotional undertaking, continued undertaking, and duties undertaking which are evaluated with the use of evaluation questionnaire or multiple choice questions which is written by Alen Vamier, and has 24 questions. The marks which the workers will get out of these questions related to Likert will be determining their characteristics of organizational undertaking.

Theoretical Framework

The organizational undertaking of staffs is the first factor which is noted in this research. The factor that try hard to describe and define factors such as complexity, formality, and concentration.

The organizational undertaking for one of the ideas about working in the previous decade has a lot of research like topics related to organizational undertaking, the effective factors of this guarantee and the results of it has become important for many people. One of the reason is that those organizations which has high organizational undertaking have usually effective work, more production, and less absence, and in many cases the organizations needs those people who think about the organization's benefits more than their benefits, and this is very important and any default will increase the costs because of leaving the workers, then it needs more accuracy and standard control (Abbasi, 2002:5).

The fast changes which many organizations has to face nowadays will bring them to manage themselves to these changes if they want to improve more, and always think of the correction and improving their systems. An organizational structure will be more effective when it can reach to its goals with minimum damages (Kuntez and others, 1992:592).

There are some evidence shows that organizational structures play an important role in rationalization and understanding staff's behavior (Rabinz, translation in to Persian, 1996:795).

We should note that the researches by many teachers, is reflected the traditional structure of staffs and this will cause many problems like non-interesting work, low production, etc. so, the present research will talk about organizational structure and its relation to the organizational undertaking of staffs in Rafsanjan city.

Analytical model of research

Concept: organizational structure (independent)

Factors: complexity, formality, concentration

Index:

1- Complexity:

- the number of various jobs
- The level of education of staffs
- The number of hierarchical order of organization
- The number of organizational surface
- The number of organizational unit
- The distance between the unit and the main office
- The ratio of human power in units

2- formality:

- the situation which describe the existing jobs
- the situation which control the work relevant to describing the job
- existing criteria, standards, and structures
- the situation of prophecy of structures to the staffs
- the written structure
- following or not following the structures by staffs
- the situation in which the managers and offices will follow the structures

3- Concentration:

- how much managers involve in collecting information
- how much managers involve in describing and analyzing information
- the situation of controlling the decisions by managers
- the changes of duties of staffs in some cases such as:
 - 1) Managing and determining the budget of their own unit
 - 2) The analysis of the work of their own unit
 - 3) Recruitment or deport the staff of their own unit
 - 4) Giving reward to the staffs of their own unit
 - 5) Purchase the material and equipment of their own unit
 - 6) The way of fulfillment of the task of their own unit
 - 7) Regulation of program of their own unit

Concept: organizational undertaking (dependent)

Factors: emotional undertaking, continued undertaking, duties undertaking

Index:

1) emotional undertaking:

- working on holidays
- worry about problems of organization
- lack of attention to the working of their organization
- to treat the organization as their second house
- psychological attachment to the organization
- be an important person for the organization
- talking with others about the organization
- 2) continued undertaking:
 - willing to stay in the organization
 - costly leaving from the organization
 - the problems after leaving the organization
 - ability or lack of ability to find another job
 - the condition of supplying the staff's benefits in the organization
 - worry about the consequences of leaving the organization
 - difficulty of leaving the organization
- 3) duties undertaking:
 - loyalty to the organization
 - not leaving the organization
 - to devote themselves to the organization
 - worry about the working situation of colleague
 - lack of attention to the temptation suggestion of other organization
 - work till the end of working period in the organization

- feeling of having moral duty about working in the organization

Hypothesis

Main hypothesis:

- There is a meaningful relationship between the organizational structure and organizational undertaking of staffs.

Secondary hypothesis:

- There is a meaningful relationship between complexity and organizational undertaking.
- There is a meaningful relationship between formality and organizational undertaking.
- There is a meaningful relationship between concentration and organizational undertaking.

THE RESEARCH METHODOLOGY

This research is a kind of correlation research that is the relation between two or more factors or between two or more group of data. The degree of this relation can be determine and evaluated through correlation (Bast, translation in to Persian, 1374). And it is one of the application research and collecting data with the method of research field.

Statistical society

The statistical society of this research is consists of all staffs of governmental organizations and offices of Rafsanjan city, which are around 9883 persons, that working there in different kinds of jobs and with different level of education, whether conventional or official.

The methodology of sampling

The methodology of sampling is the coincidence category that is proportional to the volume of sample.

Volume of sample

To determine the volume of sample, the Kukaran formula is used with then hypothesis:

Volume of statistical society $\Rightarrow N = 9883$

Maximum estimate of error $\Rightarrow d = \%5$

Distribution of normal standard $\Rightarrow \left(Z_1 - \frac{\alpha}{2} \right) = 1/96$

Ratio of society sunit with a special characteristic $p = 0/5$

$$\text{Volume of sample } \Rightarrow n_{\max} = \frac{\left(z_1 - \frac{\alpha}{2} \right)^2 \cdot p \cdot (1-p)}{d^2} \Rightarrow n_{\max} = \frac{\frac{(1/96)^2 \cdot (0/5) \cdot (0/5)}{(0/05)^2}}{1 + \frac{1}{9883} \left(\frac{\left(z_1 - \frac{\alpha}{2} \right)^2 \cdot p \cdot (1-p)}{d^2} \right)}$$

Tools for collecting data

In this research, for collecting data in the field of organizational structure uses the standard questionnaire that is belonging to Estephen Pi Rabins, with 24 questions, 7 questions related to complexity, 7 questions related to formality, 10 questions related to the concentration, and it is designed based on Likret's scale.

For the analysis of organizational undertaking of staffs, it use the questionnaire belonging to Alen and Mier with the 24 questions.

Justifiability and permanently

Justifiability: in the present research the two questionnaires are determined with the help of 5 university's teachers, and the justifiability of questionnaire related to organizational structure is 89/4, and justifiability of questionnaire related to organizational undertaking is 87/6. This method that is used to determine the justifiability is reliable and a usual method.

Permanently: in this research the method of two times test is used for the analysis of reliability that the amount of correlation can be calculated with Pierson and Spirman, that the reliability of questionnaire related to staff's undertaking is 0/82.

Method of analyzing data

This research uses inference statistical method such as, correlation Kandal and Spirman test, Vilkakson test, and Man-Vitni for the describing the data, and also using the software named SPSS for analyzing data.

The result of analyzing data:

- 1) Is there any relationship between organizational structure and organizational undertaking of staff?
 H0: there is no meaningful relationship between organizational structure and organizational undertaking of staffs.
 H1: there is a meaningful relationship between organizational structure and organizational undertaking of staffs.
 When the efficiency of Kandal and Espirman correlation are equal to 0/213 and 0/238, and meaningful relationship of both is equal to 0/000, so, the hypothesis of H0 will be deny, and this means there is a meaningful relationship between organizational structure and organizational undertaking of staffs.

Organizational undertaking of staffs					
organizational Structure	availability	Kandal correlation		Espirman correlation	
		Correlation coefficient	Meaningful	Correlation coefficient	meaningful
	354	0/213	0/000	0/238	0/000

Table1-consideration the relationship between organizational structure and organizational undertaking of staffs.

- 2) Is there any relationship between complexity and organizational undertaking of staffs?
 H0: there is a no meaningful relationship between complexity and organizational undertaking of staffs.
 H1: there is a meaningful relationship between complexity and organizational undertaking of staffs.
 When the efficiency of Kandal and Espirman correlation are equal to 0/331 and 0/ 364, and meaningful relationship of both is equal to 0/000, so, the hypothesis of H0 will be deny, and this means there is a meaningful relationship between complexity and organizational undertaking of staffs.

organizational undertaking of staffs					
complexity	availability	Kandal correlation		Espirman correlation	
		Correlation coefficient	meaningful	Correlation coefficient	meaningful
	354	0/331	0/000	0/364	0/000

Table2-Consideration the relationship between complexity and organizational undertaking of staffs.

- 3)Is there any relationship between formality and organizational undertaking of staffs?
 H0: there is no relationship between formality and organizational undertaking of staffs.
 H1: there is a meaningful relationship between formality and organizational undertaking of staffs.
 When the efficiency of Kandal and Espirman correlation are equal to 0/115 and 0/131, and meaningful relationship is equal to 0/014, so, the hypothesis of H0 will be deny, and this means that there is a meaningful relationship between formality and organizational undertaking of staffs.

organizational undertaking of staffs					
formality	availability	Kandal correlation		Espirman correlation	
		Correlation coefficient	meaningful	Correlation coefficient	meaningful
	354	0/115	0/014	0/131	0/014

Table3-Consideration the relationship between formality and organizational undertaking of staffs.

4) Is there any relationship between concentration and organizational undertaking of staffs?

H0: there is no meaningful relationship between concentration and organizational undertaking of staffs.

H1: there is a meaningful relationship between concentration and organizational undertaking of staffs.

When the efficiency of Kandal and Espirman correlation are equal to 0/253 and 0/278, and meaningful relationship of both is equal to 0/000, so, this means the hypothesis of H0 will be deny, and there is a meaningful relationship between concentration and organizational undertaking of staffs.

		organizational undertaking staffs			
Concentration	availability	Kandal correlation		Espirman correlation	
		Correlation coefficient	meaningful	Correlation coefficient	meaningful
	354	0/253	0/000	0/278	0/000

Table4-Consideration the relationship between concentration and organizational undertaking of staffs.

CONSIDERATION AND DISCUSSION

In this research we consider the organizational structure with three characteristics; complexity, formality, and concentration in governmental organizations and offices in Rafsanjan city. From the statistical account the result is that in some of these organizations the structural characteristics are low, in some of them is medium, and in some of them is high. In other words, 75% of these organizations were in medium level, means they have a traditional structure.

In consideration the relationship between organizational structure and organizational undertaking of staffs, the results shows that there is a positive meaningful relationship between the two factors, means with more traditional structure the organizational undertaking of staffs will be increase. It can be seen that the homogeneous characteristics of society and traditional characteristics of structure in this field is very important.

According to the results of consideration the hypothesis of research that shows that there is a positive meaningful relation between organizational structure and organizational undertaking, it can be confirm, because the workers enter to the organization with the same situation which they lived, it means the structural characteristics of organization is not against their cultural norms and beliefs, and they accept and concentrate on the decisions and fulfill the decisions. It also can refuse confusion about rules and duties and responsibilities.

The historical consideration also shows that these structures are extraction and use the Brookracy of western countries. In other words some of the characteristics of governmental organizations and their structures are related to Brookracy (Saburi 84:2002).

Weber, showed Brookracy as a discipline in a 20th century, and now a days it can be seen that Weber was right and all the huge organizations are Brookratic

Suggestions

What is clear is that the effective suggestions are the results of a scientific research. So, from the results of consideration about organizational structure and organizational undertaking, the suggestions are as follows:

- 1) In design of structure the cultural characteristics can help a lot to the knowledge, and have an effective correction way.
- 2) With the help of these results for refusing the reduction of staff's undertaking, we can use the method of changing the job in the specialized field or with the use of increasing the number of jobs, reduce the monotonousness of duties.
- 3) When this research is considered in the governmental organizations and offices, it can be suggested that the same subject consider in the heavy production of industries, and compare the result.

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