

INVESTIGATION ON ORGANIZATIONAL STRUCTURE ENABLING, DIMENSIONS, QUALITY AND DESIRABILITY IN A KNOWLEDGE BASED CORPORATION

Mohammadnoor Rahmani

Department of Humanistic Sciencse, Islamic Azad University Bandar Abbas Branch, Bandar Abbas,Iran.

Abstract: The general purpose of the present study was to investigate the structure and nature of organization. The population of the study was all of the directors of the knowledge based company founded in 2012. Using simple random sampling, 165 subjects were selected. Research tool, was the scale of organizational structure which after validity and reliability calculation, was completed and returned by managers. The results showed that the dominant organizational structure in the management of the company's knowledge base is an empowering structure. Desirability of enabling organizational structure of the company was more than enough desirable. The rank of enabling structural aspects in terms of load factor in explaining the structure from most to least, are: context, process, focus and formality.

Keywords: organizational structure, enabling structure, enabling, organization.

INTRODUCTION

According to behavioral scientists, organizations today are forming absolutely undeniable modern world. Different organizations with different goals are all guided based on staffing efforts as a key element of any organization (Homan, 2002). Organizations play a key role in sustainable development of country by meeting the needs of society as well as the dynamism and social progress. as an Introduction to this, communicating and effective performance is necessary which can be achieved through structural design enablement and empowerment of the people realized. So that the enterprise managers to help design and develop an appropriate organizational structure (enabling), to empower people in ways that are meaningful (Moeini, 2011), and thus with shaping and directing their organizational behavior, we can influence their organizational performance and lead them to realization of key objectives of organization.

Based on the foregoing, the connection between structure and empowerment of people is inevitable and has a rebound effect of direct and indirect (mediated by other variables). On the other hand growth and increase of insecurities resulted from environmental changes requires structural re organization and structural renovation (Saracoglu, 2009). Hence the importance of these two factors (structural empowerment¹) and their interactive relationships in guiding the behavior of

individuals (at different levels: individual, group and organizational), cognition, perception and analysis of the quality and how it affects on empowerment is important. The purpose of this study to the matters discussed. The result of the study was knowledge of the nature, the quality of the organizational structure of the various units of the organization and its desirability. It also determines the load factor enabling aspects of structure and determines which of the four dimensions of the structure is enabling significantly more powerful explanation. This research is expected to lead to a correct understanding of the foundation of the company's managers and the organizational structure is a dynamic concept. Also help to understand the dynamics and complexity of the organizational structure, better use of human capital and institutional business development in the corporate suite (Sinden et al, 2004).

Organizations due to the triple functions (layout of the community, the needs, dynamics and community development), are considered an essential component of any society, and the management, efficiency and creation of dynamic equilibrium of the managers are as organizational leaders. Accordingly, management is considered as a key factor in creating a dynamic organization to function effectively. This can be achieved by enabling the design of organizational structures (Moeini, 2011). Effective managers are actually creating an appropriate organizational structure, to create and establish the balance significantly. Also a shift towards service economy has increased work flexibility which caused in increased work pressure and workload (Robbins and judge, 2009). So a transformation

¹ In this study , the structure in types of enabling and deterrent was considered (hoy and Sweetland, 2000 and 2001)

in work environment is observed. How employees perceive their work environment can affect employee's commitment, motivation, and performance and also helps organization to form a competitive edge over its rivals (Tolbert and Hall, 2009). The view point of employee regarding the work environment and its importance is called as psychological work climate (Tolbert and Hall, 2009). The effect of individual's perception or work is for both, the organization and individual himself. Individual attitudes such as job satisfaction and organizational attitudes such as organizational commitment are dependent upon individual's psychological climate experience and perception of work. Research also support that psychological climate experiences have both long term and short term effects, in the long term it can cause stress and health problems while in the short term it can influence layoffs and work activities (Tork zadeh, 2009). It is supported by research that a motivational and empowered work climate can influence employee's attitudes toward work positively and can improve work performance (Robbins and Judge, 2009).

It was reported that specific work activities also creates boredom at work and can cause lack of motivation for the employees (Englert & Tarrant, 1995; Hoy, 2003; Mc Guigan, 2005; Clark, 2008; Beard et al, 2009; Watts, 2009). Job enlargement is defined as "Assigning workers additional same level activities, thus increasing the number of activities they perform"(Tylus, 2009). An important determinant of employee's behavior at work is job enlargement, so there is a need of research regarding job enlargement and its relationship with motivation, organizational commitment and job satisfaction (Adler, 1999). Today to accommodate a business need job enlargement is used to enhance employee's scope and workload. That need can be to increase skills of handling new customer or it can be an industry requirement, or to offset lack of resources due to lack of hiring or high turnover (Hoy and Miskel, 2008). The employee may perceive this role enhancement as positive enforcement in start but if this added workload is not accompanied with any reward then the employee mere gain more responsibility and work and consider the work as fatigue and workload (Hoy and Sweetland, 2001). It was argued that that job enlargement is related to the fulfillment of lower order needs of Maslow's theory Therefore job enlargement leads to job satisfaction (Sinden et al, 2004). Job enlargement lead to decrease in social interaction and increase in work load therefore decrease motivation, job satisfaction and

commitment of the employees (Hoy and Sweetland, 2000; Geist and Hoy, 2004). So the literature supports job enlargement in both favorable and unfavorable ways. So it is important to study the existence of job enlargement and its impacts in public sector (Hoy and Miskel, 2005 and 2008). Geist and Hoy, (2004) explained the nature of government organizations in Iran and studied how to motivate the performance of government employees. He suggested in government organizations not many incentives are offered to employees on the basis of their performance, their motivation level is low as compare to private sector employees (Sinden et al, 2004). Hoy (2003) further argued that due to job security and no fear of firing, employees are not willing to work at their full potential. He examined the motivational theories and suggested ways to improve motivation level of such employees (Geist and Hoy, 2004). He argued that because government organizations are similar to non -profit organizations, the same motivational techniques used in non-profit organizations can be used in government sectors to motivate employees. Work environment plays a key role in developing employees' attitudes and behaviors. Motivation is also dependent upon work environment and other processes (Sinden et al, 2004). Rhoads (2009) defines motivation as, "a process that starts with a physiological deficiency or need that activates behavior or a drive that is aimed at a goal incentive" (Sinden et al, 2004). So it is important to understand the relationship between needs, drives, and incentives to understand the process of motivation (Geist and Hoy, 2004). Motivation is the result of psychological processes that lead to goal oriented and effective efforts of the individuals (Hoy and Sweetland, 2001). Job satisfaction is a state of pleasure that could be gained by implementing one's values to a job ((Hoy and Sweetland, 2001)). Job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job." (Hoy and Miskel, 2005 and 2008). It is suggested that job satisfaction occurs when changing individual needs match unchanged and specific characteristics of the job (Sinden et al, 2004). Dissatisfied employees have negative workplace behaviors such as low performance, high absenteeism, high turnover, and decreased productivity (Sinden et al, 2004). Organizational commitment can be simply defined as the attachment or bonding that individuals form to their employing organizations (Sinden et al, 2004). Job

satisfaction is recognized as a part of organizational commitment (Hoy and Sweetland, 2001). Job satisfaction is a significant predictor of organizational commitment (Hoy and Sweetland, 2001). Job satisfaction is an attitude toward work related situations,

features, or aspects of the job. Consequently, commitment proposes more of an attachment to the employing firm as opposed to specific tasks, environmental factors, general atmosphere, and the location of the job to be performed (Hoy and Miskel, 2005 and 2008).

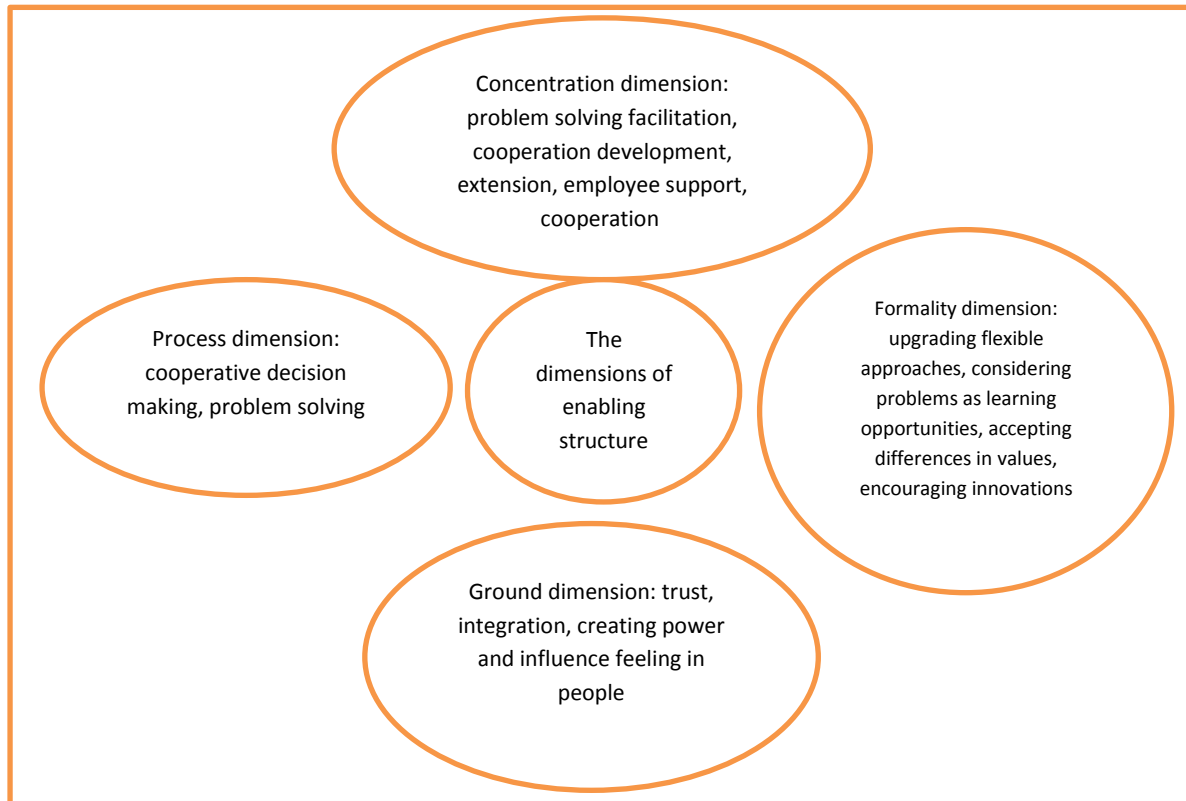


Figure1. Features of enabling structure

Anand (2005) in his research about deterrent and enabler structure showed that enabler structure has a higher level of employee satisfaction and lower expense comparing to deterrent structure. Suggested ways include restrict new hiring, but due to organizational growth work demand is increasing continuously. Organizations are shifting this increased work burden on their existing employees by enlarging their jobs. In literature the same situation is known as “job enlargement” which is horizontal expansion of job duties. Some Arguments are in the favor of job enlargement that it reduces boredom. It is suggested in the literature that job enlargement can lead to motivation, job satisfaction and organizational commitment. It is also argued that in the long run job enlargement may dissatisfy workers and tends to reduce their motivation and organizational commitment. Toward this, detailed objectives were presented as below:

- 1) Identifying type of organizational structure in knowledge based corporation
- 2) Determining approval of organizational structure in knowledge based corporation
- 3) Determination of load factor of four dimensions of organizational structure in knowledge based corporation

METHODOLOGY

This is a descriptive study which was carried out as survey. The research population included all directors in 2012 which according to statistics was about 290 people. According to Cochran and random sampling, 165 participants were chosen.

To gather information we used a scale of power sources (Tork zadeh and Moeini, 2010) to ensure that neither the scale of rewards, coercion and punishment, legitimacy, authority, expertise, information, ethics, culture and environment, with the hegemony is a five-item

Likert. To assess validity, using item analysis, inter-item correlation coefficient was calculated for each scale with a total score of the scale that results in the lowest and highest correlation coefficient items, (0.50-0.71). Also the validity of the construct (factor analysis) was used and the

results are shown in Table 1. Reliability by using Cronbach's alpha was calculated to 0.78. For data analysis soft-wares were analyzed with SPSS and LISREL. To answer the questions 1, 2 and 3 we used dependent T test, one sample T test and factor analysis.

Table1. Validity in organizational structure questionnaire

Dimensions of organizational structure	items	Factor load
Formality	1	0/47
	2	0/26
	3	0/50
	4	0/78
	5	0/60
	6	0/37
	7	0/90
	8	0/95
	9	0/88
	10	0/86
		0/66
Concentration	12	0/43
	13	0/50
	14	0/50
	15	0/78
	16	0/60
	17	0/42
	18	0/67
	19	0/83
		0/29
Process	21	0/34
	22	0/95
	23	0/86
	24	0/78
	25	0/54
	26	0/60
	27	0/26
	28	0/58
		0/37
Ground	30	0/29
	31	0/63
	32	0/23
	33	0/83
	34	0/29
	35	0/47
		0/26

FINDINGS

According to table2, it is clear that the averages of enabler structures are 3.67 and deterrent

structure is 3.01. The difference between the averages is significant at 0.001. This means that dominant organizational structure in different units of corporation is enabler structure.

Table2. Dominant organizational structure type in knowledge based corporation

Type of structure	average	SD	f	Freedom degree	Significance level
Enabler structure	3.67	0.78	8.64	1	0.001
Deterrent structure	3.01	0.75			

According to table 3, it is clear that the highest average of four dimensions of organizational structure is related to concentration 3.10 and the lowest average is for formality 2.68 and the difference between them is significant at 0.001.

The averages of four dimensions of organizational structure is higher than approval quality ($Q_3=0.75$). This means that in a knowledge based corporation, organizational structure has high quality.

Table3. Examining the quality of organizational structure in knowledge based corporation

Organizational structure dimensions	average	SD	Q3	T value	Freedom degree	Significance level
Concentration	3/10	1/02	3	52/58	164	0.001
Ground	2/79	1/11	2	80/45		
Formality	2/68	0/97	2/50	32/58		
process	2/85	1/05	2/25	21/30		

According to figure2 , the ranking of four dimensions of enabler structure regarding their factor load from high to low is : ground, process,

concentration and formality. The difference between the dimensions is significant at 0.01.

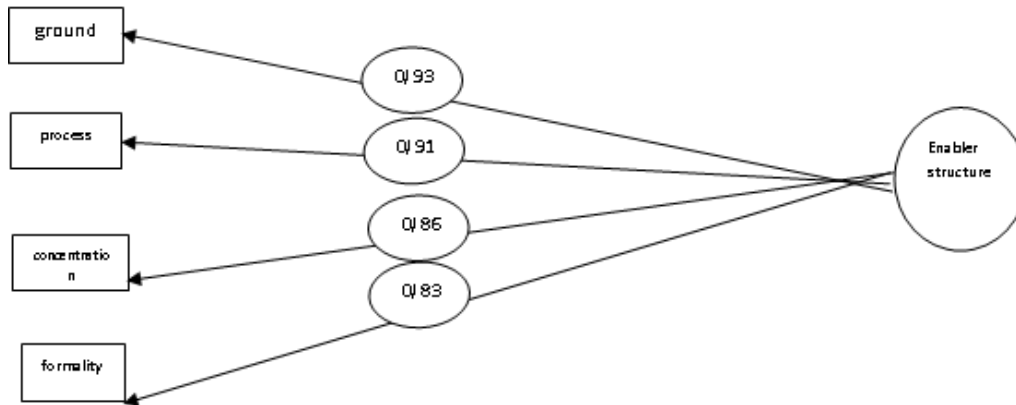


Figure2. examining four dimensions of enabler structure

CONCLUSION

The results of this study showed that dominant organizational structure is enabler structure. This can be resulted from this fact that according to some documents today's communicational atmosphere in different units of corporation has some features as encouraging innovations, trust growth, problems solving facilitation , cooperation, extension encouragement and supporting organization members (Hoy and Sweetland, 2000 and 2001; Hoy and Miskel, 2005 and 2008). On the other hand growth and increase of insecurities resulted from environmental changes requires structural re organization and structural renovation (Saracoglu, 2009). Hence the

importance of these two factors (structural empowerment) and their interactive relationships in guiding the behavior of individuals (at different levels: individual, group and organizational), cognition, perception and analysis of the quality and how it affects on empowerment is important. The purpose of this study to the matters discussed. So a transformation in work environment is observed. How employees perceive their work environment can affect employee's commitment, motivation, and performance and also helps organization to form a competitive edge over its rivals (Tolbert and Hall, 2009). The view point of employee regarding the work environment and its importance is called as psychological work climate (Tolbert and Hall, 2009). The

effect of individual's perception or work is for both, the organization and individual himself. Individual attitudes such as job satisfaction and organizational attitudes such as organizational commitment are dependent upon individual's psychological climate experience and perception of work. Research also support that psychological climate experiences have both long term and short term effects, in the long term it can cause stress and health problems while in the short term it can influence layoffs and work activities (Tork zadeh, 2009). It is supported by research that a motivational and empowered work climate can influence employee's attitudes toward work positively and can improve work performance (Robbins and Judge, 2009). Dissatisfied employees have negative workplace behaviors such as low performance, high absenteeism, high turnover, and decreased productivity (Hoy and Sweetland, 2000 and 2001). Organizational commitment can be simply defined as the attachment or bonding that individuals form to their employing organizations (Tolbert and Hall, 2009). Job satisfaction is recognized as a part of organizational commitment (Hoy and Miskel, 2005 and 2008). Job satisfaction is a significant predictor of organizational commitment (Sinden, 2008). Job satisfaction is an attitude toward work related situations, features, or aspects of the job. Consequently, commitment proposes more of an attachment to the employing firm as opposed to specific tasks, environmental factors, general atmosphere, and the location of the job to be performed (Hoy and Miskel, 2005 and 2008). So in this structure the amount of factor load of ground dimension is evaluated in proportion to other dimensions. These findings are consistent with the results of Tork zadeh and Moeini's research.

Finally according to the present study's results, for improvement and quality management of organizational structure we suggest following issues:

- 1) Developing a behavioral significant system on conceptual, structural and functional dimensions.
- 2) Improving ground factors in organizations like trust and creating power and influence in people
- 3) Organizational and cooperation decision making
- 4) Presenting required guidance for problem solving
- 5) Less emphasis on organizational rules.

REFERENCES

- Adams CM, Forsyth PB. Promoting a Culture of Parent Collaboration and Trust: An Empirical Study, annual meeting of the American Educational Research Association, San Francisco: CA.2006.
- Adler PS. Building Better Bureaucracies. Academy of Management Executive.1999: Vol. 13, No. 4: 36-47.
- Anand AI. An Analysis Of Enabling Vs. Mandatory Corporate Governance Structures Post Sarbanes -Oxley, Available at SSRN: <http://www.ssrn.com>. 2005.
- Beard KS, Hoy WK, Hoy AW. Academic Optimism of Individual Teachers: Confirming a New Construct, The Ohio State University. 2009.
- Clark KE. The Pastoral Academic Divide: Impacts And Implications For Pastoral Care, Dissertation Of MS, Murdoch University.2008.
- Englert CS, Tarrant KL. Creating collaborative cultures for educational change, Remedial and Special Education.1995:Vol. 16, No. 6: 325-336.
- Geist JR. Predictors of Faculty Trust in Elementary Schools: Enabling Bureaucracy, Teacher Professionalism, and Academic Emphasis, Ohio State University and Ohio LINK. 2002.
- Geist JR., Hoy WK. Cultivating a culture of trust: Enabling school structure, teacher professionalism, and academic press. Leading & Managing.2004: No. 10: 1-17.
- Gilmore, C. A. (2007). Change, Principal Trust And Enabling School Structures: An Analysis of Relationships In Southern Alberta Schools, Dissertation Of PHD , The University of Montana Missoula, MT.
- Ho JIS. Managing Health and Performance In Junior Colleges, International Journal of Educational Management, 2000: Vol. 4, No. 2: 62-73.
- Houman H. providing and standardization of measurement scale of job satisfaction, Tehran: government management educational center. 2002.
- Hoy WK. An Analysis of Enabling and Mindful School Structures: Some Theoretical, research, and practical Considerations, Journal of Educational Administration, 2003: No. 41: 87- 108.
- Hoy WK, Miskel CG. Educational Administration, theory, research, and practice, 7Th Ed, New York: McGraw Hill. 2005.
- Hoy WK, Miskel CG. Educational Administration, theory, research, and practice, 8Th Ed, New York: McGraw Hill. 2008.
- Hoy WK, Sweet land SR. Bureaucracies that work: enabling not coercive, Journal of School Leadership, 2000: No. 10: 525-541.

- Hoy WK, Sweet land SR. Designing better schools: The meaning and nature of enabling school structure, Educational Administration Quarterly, 2001: Vol. 37, No. 3: 296-321.
- McGuigan L. The role of enabling bureaucracy and academic optimism in academic achievement growth, Dissertation of PHD, Ohio State University. 2005.
- Mohtaram M. the investigation of relation between organizational structure , sector's social capital and education satisfaction of Shiraz university students, MA thesis, Shiraz university, psychology department. 2011.
- Rhoads DH. Enabling Structure And Collective Efficacy: A Study Of Teacher Perceptions In Elementary Divisions Of American Schools In Mexico, Dissertation Of PHD, Seton Hall University. 2009.
- Robbins SP, Judge T. Organizational Behavior, 13th Ed. New Delhi: Prentice Hall of India. 2009.
- Saracoglu N. Changing Power In Matrix Organizations, Dissertation Of PHD, University Of Technology, Sydney. 2009.
- Sinden JE, Hoy WK, Sweet land SR. A Analysis of Enabling School Structure: Theatrical, Empirical, and Research Considerations, Journal of Educational Administration, 2004: Vol. 42, No. 4: 462 – 478.
- Tolbert SP, Hall HR. Organizations structures, processes and outcomes, 10th ed, Upper Saddle River, New jersey: Pearson Prentice Hall. 2009.
- Tork zadeh J. conceptual and functional scopes of observation and evaluation in academic and requirements in operation, article collection of national observation and academic evaluation, 2008: pp 67-88
- Tork Zadeh J, Ahmadvand A. functional pattern of guidance of information system of university, academic letter. 2009: no. 6, pp 121-140.
- Tork zadeh J, Mohammadi M, khademi M, Moeini H. investigation of relation between type of organizational structure and used power sources in Shiraz university units, improvement and evolution management.
- Tork zadeh J. operational leadership in academics, approaches and scope in academic, Tehran: department of cultural and social studies of science ministry, researches and technology, pp 139-176.
- Tork zadeh J, Sabaghian Z, Yamani M, Delavar A. evaluation of organizational development of science ministry universities, Tehran researches and technology, academic journal of Iran, 2008: year 1, No. 2, pp 31-50.
- Tylus JD. The Impact Of Enabling School Structures On The Degree Of Internal School Change As Measured By The Implementation Of Professional Learning Communities, Dissertation Of PHD, Virginia Commonwealth University. 2009.
- Watts DM. ENABLING SCHOOL STRUCTURE, MINDFULNESS, AND TEACHER EMPOWERMENT: TEST OF A THEORY, Dissertation of PHD, Department of Educational Leadership, Policy, and Technology Studies, The University of Alabama. 2009.