

IDENTIFY THE RELATIONSHIP BETWEEN THE DIMENSIONS OF ORGANIZATIONAL STRUCTURE AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

By attention to the importance of organizational commitment and organizational structure impact on employee engagement. In this study we have tried to review the relationship of organizational structure and organizational commitment in the collections of the Ministry of Economic Affairs and Finance of Iran NorthKhorasan province, The method used in this study, due to the nature of the problem is that public attitudes, is survey. Statistical universe includes employees and contract the Office of Economic Affairs and Finance, State Tax Administration of staff, General Administration of Customs, Insurance of Iran (the only public insurance) management and administration of the Melly Bank of Iran (the only bank will remain public) that almost are 150 people of these employees, 109 individuals were selected. Data were collected by using a standardized questionnaire and was done by to a stratified random sampling method. The reliability of the questionnaire was 0.84 that assess through Cronbach's alpha. Based on the results was found that there is meaning relation between organizational commitment and dimensions of organizational structure.

Keywords: *Organizational structure, Organizational commitment, Formalization, Complexity, Centralization*

INTRODUCTION

Organizations play a major role in our modern world. Organizations are so pervasive in all dimensions and aspects of our life that they seem not only as a scientific subject, but also they are an integral part of our social life. Before the Industrial Revolution era, there was no organization to the extent but the emergence of this phenomenon for the first time because the majority of workers focused in one place and under one roof.

For setting up factories and organization and hiring a majority of workers in a one place needs to a new system to supervise and control working group. Thus by creating a number of factors like, division of labor laws and regulations, supervise the organization was preparing the field for different methods of organizing, Organizational structure reflects how tasks are allocated who will report to whom and which informal coordination mechanisms, organizational patterns of interaction must be followed.

The efficiency of any organization largely depends on the correct use of manpower. No matter how companies and organizations are naturally bigger problems in this huge force is also added. Directors constantly try to control their employees in relation to various issues. Managers imagine that when a person is in a position must be accept all of its terms. Some managers believe that job satisfaction can be increased through reward and encourage work. Perhaps managers think their personnel are their valets and they must obey managers orders. Although because nowadays people are under financial pressure, much higher level of their attention and willingness is toward economic issues, But gradually people are interested and want to work with a sense of greater job autonomy in their work to achieve self-esteem. Today one of the most important issues is the issue of organizational commitment that a wide range of industrial and organizational psychological researches study it developed. Committed employees who are more disciplined in their work they stay more time in organization and as they work more. Managers must maintain commitment of personnel, and for this they must participate personnel in decision making and to provide an acceptable level of job security for them to increase their commitment and dedication.

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Regard to the importance of organizational commitment and organizational structure impact on employee commitment, in this paper we want to review the relationship between organizational structure and organizational commitment in the collections of the Ministry of Economy and Finance in North Khorasan province.

The Main Assumptions of Research

- ✓ There is a significant relationship between formality and organizational commitment of the Ministry of Finance sets the North Khorasan.
- ✓ There is a significant relationship between the centralization and commitment of the Ministry of Finance sets the North Khorasan.
- ✓ There is a significant relationship between complexity and organizational commitment of the Ministry of Finance sets the North Khorasan.

Subsidiary Assumptions

1. There is a significant relationship between formality and emotional commitment of the Ministry of Finance of the North Khorasan.
2. There is a significant relationship between formality and normative commitment in the collections of the Ministry of Finance in North Khorasan.
3. There is a significant relationship between formality and continuous commitment of the Ministry of Finance in North Khorasan.
4. There is a significant relationship between centralization and emotional commitment of the Ministry of Finance of the North Khorasan
5. There is a significant relationship between centralization and normative commitment in the collections of the Ministry of Finance in North Khorasan.
6. There is a significant relationship between centralization and continuous commitment of the Ministry of Finance in North Khorasan.
7. There is a significant relationship between complexity and emotional commitment of the Ministry of Finance of the North Khorasan
8. There is a significant relationship between complexity and normative commitment in the collections of the Ministry of Finance in North Khorasan, there is a significant relationship
9. There is a significant relationship between complexity and continuous commitment of the Ministry of Finance in North Khorasan.

Organizational Structure

Organizational structure is an organizational framework on employment relationships, systems and operational processes and people and groups who are trying to achieve to the goal (Barney and Griffin, 1992).

Organizational structure is power a set of ways that divided work to specific tasks, and provide coordination among them (Mintzberg, 1979).

Structure show the division of power in the organization and it is not just a coordinating task also it affects on organizational processes (Fry and Slocum, 1984).

Organizational structure implies on the patterns of relationships within the organization, authority and communication (Frederickson, 1986).

And clear reporting relationships, formal communication channels, delegation of responsibility and decision making (Hodge and Anthony, 1991).

Dimensional organizational structure in determining the structural aspects, there is a lot of factors vary according to the vision and attitude of scholars .Perhaps if researchers consider why the factors that are accounted include the structural dimension, it cause to these dimensions reduced (Blackburn, 1982).

Among these factors we can point to the administrative components, independence, Centralization, complexity, delegation of authority, segregation, formalization, integration, professional orientation, field of supervision, specialization, standardization and the number of vertical hierarchy levels (Robbins, 1987). Most of organizational theorists agree on Centralization, formalization and complexly (Fry and Slocum, 1984).

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Structural aspects present the internal characteristics of organization and intensity or weakness of each of these three dimensions is effective in shaping the overall organizational structure. It should be noted that these factors directly or indirectly on are hidden these three dimensions and scholars, disagree on these factors, due to their practical description

A) Complexity

Complexity is a degree of specialization and job expertise within the organization (Fry and Slocum, 1984, p 225) and perhaps it is measured by the number of places that work is done there, and number of hierarchy that do various tasks. Wide area surveillance (horizontal resolution) and multiple geographic locations are very complex. Organization that simultaneously that high levels of organizational hierarchy (vertical resolution).

A.1) Horizontal separation: it related to the separation between the units based on the people, their work, and their education and training.

A. 2) Vertical separation implies on the depth of structure and increasing the number of resolution increases hierarchical levels

A. 3) Geographic separation: the establishment of different parts in different geographical regions increases the complexity (Robbins, 1987).

Geographic separation points to the distribution of offices, factories and employees in different geographical regions. Geographical separation expands vertical and horizontal separations.

B) Formality

Formality is a measure of written regulations, rules, procedures, training advice and communications in organization and they are not verbal (Manary Marsh, 1981).

Formality is an important aspect of organizational structure, so that some people consider to organizational structure as an organizational framework, rules of engagement, management tools and practices (Wilmot, 1981).

C) Centralization

Centralization refer to the degree of decision-making and evaluating of activities central (Fredrickson, 1986) and also refers to the degree of Centralization at one point of the organization (Robbins, 1987), Centralization relates to distribution in organization and determine who has the right to decide (Fry and Slocum, 1984).

Authority is an inherent right in managerial positions that commands are ordered base on it and managers expect their commands are obeyed by workers.

Centralization inversely related to the delegation of authority. If delegation of authority further, versus, Centralization mode, the defocusing occurs. In this case, the decision point is at the lower levels of the organization.

Organizational Commitment

Organizational commitments, like other concepts of organizational behavior are defined in different ways. The most common way of dealing with organizational commitment in to consider the organization's commitment as a kind of emotional attachment .By the way, the person who is strongly committed hold his identity from the organization involved the organization and realize it and enjoyed from his membership (Saruqi, 1996).

Porter and Colleagues (1974) defined commitment as acceptance the values of and involvement in the organization and its measures included motivation, the desire to continue and accept the values of the organization. Chatman and O'Reilly "1968" explained organizational commitment as the protection and continuity of emotional commitment to the goals and values of an organization for the organization itself and far from instrumental values "and a tool for achieving the other goals (Ranjbarian, 1996). Organizational commitment is Positive or negative attitudes toward the entire organization, not "jobs" that are employed in it, the person have a strong sense of loyalty towards the organization and through it recognize him (Estrone, 1997). Mottahary (1989) about the commitment told that it means to adhere to the principles of Philosophy or contracts that the man believe and stable. A person has committed to them to his covenant promises and protects and maintains his purposes and goals.

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Sheldon defines organizational commitment: the attitude or orientation that relates and depend a person's identity to define Commitment as the tendency of social actors to give their energy and loyalty to social systems. According to Salansik, commitment is a mode in human that personisbeleive by his actions to sustain his activity and to maintain his activity and to maintain his effective participation.

Buchanan explains commitment an emotional attachment and dogmatic to the values and goals of the organization, depending on one's role in relation to the values and goals of the organization itself separate from its instrumental value.

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According to Lutherans (1992) and Shaw, organizational commitment as an attitude is often defined:

- 1 - Strong desire to stay in the organization;
- 2 - The willingness to exert extra effort for the organization;
- 3 - Strong belief to accepting the values and goals (Iragy, 1998).

Common definitions of above is that the commitment is mental stated hat determine the relation between of the individual and the organization and he implicitly makes decision to remain in or leave it (Saruqi, 1996).

Conceptual model based on the Robbins model structural and the Meyer and Allen organizational commitment model:

Robbins divided dimensions of organizational structure based on three components: formalization, the complexity and Centralization.

Their main argument was that the commitments bind the individual to the organization and, therefore, these bonds will reduce the likelihood of turnover (Meyer and Herskovits, 2001) they distinct between

Three Types of Commitment

Emotional Commitment: Refer to the emotional attachment to the organization.

Continuant Commitment: Relate to the tendency to remain in the organization because of abandonment costs or rewards from staying in the organization.

Normative Commitment: Reflects a sense of duty to maintain a member of the organization.

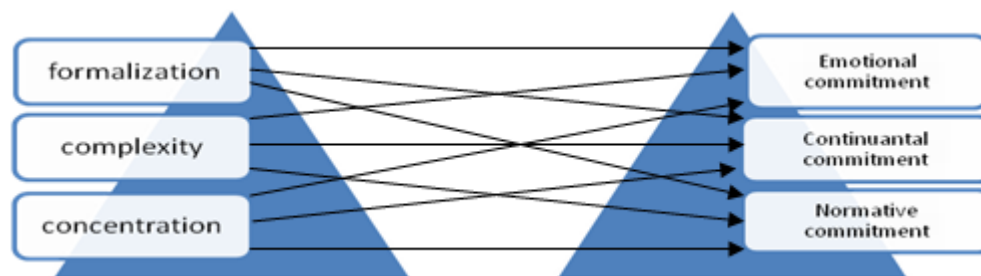


Figure 1: Dimensions of Organizational Structure \Rightarrow Types of Organizational Commitment

The Population and Sample Size

The population and sample size include employees and contract personnel in the Office of Economic Affairs and Finance, State Tax Administration, General Administration of Customs, Iran Insurance (the only public insurance) management and administration of the Melly Bank of Iran (the only bank will remain public) that make up almost 150 .Of these employees, 109 individuals were selected. Measuring instruments:

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Two questionnaires were used in this study, The first questionnaire is containing 24 questions, The basic elements of the structure element include complexity, formalization and centralization, 24 questions related to various types of organizational commitment, from Meyer and Allen's perspective, that is including emotional commitment, normative commitment and continuance commitment, Among the subset of employees of the Ministry of Finance in the Northern Khorasan.

Rate

Organizational Structure: in this research to assess and measure organizational structure used from Robbins standard questionnaire. This questionnaire included Twenty-four question related to the basic elements of the complexity of centralization and formalization. This is the syntax of Twenty-four question; first seven questions measure the complexity of the question and the second seven question measure the formality and third seven question measure the Centralization. Its scoring is as follows:

A) 1 b) 2 c) 3 d) 4 e) 5

Organizational Commitment: Organizational commitment in this study was used Meyer and Allen standardized questionnaire to assess and measure organizational commitment. Twenty-four question related to various types of organizational commitment, from Meyer and Allen's vision, the question from 1 to 8 related to emotional commitment, the question from 9 to 16 related to continuance commitment, related to questions, and the question from the 17 to 24 are related to the normative commitment.

Validity and Reliability

Reliability and validity of the questionnaire will be reviewed after its designing's Study in order to determine the reliability of the questionnaire, Cronbach's alpha coefficients were obtained ,which using a questionnaire reliability is shown 84% confidence

MATERIALS AND METHODS

Statistical techniques used to analyze the data, descriptive statistics using Spearman correlation coefficient and by using spss software.

Statistic test are defined as follows:

H_0 : There is no significant correlation between and.....
 H_1 : There is a significant correlation between.....and.....

Hypothesis 1: There is a meaningful relationship between formalization and organizational commitment of the Ministry of Finance of the North Khorasan.

According to the significance level and Spearman correlation rate that equal to 0.183, we can say probability 95% that there is a direct correlation between recognition and organizational commitment
 P-value =0.028 < α =0.05

By reviewing the mean scores obtained from the formalization and organizational commitment from questionnaire witch distributed in the form of a direct related, it presents that there is a direct relation (table 1 and 2).

Table 1: Spearman correlation test to examine the relationship between formalization and organizational commitment

		Formality	Organizational commitment
Spearman's rho	Correlation Coefficient	1.000	.183*
	Sig. (1-tailed)	.	.028
	N	109	109
	Correlation Coefficient	.183*	1.000
	Sig. (1-tailed)	.028	.
	N	109	109

*. Correlation is significant at the 0.05 level (1-tailed).

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Table 2: Average rate of formalization and organizational commitment

Name	formalization	organizational commitment
General Administration of Customs	23.5	86.625
Economic Affairs and Finance	24.35294118	74.58823529
Iran Insurance	26	101.2941176
State Tax Administration of staff	26.06451613	78.90322581
Melly Bank	26.31578947	102.7894737

Hypothesis 2: There is a significant relation between centralization and commitment of the Ministry of Finance sets the North Khorasan.

According to the significance of the Spearman correlation rate that equal to -0.303, we can say about 99 percent there is an inverse correlation between centralization and commitment

P-value = $0.001 < \alpha = 0.01$

By studying the mean scores achieved by Centralization and organizational commitment through questionnaire distributed present that there is an inverse relation. . (table. 3 and 4)

Table 3: Spearman correlation test to examine the relationship centralization between and organizational commitment

		Centralization	Organizational commitment
Spearman's rho	Correlation Coefficient	1.000	-.303**
	centralization Sig. (1-tailed)	.	.001
	N	109	109
	Correlation Coefficient	-.303**	1.000
	organizational commitment Sig. (1-tailed)	.001	.
	N	109	109

***. Correlation is significant at the 0.01 level (1-tailed).*

Table 4: Average rate of centralization and organizational commitment

Name	Centralization	Organizational commitment
Iran Insurance	29.47058824	101.2941176
Melly Bank	30.42105263	102.7894737
General Administration of Customs	31	86.625
State Tax Administration of staff	33.51612903	78.90322581
Economic Affairs and Finance	34.47058824	74.58823529

Hypothesis 3: There is a significant relation between complexity and organizational commitment of the Ministry of Finance sets of the North Khorasan

According to the significance of the Spearman correlation equal to -0.177 we can say about 95% there is an inverse correlation between complexity and organizational commitment p -value = $0.033 < \alpha = 0.05$.

By studying the mean scores obtained with complexity and organizational commitment from questionnaire distributed, present that there is an inverse relation (Table 5 and 6).

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Table 5: Spearman correlation test to evaluate the complexity and organizational commitment

		Complexity	Organizational commitment
Spearman's rho	complexity	Correlation Coefficient	1.000
		Sig. (1-tailed)	-.177*
		N	.033
			109
	organizational commitment	Correlation Coefficient	-.177*
		Sig. (1-tailed)	1.000
		N	.033
			109

*. Correlation is significant at the 0.05 level (1-tailed).

Table 6: Average rate of complexity and organizational commitment

Name	complexity	organizational commitment
General Administration of Customs	17	86.625
Iran Insurance	20	101.2941176
State Tax Administration of staff	22	78.90322581
Economic Affairs and Finance	23	74.58823529
Melly Bank	23	102.7894737

Sub-hypotheses

1) There is a significant relationship between the formality and emotional commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal to 0.138, we can say with 95 percent probability, there isn't significant relationship exists between the formal and emotional commitment.

2) There is a significant relationship between formalization continuous commitments in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal to 0.140, we can say with 95 percent probability, there isn't significant relationship exists between formality and continuous commitment.

3) There is a significant relationship between formality and normative commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal to 0.249, we can say with 99 percent probability, there is significant relationship significant relationship between formal and normative commitment.

4) There is a significant relationship between centralization and emotional commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal to -0.262, we can say with 99 percent probability, there is an inverse correlation between centralization and emotional commitment.

5) There is a significant relationship between centralization and continuous commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation is equal to -0.237, we can say with 99 percent probability, there is a significant inverse relationship between the centralization and continuous commitment.

6) There is a significant relationship between centralization and normative commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal to -0.342, we can say with 99 percent probability, there is a significant inverse correlation between centralization and normative commitment.

7) There is a significant relationship between complexity and emotional commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal -0.144, we can say with 95 percent probability, there is no significant relationship between complexity and emotional commitment.

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8) There is a significant relationship between complexity and continuous commitment in the collections of the Ministry of Finance in North Khorasan.

According to the Spearman correlation equal -0.133, we can say with 95 percent probability, there is no significant relationship between complexity and continuous commitment.

9) There is a significant relationship between complexity and normative commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal -0.182, we can say with 95 percent probability, there is an inverse correlation between complexity and normative commitment.

Discussion

Hypothesis 1: There is a significant relationship between formality and organizational commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal 0.183, we can say with 95 percent probability there is a direct correlation between organizational commitment and formality so the hypothesis is confirmed.

According Stephen Robbins *et al.*, results (1974) employees who had more experience, formality had more organizational commitment, this study confirms the results. Also, the results of Mohammad (2005) and Ali (2011) are confirming the results.

Hypothesis 2: There is a significant relationship between centralization and commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal -0.303, we can say with 95 percent probability, there is an inverse relationship between organizational commitment and centralization. So the hypothesis is confirmed.

Hypothesis 3: There is a significant relationship between complexity and organizational commitment in the collections of the Ministry of Finance in North Khorasan.

According the significance of the Spearman correlation equal -177/0, we can say with 95 percent probability, there is an inverse correlation between complexity and organizational commitment. So the hypothesis is confirmed

Suggestions

1. According to the first hypothesis, it is observed that the any related series of the Ministry of Finance which has more formality, it means it has more rules and regulations, it has more organizational commitment, therefore proposed for increasing organizational commitment, supply more codified and written rules and procedures within the organization than verbal and non-written rules and procedures.

2. Regarding the second hypothesis can be seen that whatever Centralization increase, organizational commitment decreases. Therefore, it is recommended that in order to increase organizational commitment reduced the Centralization of organizations and senior managers delegate their tasks to lower levels, and involved them in decision making.

3. According to the third hypothesis of the study, it can be seen that whatever organizational complexity increase organizational commitment reduce therefore in order to increase commitment of the organization reduce the complexity and for example depth and number of organizational levels vertically into horizontally.

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