The Relationship between Organizational Structure of Department of Education and the Personnel’s Job Satisfaction

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ABSTRACT: The purpose of this study is to determine the relationship between the personnel’s job satisfaction with organizational structure of department of education in Golestan province. Organizational structure includes three components of complexity, formalization and centralization. This study is set out for applied, research purposes through descriptive-correlating method. The statistical population studied herein includes 445 personnel of Golestan province’s departments of education, whereby 209 were selected as the sample population through simple random sampling method. Robbins (1998) questionnaire of organizational structure and Minnesota satisfaction questionnaire (MSQ) were used for data collection. Moreover, the relationship between organizational structure as well as its aspects (complexity, formalization and centralization) and personnel’s job satisfaction was examined through calculations and Pearson correlation coefficient test. Furthermore, a proposed model of explaining job satisfaction by organizational structure aspects was provided through multiple regression and using SPSS16 software. Results showed that there is a negative meaningful relationship between organizational structure and its aspects and the personnel’s job satisfaction, where organizational structure explains 33% of job satisfaction changes.

Keywords: Organizational structure, Complexity, Formalization, Centralization, Job satisfaction.

INTRODUCTION

Organizational structure is the framework of relations governing occupations, systems and operational processes and individuals and groups that try to achieve the goal (James, 1998). The structure of an organization may be considered as a set of methods through which organization activities are divided into known duties harmony is established among these duties. Therefore, organizational structure determines the relations within the organization, as well as the positions of individuals and their limits and scope of authority inside the organization. Therefore, organizational structure is determinant of many individual and social conditions of every organization’s personnel.

Today, job satisfaction is in the core of attention from organizational behavior researchers, and is considered as one of the significant concepts in organizational research, since job satisfaction bears great importance as an occupational knowledge. Therefore, job satisfaction is a complicated and multi-dimensional notion which is related with mental, physical and social factors (Shafiabadi, 2007). Workplace is a complicated atmosphere where intrapersonal, interpersonal and organizational factor are involved in job satisfaction, stress etc. (Evans et al., 2006).

Regarding the fact that those who work inside an organization play a significant role in organizational operation, and on the other hand satisfaction of these individuals with their organization plays an important role in the organization’s efficiency and type of operation, therefore it seems that the individuals’ positive emotions and attitudes with regards to the organization and their own job can solve a lot of problems and difficulties in the organization. Moreover, when one has high job satisfaction it means that the person has good emotions about the job, and pays a lot of value to the job. The results of studies show that the personnel with higher job satisfaction are in good conditions regarding physical wellness and mental power.

A significant point is that today, many organizations are facing downfall in their personnel’s efficiency and effectiveness or losing them; different examinations show that efficiency balance in education sector is low. This can be a result of lack of job satisfaction, which imposes a lot of costs on organizations and their personnel. Therefore, it shows that job satisfaction plays a significant role in every organization. To this end, we are intending to examine the relationship between organizational structures with the level of job satisfaction among the personnel of education.
departments of Golestan province, and find out if there is a meaningful relationship between organizational structure and job satisfaction among the personnel of education departments of Golestan province or not; and that if job satisfaction is predictable through aspects of organizational structure?

Organizational Structure

Organizational structure is a model and scheme of relations and interactions between sections and parts of an organization (Cyret & March, 2007). Some of the result of creating and designing an organizational structure are individuals’ formal relations, places of organizational jobs and positions, levels of access to information framework, duty descriptions, job descriptions, manner of allocating the resources, rules and regulations, mechanisms of following and obeying the rules, developing harmony among activities (Ergenli et al., 2007). The differences existing in various organizational structures are due to their different aspects and components. To study a structure’s every aspect is a time consuming task due to the existing span and variety in the arena of structure studies (mostly due to the long history behind this concept). Therefore, because of its precedence and strong scientific background, Robbins’s research on structures’ dimensions (with three aspects of complexity, formalization, and centralization) (Robbins, 1998) is the ground for organizational structure study herein.

Complexity

It implies the extent where there is separation in an organization (Child, 2008). Daft holds that complexity is the number of managerial levels existing in an organization (Daft, 1998). In general, complexity is defined as the number of job titles, number of managerial hierarchies and levels, levels of education, and geographical dispersion of an organization’s units from one another. Complexity is categorized as vertical, horizontal and geographical (Gresov & Drazin, 2007). Vertical complexity is the number of an organization’s levels and managerial layers, and horizontal complexity implies separation and number of the jobs in a same group or peer at a same organizational level (March & Simon, 2009: 191).

Formalization

It implies an extent or limit where organizational jobs are standardized (Robbins, 1998: 93). In general, formalization is defined as the extent where rules, regulations, instructions, bylaws, personnel’s job descriptions and duty descriptions etc. are codified and written off, that is they are taken into consideration and recorded in the organization (Gresov & Drazin, 2007). Formalization has two parts: part one is the extent where rules and bylaws etc. are written off (recoded) in the organization and part two implies a degree to which those rules and regulations and bylaws are observed, implemented and controlled (March & Simon, 2009).

Centralization

The third indicator of organizational structure is centralization. Most of the theorists adhere to the point that centralization is and extent to which a decision (financial, man power, planning and the organization’s exceptional instances) are centralized at one point. Besides, it affects sidelong decision making activities too (Child, 2008). Centralization addresses the level of independence of a position in decision making and selection. Some decision making subsets that may form a centralized area are determination of the plans, allocation of the facilities, attraction of the resources, granting rewards, employing and dismissal, assessment of the operation, enhancement, adjusting and allocating the budget, accessing the information and controlling the processes (Mihm et al., 2010).

Job Satisfaction

An individual’s job satisfaction which is assessed according to determination of the degree of the individual’s compatibility and social-mental features with work conditions is a criterion to determine occupational performance (Saatchi, 2000). Job satisfaction is an emotional orientation of an individual towards his/her job (Price, 2001), and those personnel for whom there is a possibility of occupational upgrade in near future, enjoy higher job satisfaction. According to Spector (1997), factors affecting job satisfaction can be categorized under four groups as follows: organizational factors, environmental factors, work nature and personal factors. So that inflexible organizational policies and strategies will motivate negative occupational emotions, and a flexible policy is related with high job satisfaction (Gharabaghi, 2008).

The conceptual model of the research
In general, with regards to above descriptions and study hypotheses, the researcher has used a combination of Robbins organizational structure model and Minnesota job satisfaction model, and studies the relationship between organizational structure and job satisfaction according to this combined model. Therefore, the theoretical framework of the research is as figure (1):

![Figure 1. The conceptual Model of the Research.](image)

Therefore, the present study seeks to examine the relationship between organizational structure of education departments in Golestan province and job satisfaction among their personnel.

**METHODOLOGY**

The statistical population of the present study includes all the personnel of education departments located in the cities of Golestan province, counting 445 persons. The statistical sample of the study includes 209 persons from among the personnel of education departments of Golestan province that has been picked through simple random sampling method. The main means of data collection is questionnaire. The questionnaire used here was a combination of three separate questionnaires namely demographic questionnaire, Robbins organizational structure questionnaire (1998), and Minnesota job satisfaction questionnaire; this questionnaire was designed and compiled in 1967 in the state university of Minnesota by “vice-davis, George England and Laksosit”. 20 major measures from among different occupational aspects are included in this questionnaire and the interviewees describe the extent of their satisfaction in a set of 5 options of “very satisfied, fairly satisfied, I don’t know, I am dissatisfied, I am very dissatisfied”; in general, the final questionnaire includes 3 parts. In the first part, demographic features, in the second part organizational structure (with three aspects of centralization, formalization and complexity), and in the third part the personnel’s job satisfaction is measured. In order to examine the existence of a relationship and its extent, correlation test and provision of job satisfaction model from multiple regressions by SPSS 16 software were used among the variables.

**RESULTS**

In order to examine and test the hypotheses on existence or absence of a relationship between research variables, since those research variables have a normal distribution (table 1), one can use parametric tests to examine the hypotheses. Therefore, Pearson correlation coefficient test is used (table 2).

<table>
<thead>
<tr>
<th>Research variables</th>
<th>N</th>
<th>Value of Kolmogorov-Smirnov Z</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational structure</td>
<td>209</td>
<td>0.774</td>
<td>0.586</td>
</tr>
<tr>
<td>Formalization</td>
<td>209</td>
<td>1.373</td>
<td>0.056</td>
</tr>
</tbody>
</table>
Table 2. The results of Pearson correlation coefficient for the research variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Organizational structure</th>
<th>Formalization</th>
<th>Centralization</th>
<th>Complexity</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>organizational structure</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formalization</td>
<td>0.454</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centralization</td>
<td>0.482</td>
<td>0.231</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complexity</td>
<td>0.521</td>
<td>0.145</td>
<td>0.112</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.503</td>
<td>0.113</td>
<td>0.514</td>
<td>0.377</td>
<td>1</td>
</tr>
</tbody>
</table>

Significant at level 0.05

Results in table 2 show that there is a meaningful relationship between organizational structure aspects and job satisfaction.

Table 3. A summary of regression model results (prediction of job satisfaction through aspects of organizational structure).

<table>
<thead>
<tr>
<th>Model</th>
<th>Correlation coefficient (R)</th>
<th>Coefficient of determination (R Square)</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.574</td>
<td>0.330</td>
<td>0.320</td>
<td>0.45373</td>
</tr>
</tbody>
</table>

Predictors: Formalization, Centralization, Complexity

Table 4. The results of multiple regression variance.

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Sum of Squares (SS)</th>
<th>df</th>
<th>Mean Square (MS)</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>20.778</td>
<td>3</td>
<td>6.926</td>
<td>33.642</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>42.203</td>
<td>205</td>
<td>0.206</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>62.981</td>
<td>208</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In above table (table 4), regression meaningfulness test is shown, as Sig value shows (0.000<0.05). The test is meaningful, it means that H0 assumption is rejected and H1 assumption is accepted. In other words regression of fit is meaningful, or aspects of organizational structure and job satisfaction have a linear relationship with each other.

Table 5. Coefficients of regression model (relationship between aspects of organizational structure and job satisfaction).

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>3.675</td>
<td>0.262</td>
<td>6.390</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>formalization</td>
<td>-0.030</td>
<td>0.051</td>
<td>-0.035</td>
</tr>
<tr>
<td></td>
<td>Centralization</td>
<td>-0.338</td>
<td>0.045</td>
<td>-0.456</td>
</tr>
<tr>
<td></td>
<td>Complexity</td>
<td>-0.229</td>
<td>0.051</td>
<td>-0.264</td>
</tr>
</tbody>
</table>

According to table (5) job satisfaction is dependent variable (Y) and aspects of organizational structure are independent variables (X1, X2, X3), where with regards to the equation of line Y=a+ b1X1+b2X2+b3X3 and a=3.675 and b values in the table, regression line equation (job satisfaction prediction model) is provided as follows:

job satisfaction = 3.675-0.03 (formalization)-0.338 (Centralization)-0.229 (Complexity)

CONCLUSION

The present study tried to examine organizational structure’s consequences in relation with job satisfaction. Based on the main hypothesis of the research, there is a meaningful relationship between organizational structure and job satisfaction. According to the research findings this hypothesis is approved with 99% surety, and therefore,
organizational structure of education departments of Golestan province has a negative and meaningful relation with job satisfaction.

Based on the first, second and third subsidiary hypotheses of the study, there is a meaningful relationship between aspects of organizational structure (formalization, Centralization, and Complexity) and job satisfaction. Based on the findings of this study (table 2), these hypotheses are approved with 99% surety, and therefore, aspects of organizational structure of education departments of Golestan province have a negative and meaningful relation with job satisfaction. Therefore, the existing structure of the company, as an example of a mechanical structure, does not have required bedrock and conditions for creating a feeling of competence, self determination, meaningfulness, effectiveness, as a result of tendency towards mechanic and essential features of this structure (high complexity and formalization, centralization, planned behaviors within the framework of the regulations etc.). Therefore, the establishment of the company, as an example of a mechanical structure, does not have required bedrock and conditions for creating a feeling of competence, self determination, meaningfulness and effectiveness among the personnel and would not produce a sense of empowerment in them.

The above mentioned study is in line with the findings of the present research and supports it.

Findings resulted from testing the first, second and third subsidiary hypotheses of the research showed that there is a negative and meaningful relationship between the aspects of organizational structure (formalization, centralization and complexity) with job satisfaction among the personnel. That is, the more the organization’s formalization, centralization, hierarchy and complexity increases, the more job satisfaction among the personnel reduces. Feizi and Farid (2013) studied the relationship between the organizational structure and job satisfaction in a research they conducted, and stated that there is a meaningful and strong relationship between formalization and job satisfaction.

Vaezi and Sabzikaran (2010) indicated that there is a relationship between the existing organizational structure of the company and psychological empowerment of the personnel, also the relationship between the existing organizational structure and a mechanical (bureaucratic) form and psychological empowerment of the company staff have inverse directions; therefore it is concluded that a mechanical (bureaucratic) structure does not have necessary conditions and bedrock for creation, implementation and enhancement of a sense of psychological empowerment among the personnel of the statistical population, and this mechanical (bureaucratic) structure is limiting with inverse effects on implementation of psychological empowerment among the personnel. They have also stated that increasing formalization and centralization of the organizational structure will lead to a reduced sense of psychological empowerment among the personnel of the company. In fact the existing formalization is a limiting obstacle for establishment of psychological empowerment. Results concluded from above mentioned study are in line with the present research. With regards to the results of research hypotheses and existence of a negative and meaningful relationship between the organizational structure of education departments and job satisfaction among their personnel, the managers are required to balance the existing structures (reducing the effects of rigid and inflexible structure) and pave the way for utilization and establishment of a comprehensive empowerment program and satisfaction in order to take benefit from advantageous effects of job satisfaction through implementation of some activities. From among those activities are utilization of instruments that facilitate organizational connections, and creating flexibility in organizational procedures, reducing the formalization and assigning the personnel with implementation of the regulations, using authorization within the occupational framework of the individuals and decentralization within the organizational structure, maintaining fairness in organizational relations and maintaining the level of financial motivations.

REFERENCES


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