



The Effect of Organizational Structure on Employees' Job Performance in Private Hospitals of Ahvaz

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Abstract

The success of any organization depends on its performance. Any organization, office, section, group, system, or institute has a responsibility and each organization can be said that has been created to conduct the particular task. Performance is also an activity, which is both conducted to do that task and also the result of the activity, in fact performance is pure result of person's attempt, affected and changed by his abilities and characteristics as well as his perception of the responsibility and other factors. This study aims to determine the effect of organizational structure (structural aspects) on employees' job performance of a private hospital in Ahvaz. This research is applied in terms of goal, and based on the manner of collecting data; it is descriptive of correlation-survey type. Statistical population includes all employees in the mentioned hospital in June, 2016 as 589 people, in which sample volume was calculated as 239 employees using Cochran formula. Research tool is the Stefan Robbins questionnaire of 24 questions to measure organizational structure and Patterson questionnaire of 15 questions to evaluate job performance. To check the reliability of questionnaires, Cronbach's alpha coefficient test was used, the value of which for organizational structure was obtained as 0.86 and for job performance as 0.81. To determine the validity, content validity was used. To analyze data, Pearson correlation coefficient, multi-variable regression and single-sample T, given data normalization, were used. The results indicate that organizational structure (structural aspects) has a significant negative effect on job performance of employees in a private hospital of Ahvaz. That means, as regulations and complexity in the level (vertical, horizontal, geographical), formality and organizational concentration is more, employees' job performance reduces.

Keywords: Ahvaz, Hospitals, Job Performance, Organizational Structure

1. Introduction

Attention to the employees and above all, their job performance as the biggest and most important capital of the organization, is the phenomenon, has dramatically grown over the recent couple of decades. Most of developments of current years, appeared as decentralizing management and directing system, reducing organizational layers, employees' participation in decision making and such cases, are all because the attitude of organizational

towards workforce has changed and the employees of the organization have been released of old and outdated definition of post-industrial revolution era and are known with the new definition as "valuable resources". Nowadays, industrial, commercial and even service organizations are trying to increase the professional capability, satisfaction, attachment of their human resources to enhance their productivity and have associated productivity with improvement of employees' job performance and the quality of their job life. (Felipe, 2011) Attention to job

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performance and the effective factors on it are of a great importance especially in healthcare centers, given that their employees are involved with the health of people. Given the studies of scientists such as Atkinson (1997), Porter and Laver (1968), Lawrence and Lorch (1972), Hersey Goldsmith (1980), different factors such as individual characteristics including the power, tendency, motivation and various needs, physical conditions, dominating the work environment, the effects of environmental groups and factors, are effective on employees' behavior and job performance (Davoudian, 2014).

Job performance is defined as organizational values of employees' job behaviors in various job occasions and times. By organizational value, estimation is meant that organization has from its employees' services and activities such as doing job task or having appropriate work relation with other employees (Boreman, 2003). In other word, job performance has been defined as the value of employees' behaviors, directly and indirectly involved in achieving organizational goals. This definition of job performance includes the behaviors, controlled by employees (Feizi & Rahime, 2011). According to Robins, job performance means measuring the results to see whether that task is accomplished well or not (Timothy *et al.*, 2001).

Organizational structure with its factors, being the structure, selected by management for the organization, introducing the type and features of that organization, and its selection is directly related to the size of organization and the number of employees, can be also effective on employees' job performance. This structure should be appropriate for the position of the organization, in other word, structure is the clear mirror of rules, regulations, procedures, standards, decision making position, the manner of communications, separation of sections and job and also merging them and hierarchy of authorities. Relatively simple and tangible concept of structure is emerged as organizational graph which is a visible symbol of all organizational activities, communicational methods and procedures so it can be said that organizational graph is a summary of actual organizational structure (Hatami *et al.*, 2013).

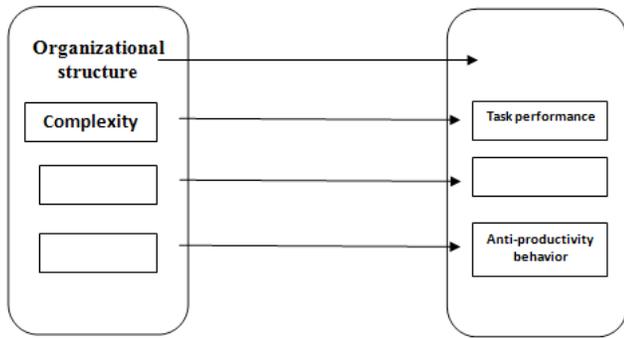
Organizational structure is the system of relations, formed unofficially, approved officially and dominating the activities of people who are interdependent for achieving their common goals (Rezaeian, 2007). In other word, it is the way or method, through which the organizational activities are divided, organized and coordinated. Organizations create the structures to coordinate and

control the activities of the members. Organizational structure is the framework of relationships, dominating the jobs, systems, operational processes, people and groups that are trying to achieve their goal (Jamshidi, 2014). Through organizational structure, the operations and activities inside the organization are coordinated and the responsibilities and authorities are determined, the structure is the manifestation of systematic thinking (Forouhi, 2006). Many factors have been mentioned to determine structural aspects and these factors are of a great variety given the attitudes of scholars. If the researchers notice that why these factors are of structural aspects, the variety of them may be reduced. Among these factors, administrative components, independency, concentration, complexity, delegation of authority, separation, formalism, integration, professionalism, monitoring, specialization, standardization and the number of vertical hierarchy levels can be mentioned. Most of organizational theorists have an agreement on three aspects of complexity, formalism and concentration among the abovementioned factors (Fariza *et al.*, 2009).

Given the mentioned information, this study is conducted majorly aiming to determine the effect of organizational structure (structural aspects) on job performance of employees in a private hospital of Ahvaz, has been less noticed by researchers in the conducted studies and given the topic of current study, the main question is raised as to what extent organizational structure (structural aspects) is effective on job performance on employees in mentioned hospital.

2. Theoretical Framework

Conceptual model of the study is a theoretical one, based on the relationships between several factors which are more important in the study. This framework is realized rationally through investigating the related literature. Mixing researcher's rational beliefs with published studies to create a scientific basis for investigating the problem of study is of a special position. Considering the previous information, general framework of this study has been developed in the form and main model of the study. The logic behind this framework is based on the concept of organizational structure on job performance as one of their effectiveness criteria on job performance. As it is clear in the conceptual model of the study, independent variables (organizational structure) are on left and dependent one (job performance) is on the right side.



Reference: Derived from Robins (1987) and Patterson (1992)

check the reliability of questionnaires, Cronbach's alpha coefficient test was used, the value of which for organizational structure was obtained as 0.86 and job performance as 0.81. To test the validity of mentioned questionnaires in this study, the ideas and guidance of some scholars and professors were used and its ambiguities were eliminated and it was ensured that the questionnaires measure the feature, concerned by the researcher, indicating acceptable validity of test. To analyze data, Pearson correlation coefficient, multi-variable regression and single-sample T, given data normalization, were used, all tests were conducted in error level of 0.05 and confidence of 0.95 and SPSS19 software was also used.

3. Methodology

This study is applied one in terms of goal and descriptive of correlation-survey type in terms of collecting data. Because of collecting data in a particular time, it is cross-sectional. Statistical population of this study includes all employees of a private hospital in Ahvaz, in June 2016 as 589 people. Sample volume in this study was calculated as 239 using Cochran's formula. In other word, research tool is the Stefan Robbins questionnaire of 24 questions to measure organizational structure and Patterson questionnaire of 15 questions to evaluate job performance. To

4. Findings

The most frequent age group was 20-30 years old (46.9%), 57.7% were woman and 42.3% were male, and in terms of job history, the highest prevalence is for people under 10 years (54.8%) of age.

In Table 1, the results of the correlation coefficient of the research hypotheses are shown.

According to Table 1, among all the research hypotheses, a significant and strong reverse relationship was obtained at the level of 0.05.

Table 1. Correlation coefficient of research hypotheses

Hypotheses	The correlation coefficient	Sig	Result
The main hypothesis: Organizational structure (structural dimensions) has a significant and negative effect on the job performance of the staff of a private hospital in Ahvaz city.	- 0.43	0.001	Reject H ₀
First sub-hypothesis: The complexity of the job performance of the staff of a private hospital in Ahvaz has a significant and negative effect.	- 0.71	0.000	Reject H ₀
Second sub hypothesis: The formality of the job performance of a private hospital in Ahvaz has a significant and negative effect.	- 0.21	0.001	Reject H ₀
Third sub hypothesis: The focus on the job performance of the staff of a private hospital in Ahvaz has a significant and negative effect.	- 0.63	0.000	Reject H ₀

Table 2. Regression results the effects of organizational structure on job performance

Model Coefficients	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
Constant	12.232	2.904	-	4.544	.000
Complexity	-.511	.125	-.363	-4.092	.025
Formality	-.166	.135	-.101	-1.224	.004
Focus	-.221	.098	-.165	-2.253	.000

According to the above Table, we can find out the effect of variables on the performance variable. Thus, all organizational structure variables with a constant value affect the variable of job performance and the resulting model will be as follows:

$$Y (\text{job performance}) = 12.232 + (-0.511) \text{ Complexity} + (-0.166) \text{ Formality} + (-0.221) \text{ Focus}$$

5. Discussion and Conclusion

The obtained results of the study and questionnaires show that there is a reverse, significant relationship between organizational structure and job performance of employees in a private hospital in Ahvaz, indicating the confirmation of the main hypothesis of the study with the confidence of 95%. This relationship is reverse and average which means by reducing organizational structure, job performance of employees of the hospital increases, as the result, it is inferred that bureaucratic structure doesn't provide the required conditions for increasing employees' job performance of statistical population and the mentioned structure is constraining and have reverse effects on job performance of employees. Moreover, there is a strong reverse relationship between complexity and job performance of employees in the hospital, indicating the confirmation of first hypothesis. Of other obtained results of this study is that there is a significant reverse relationship between organization formalism and job performance so that as organization formalism is noticed more, job performance of employees is decreased and as the organizational formalism is decreased and the employees are given more freedom, their job performance increases, representing the confirmation of second hypothesis. Additionally, there is a strong and reverse relationship between concentration and job performance of mentioned hospital and the third hypothesis was also confirmed that is as we move toward organizational concentration, job performance of employees is reduced. The obtained results of multi-variable regression also confirm the main hypothesis with other 3 sub-hypotheses.

Given the significant, negative and reverse relationship between organizational structure and job performance of employees, so the board of directors and head of hospital are recommended to revise their organizational structure and design it so that it is more flexible against changing needs of environment, reduce the rules and regulations that are cumbersome for employees and give them more

freedom, participate them in decision making and create the conditions in which the relationships are created transparently and reciprocally (top down and bottom up). Moreover, they are recommended to decrease the levels of organization, job titles as well as dispersal of geographical areas and locations and decrease the gaps between supreme management of organization and operational employees to enable the operational employees make more relationship with the managers and flourish creativity and innovation in employees through making emotional relationship with employees and institutionalizing it in organizational structure and use the advantages of staff consultation to increase employees' sense of responsibility as well as commitment towards the organizational goals. Finally, it should be tried to decrease the rate of complexity, formalism and concentration of hospital and move toward organic structure to be able to create motivation and job satisfaction in employees and encourage them to work, effort and delivery of better and more qualified services to patients, as the result employees' job performance and productivity will be also increased.

6. References

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