The effect of organizational structure on organizational creativity and commitment within the Iranian municipalities

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Abstract

Today any organizational development is highly depending on creativity and commitment of its human resources, therefore defining the factors which have effect on organizational creativity and commitment would be valuable in order to increase the productivity of any organization. This research’s aim is to analyze the effect of organizational structure on organizational creativity and commitment. According to the results of this research there are positive meaningful relation between organizational structure elements and organizational creativity, and all the organizational structure elements has positive effect on organizational creativity, the results also indicates that there is a positive meaningful relation between organizational creativity and organizational Commitment.

Keywords: Organizational structure; organizational creativity; organizational commitment; motivation; organizational structure elements.

1. Introduction

Organization is an intelligent system where in groups of people consciously cooperating with each other in order to achieve common goals. One of the bases of any organization is the responsibilities which are taken by its members (Saadat, 2005). Therefore interactions within organizations must be harmonic and coordinated in order to minimize the ambiguities which will be resulted in higher certainty of fulfillment of responsibility within the organization.

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Any organizational development is mostly depending on the correct usage of organization’s human resources. The larger the organization the wider will be its human resource issues. Old solutions are no longer applicable for current organizational problems highly dynamic environment of today market is immensely sophisticated and uncertain; therefore organizations will never be able to continue to their lives without creativity and innovation. Although the main reason of employment is financial, however gradually employees will get attached to their job and will require more working freedom. One of the most important motivation concerns in industrial and organizational psychology is the organizational commitment (Esmaily, 2002). Organizational commitment can be defined as an emotional attachment of employees to their organization. This research aims to analyze the effect of organizational structure on organizational creativity and commitment, and also the effect of organizational creativity on organizational commitment.

2. Method

This is a quantitative research; information regarding literature review is gathered through bibliographical method and study of related researches. Three types of standard questionnaire have been utilized in order to gather necessary information regarding organizational structure, creativity and commitment. Robin’s questionnaire is used to gather necessary information regarding organizational structure dimension and for information related to organizational commitment Allen and Meier’s questionnaire is utilized to acquire necessary information. 146 people from Tabriz municipality have been participated in this research as statistical sample. Pearson’s correlation coefficient and multiple regression methods have been used in order to analyze the statistical findings.

3. Results

Results indicate that there are positive meaningful relation between organizational structure and organizational creativity and commitment within the Tabriz municipality. Results also indicate that there are meaningful positive relation between organizational creativity and organizational commitment. The findings of this research also have been compared with other similar research results. According to the findings exhibited in Table-3, one of the elements of organizational structure which hast positive meaning full effect on organizational creativity is Centralization which has the highest Beta value among the other analyzed elements of organizational structure, results also indicate that the rest of the element has no meaningful effect on organizational creativity.
Table 3. Results of regression analyze of organizational structure elements effect on organizational creativity

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Standard Error</th>
<th>Standardized Beta coefficients</th>
<th>t</th>
<th>Significance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>constant</td>
<td>5.956</td>
<td>-</td>
<td>6.595</td>
<td>0.000</td>
</tr>
<tr>
<td>Centralization</td>
<td>0.082</td>
<td>0.902</td>
<td>3.029</td>
<td>0.003</td>
</tr>
<tr>
<td>Formality</td>
<td>0.322</td>
<td>0.240</td>
<td>1.954</td>
<td>0.053</td>
</tr>
<tr>
<td>Sophistication</td>
<td>0.312</td>
<td>-0.500</td>
<td>1.095</td>
<td>0.275</td>
</tr>
</tbody>
</table>

Since the Beta value in regression analyze of the effect of organizational creativity on organizational commitment was equal to 0.950, therefore organizational creativity has positive meaningful effect on organizational commitment, the rest of calculated variables are exhibited below on table-4.

Table 3. Results of regression analyze of organizational creativity effect on organizational commitment

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Standard Error</th>
<th>Standardized Beta coefficients</th>
<th>t</th>
<th>Significance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>constant</td>
<td>2.609</td>
<td>-</td>
<td>-6.424</td>
<td>0.000</td>
</tr>
<tr>
<td>Organizational</td>
<td>0.032</td>
<td>0.950</td>
<td>36.318</td>
<td>0.050</td>
</tr>
</tbody>
</table>

4. Conclusions

According to results elements of sophistication and formalization don’t have any significant effect on organizational creativity therefore it is suggested that administrators always try to have dynamic structure for their organizations to minimize formality and sophistication of their organization so that with more flexibility they can adapt themselves with the environment surrounding them and facilitate creativity and innovation within the organization. To improve organizational commitment it is suggested that the level of employee’s emotional attachment to their job and organization should be increased through factors such as participation of employees in decisions, elimination of job obstacles, creation of effective methods of rewarding and punishment and etc. Organizations which are looking for developments should understand that any improvement must start from human resources administration, since this part of organization has the most effect on organizational creativity and innovation. Further researches related to the reason of organizational structure elements effect on organizational creativity and commitment is recommended.

References

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