

# EFFECT OF ORGANIZATIONAL EFFECTIVENESS ON ORGANIZATIONAL STRUCTURE

Mohamed Imad Raof

University of Technology –Bagdad

## ABSTRACT

*The objective of the research is to identify the elements of organizational efficiency and the dimensions of the organizational structure and ways of employing them and benefiting from them in the higher education sector where the sample of the research represented the directors and employees of the university of technology for the purpose of promoting the higher education sector, which is one of the important vital joints, which is one of the main pillars in providing the community of competencies and experiences The study was conducted through the distribution of the questionnaire which was a tool for collecting information and was created for the purpose of study. The sample of the research was a group of managers Sam and the centres) as well as some employees, which consisted of (80) people. The data were analysed and the relation between the elements of the organizational effectiveness of leadership, management, technology and adaptation was determined. The dimensions of the organizational structure were official, central and complex. The most important of which is to explain how organizational effectiveness relates to the organizational structure as well as the results of the organizational impact of the organizational structure and how to choose an organizational structure that ensures the continuity of the research organization and its survival within the competition and keeping pace with rapid changes*

*Keywords: organizational effectiveness, organizational structure*

## INTRODUCTION

Because of the importance of educational institutions in influencing the rapidly changing societies and how to develop the methods of adapting to the environment, which has become a feature of change in different organizations came the idea of research by looking for organizational effectiveness and its reflection on the level of performance of organizations in achieving the desired results of the organization and integration with the structure Organizational structure, which is a useful tool to help achieve the goals efficiently and effectively through the implementation of plans and decisions and the determination of the roles of employees to achieve coherence between different parts of the organization where the organizational effectiveness of many areas Including the management of talent and the development of leadership skills and the identification of performance measurements and the implementation and implementation of processes of change and transformation and dissemination of technology

for human capital management for the purpose of the success of the decision-making process and improve the quality of decisions taken, the search seeks to find and clarify the effectiveness of the organization, which results in measuring its performance and how to select and employ organizational structure It fulfills its objectives in the quest for survival and ensures its place among the organizations and how it can be measured and identified by its educational programs and performance and how to keep up with the organizational structure of these rapid changes, which must be flexible towards those Which is in line with its regulatory effectiveness by developing action steps to ensure this

## LITERARY REVIEWS

### Organizational Effectiveness

is an important aspect in how well our organization functions. To aid our members in understanding and mastering it.

**organizing** is defined as the process of creating an organization's structure. That process is important and serves many purposes). The challenge for managers is to design an( **Robbins,2017**)

**Organization:** A group of people intentionally organized to accomplish an overall common goal or set of goals and objectives (such as The Links, Incorporated)

**EFFECTIVENESS:** The efficiency by which an organization reaches its goals

Organizational Effectiveness is simply "a group's efficiency in meeting its goals and objectives."( Hankins , Gladys Gossett, Franklin, Sharilyn, **2017**)

organizations: the fact that the construct space of effectiveness has never been bounded, the fact that effectiveness is a product of individual values and preferences, and therefore the best criteria for assessing effectiveness cannot be identified, and the fact that all relevant criteria of effectiveness have never yet been identified. However, these assessment problems and theoretical issues are largely the concern of researchers, not of managers or the lay public. That is, members of the public are required frequently to make judgments about the effectiveness of organizations,( Kim Cameron,2013)

The concept of organizational effectiveness is among the most elusive and controversial in the organization theory literature. A major contributor to the controversy appears to be the fact that organizational effectiveness has come to be regarded by many as synonymous with goal attainment (Kim Cameron,2013).

#### **THE Dimension of organizational effectiveness.**

##### **Leadership Capacity**

Leadership capacity is the ability of all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction, and innovate, all in an effort to achieve the organizational mission .( **Caroline Claussen, 2011**)

##### **Management Capacity**

Management capacity is the ability of an organization to ensure the effective and efficient use of organizational resources. Essentially, this means an organization's capacity to serve more constituents more effectively .( **Caroline Claussen, 2011**)

##### **Technical Capacity**

This refers to whether the organization has the skills, tools, and facilities to deliver its programs and manage its operations.( **Caroline Claussen, 2011**)

##### **Adaptive capacity**

This refers to the ability of an organization to monitor, assess, respond to and create internal and external changes. The concept of a "learning organization" is captured in this area of organizational capacity (**Caroline Claussen, 2011**)

#### **ORGANIZATIONAL STRUCTURE**

Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals.

Organizational structure is a set of methods dividing the task to determined duties and coordinates them.( Gholam Ali Ahmady, Maryam Mehrpour, , Aghdas Nikooravesh , 2016)

organizational structure that allows employees to work effectively and efficiently

Organizational structure is defined as a relatively stable, either planned or spontaneous, pattern of actions and interactions that organization members undertake for the purpose of achieving the organization's goals. This understanding of organizational structure is based on a fundamental assumption of it being purposeful, i.e., on the idea that organizational structure has its purpose.( *Nebojša Jančićjević, 2013*)

However the Organizational structure type is influenced not only by the external environment characteristic, but also by the employees' ability of the concrete organization to accept and embody those management mechanisms, which are offered for use in frames of new organic or information types of Organizational structures (**Roman Zaharov,2010**)

#### **The dimension of organization structure**

**Formalization;** refers to the degree to which jobs within the organization are standardized and the extent to which employee behaviour is guided by rules and procedures(**Robbins,2017**)

**Centralization ;**Organizations with a centralized structure have several layers of management that control the company by maintaining a high level of authority, which is the power

to make decisions concerning business activities( **Nedal M. Elsaid, Ahmed E. Okasha, Abdalla A. Abdelghaly,2013**),

**Specialization**:affects the project structure by the degree of specialty (**Robbins,2017**)

**RESEARCH METHODOLOGY**

**Research Problem**

The problem of research: In order to cope with the challenges faced by the organizations it was necessary to search for the concepts of organizational effectiveness and the choice of organizational structure capable of promoting them to achieve their goals to make them keep up with the existing organizations and stay in competition from here emerged the question of how the organizations can be highly effective from During its ability to choose and organize its organizational structure and here were the sub-questions:

1. How can organizations invest technological developments and changes in achieving their goals

**Research Tools**

The scale used in the questionnaire is shown in the table below(A)

<b>THE Dimension of organizational effectiveness</b>	<i>Leadership Capacity</i> <i>Management Capacity</i> <i>Technical Capacity</i> <i>Adaptive capacity</i>	( <b>Caroline Claussen, 2011</b> )
<b>The dimension of organization structure</b>	<b>Formalization</b> <b>Centralization</b> <b>Specialization</b>	( <b>Robbins,2017</b> )

A table showing the search dimensions(A)

The data collection tool was the questionnaire being one of the most important tools in obtaining data for statistical analysis, The five-dimensional Likert scale shown below is used(B)

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Table Option according to the Likert scale(B)

The extent to which organizational effectiveness reflects organizational performance 2.

3. How the organizational structure affects and sustains organizations

**Research Hypotheses**

The first main hypothesis is the correlation between the effectiveness of the organization and the organizational structure.

The second main hypothesis is the relationship between the effectiveness of the organization and the organizational structure

**Research Sample and Community**

The research sample consisted of a group of employees (managers, employees) and was 80 persons

**DATA ANALYSIS**

The data obtained from the data collection tool and the analysis of the responses of the research sample to the independent research variables represented by the organizational effectiveness and the organizational structure are explained and analyzed and the lengths used for the arithmetical mean and the standard deviation are used as follows:

Elements of organizational effectiveness As shown in Table (1)

Dimensions	Arithmetic mean	standard deviation
Leadership	3,5	0,99
Management	3,37	0,90
Technology	3,63	0,99
Adaptation	3,56	0,96
Elements of organizational effectiveness	3,57	0,96

Table (1) shows the arithmetic mean and the standard deviation of the elements of organizational effectiveness

We note from Table (1) that the mathematical mean of the elements of organizational efficiency (3,57) and the ratio is good and the standard deviation (0.96), ie, a small dispersion rate in the sample answers either on the elements of organizational effectiveness was driving with a mean (3.5) (0.37) and the standard deviation (0 and 90). This means the extent to which management influences the decision-making process that contributes to achieving the objectives of the organization. , Technology with a mean (3,63) and a standard deviation (0.99), indicating that the technology component has a clear imprint in raising the level of (3.56) and standard deviation (0.96). The importance of adapting the organization to the rapid changes in the external environment and the identification and evaluation of its path to fit the established goals were explained.

The dimensions of the organizational structure were shown in Table (2). The ratio of the arithmetic mean to the regression of the organizational hierarchy (3.60) and the standard deviation (0.89), the centralization of the mean (3.77) and the standard deviation (0.90) (3,70), a standard deviation (0.86), and a high degree of formality characterized by the organization in question, the complexity of the mean (4,60) and the standard deviation (0.89), reflecting the high rate of compliance with laws in administrative and other transactions.

Dimensions	Arithmetic mean	standard deviation
Central	3,77	0,90
Official	3,70	0,86
Degree of complexity	4,06	0,83
Dimensions of organizational structure	3,60	0,89

Table (2) shows the arithmetic mean and the standard deviation of the organizational structure

Testing hypotheses: Here we will test the hypotheses of the research and include the first hypothesis in Table (3) and illustrates the correlation between organizational effectiveness and organizational structure

	Correlation and level of significance	Adaptation	Technology	Management	Leadership	Elements of organizational effectiveness
Central	Link	0.462**	0.459**	0.549**	0.101	0.474**
	Sig	0.000	0.000	0.000	0.370	0.000
Official	Link	0.535**	0.466**	0.638**	0.017	0.585**
	Sig	0.000	0.000	0.000	0.883	0.000
Degree of complexity	Link	0.447**	0.490**	0.533**	0.102	0.488**
	Sig	0.000	0.000	0.000	0.365	0.000
Dimensions of organizational structure	Link	0.529**	0.551**	0.679**	0.044	0.611**

Table (3) shows the correlation between organizational effectiveness and organizational structure

The first hypothesis, which states that there is a significant correlation between the organizational effectiveness and the distance of the organizational structure, where the coefficient of correlation between the elements of the organizational effectiveness in general and the total organizational structure (0.611 \*\*) at the level of significance (0,000), which indicates the significance of the relationship (0,01). This means that there is a strong correlation between adaptation and the distance of the organizational structure. The technology and organizational structure (0.551) and the level Denote (0,000) any relationship Relationship between technology and organizational structure The management and organizational structure (0,679) and the level of significance (0,000), ie, the relationship between the management and the organizational structure, the leadership and organizational structure (0,044) and the level of significance (0,694), indicating the weakness of correlation relationship. Moral significance between the elements of organizational effectiveness and the dimensions of the organizational structure

The second hypothesis: The relations of influence between the variables of organizational efficiency and organizational structure were as follows:

Significance	Sig	(Value (F Calculated	The value of the marginal slope coefficient $\beta$	The value of the marginal slope coefficient a	Lab Selection ( $R^2$ )		
moral	0,000	47,125	0,908	0,572	0,374	Overall dimensions of the organizational structure	Overall organizational effectiveness factors

The value of F calculated at a significance level of 0,05 with a freedom degree of 82 = 3.96

Table (4) shows the relationships of influence between the elements of organizational effectiveness in general and the dimensions of the organizational structure. We note from Table (4) that the value of F calculated for the organizational effectiveness factors in the organizational structure (47,125) is greater than the numerical value of (3.96) 0,05 means that it

is acceptable, while  $R^2$  is 0.374, which accounts for 37% of the changes in the organizational structure as a whole, and  $\beta$  (0.908), ie, an increase in the organizational effectiveness of one value will lead to an increase in the organizational structure by 91% And reached a total of 0.572, which means that when the total regulatory elements are equal to zero The organizational structure will not be less than this value

Table 5 shows the relationship of influence between adaptation and the removal of the organizational structure

Significance	Sig	(Value (F Calculated	The value of the marginal slope coefficient $\beta$	The value of the marginal slope coefficient a	Lab Selection ( $R^2$ )		Independent variable
moral	0,000	30,683	0,400	2,453	0,280	Organizational Structure Overall	Adaptation

F value calculated at a significance level of 0.05 with a freedom degree of 82 = 3.96 Table (5)

We note from Table (5) that the value of F calculated adjustment in the organizational structure (30,683), which is greater than the numerical value of (3.96) at the level of significance of 0.05 and mean that it is acceptable, while  $R^2$  reached (0,280) Of the changes in the organizational structure as a whole and  $\beta$  (0,400), ie, an increase in the adjustment dimension by one value will lead to a total increase of the organizational structure by 40% and reached (2,453). When the adjustment is equal to zero, the organizational structure will not be less than this the value

Table (6) shows the relationship between the technology and the dimensions of the organizational structure

Significance	Sig	(Value (F Calculated	The value of the marginal slope coefficient $\beta$	The value of the marginal slope coefficient a	Lab Selection ( $R^2$ )		Independent variable
moral	0,000	34,492	0,491	2,019	0,304	Organizational Structure Overall	Technology

(F value calculated at a significance level of 0.05 with a freedom score of 82 = 3.96 (Table 6)

We note from Table (6) that the calculated F value of the technology in the organizational structure (34,492) is greater than the numerical value of (3.96) at the level of significance of 0.05 and means that it is acceptable, while  $R^2$  is (0.304) Of the changes in the organizational structure as a whole and  $\beta$  (0.491), ie, an increase in the technology dimension by one value will lead to an increase of the total organizational structure by 49% and reached (2,019). When the technology is equal to zero, the organizational structure will not be less than this the value

Table 7 shows the relationship of influence between management and the removal of the organizational structure

Significance	Sig	(Value (F Calculated	The value of the marginal slope coefficient $\beta$	The value of the marginal slope coefficient a	Lab Selection ( $R^2$ )		Independent variable
moral	0,000	67,467	0,722	1,020	0,461	Organizational Structure Overall	Management

F value calculated at a significance level of 0.05 with a freedom score of 82 = 3.96 (Table 7)

We note from Table (7) that the value of F calculated for management in the organizational structure (67,467), which is greater than the numerical value of (3.96) at the level of significance of 0.05 and mean that it is acceptable, while R2 reached (0.461) Of the changes in the organizational structure as a whole and  $\beta$  (0.722) ie, an increase in the management dimension by one value will lead to a total increase of the organizational structure by 72% and reached (1,020). When the administration is equal to zero, the organizational structure will not be less than this the value

Table (8) shows the relationship of influence between leadership and the removal of organizational structure

Significance	Sig	(Value (F Calculated	The value of the marginal slope coefficient $\beta$	The value of the marginal slope coefficient a	Lab Selection (R <sup>2</sup> )		Independent variable
Not significant	0,694	0,156	-0,051	3,977	0,002	Organizational Structure Overall	Leadership

(F value calculated at a significance level of 0.05 with a freedom score of 82 = 3.96 (Table 8

We note from Table (8) that the calculated F value in the organizational structure (0.156) is smaller than the numerical value of (3.96) at the level of significance of 0.05 and means that it is unacceptable, while R2 reached (0.002) The increase in driving distance by one value will increase the organizational structure by 5% and reach (3,977). When driving equals zero, the organizational structure will not be less than this value

## CONCLUSIONS AND RECOMMENDATIONS

1. Through the results of the research data, the results of the arithmetic mean of the elements of organizational effectiveness achieved a good level, and this was that the organizational effectiveness has an important role in maintaining the survival of the organizations

.2. Extending the organizational structure has been of great importance in ensuring that rapid and continuous changes are met across the good level of the results of the organization's calculated mean.

3. Through the correlation relationship, there are a number of hypotheses that achieve the correlation between the search variables and the elements of organizational effectiveness and achieve a strong correlation with the dimensions of the organizational structure.

.4. Through the relationships of influence, it was found through the hypotheses that there is strong relationship relations of the elements of organizational effectiveness and the removal of the organizational structure through the results of the data

5. There is an acceptable level of organizational effectiveness in the organization as a whole, especially in the field of data obtained through organizational effectiveness.

6.The participation of decision makers was a way of empowering workers in addition to being a positive impact that reflected the behavior of employees.

7.Work to increase the level of organizational effectiveness in the work by informing employees of the latest data and information necessary.

8.Develop the participation of staff in the field of decision-making and addressing crises faced by organizations.

9.Achieving a level of regulatory efficiency proportional to the application of laws and regulations.

.Increase work flexibility and allow employees to act in their activities10.

11. Attention was paid to the workers' affairs, in order to enhance their satisfaction with work and increase commitment.

12.To deepen the concept of organizational effectiveness in educational institutions and make them within the culture of the organization.

13.Make the organizational structure more flexible to cope with the rapid environmental changes and be able to meet the objectives of the organization

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