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AN ANALYSIS OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL IDENTIFY AND ORGANIZATIONAL STRUCTURE IN ELECTRICITY COMPANY IN SISTAN AND BALUCHESTAN PROVINCE

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Abstract: Organizational identity is one of the very important concepts in the organizational behavior literature, which can be accompanied with positive outputs such as job satisfaction, organizational commitment and so on. According to the importance of this subject, seeking to find the factors related to such a construct has become increasingly significant in recent years. With such an approach, the objective of the current study is the survey of the organizational structure aspects with organizational identity in Sistan and Baluchestan Electricity Company. The present study is of the applied type from the objective point of view and it is a descriptive-correlation study according to the study methodology. The study population includes all of the staff members working in Sistan and Baluchestan Electricity Company which reaches the total number of 183 people. Based on Krejcie and Morgan table, the number of 124 individuals of the staff members was selected by making use of a randomized sampling method and these were studied. Data collection tool was organizational structure questionnaire (Robins, 1987) and organizational identity (Cheney, 1983). Questionnaires validity was evaluated and confirmed by respective experts. Also, the organizational structure and organizational identity questionnaires reliability was confirmed by taking advantage of Cronbach Alpha coefficient which were 0.886 and 0.761, respectively. To analyze the data one-sample t-test, one-sample Smirnov-Kolmogorov test, Pierson correlation test and Spearman ranking correlation test was used and the results showed that from among the organizational structure aspects the formality rate was in intermediate level and the concentration rate, complexity and organizational identity were significantly higher than intermediate. The correlation survey results also indicated that the three of the organizational structure aspects (formality, concentration and complexity) are in a positive and significant relationship with organizational identity.

Keywords: organizational structure, formality, complexity, organizational identity, Electricity Company, Sistan and Baluchestan Province

1. INTRODUCTION

Organizational identity is one of the most challenging topics which is in a direct relationship with the organizational behaviors and conducts and it is regarded as a hidden motivation behind many of the group or team works and social efforts and endeavors. Therefore, it has attracted a great deal of attention in the organizational behavior literature (Hosseinin et al, 2014; cited from Navvabi, 2011). Harris and Cameron state that organizational identity can be determined through the internalization of the characteristics, objectives and organizational accomplishments by the employees, in such a manner that the individual feels united and integrated with the organization and this points to the employees acceptance level of the organization's objectives, values and intentions (Foster and Hayat, 2007).

Organizational identity both in individual and organizational level bears fundamental outcomes and/or it is related to such topics as job satisfaction, motivation, performance, being loyal to the organization, peer behaviors and citizenship behaviors. In fact, organizations can navigate their members' behaviors through enhancing identity; since in an organization in which the staff members possess high organizational identity the possibility of organizational values-consistent behaviors expression is higher (Shimmer and Kerk, 2004). Making organizational identity operational requires three basic elements: the first element is membership or feeling of attachment and it means to feel that one belongs to an organization and s/he is proud of it. The second element is being loyal to an organization and it is expressive of the support for the organization and being enthusiastic to actualize its objectives and finally the third element is to perceive that one has common characteristics and similarities with others and the organization which is defined as the perceived similarity based upon the common characteristics according to the values and objectives (Cheney, 1983).

On the other hand the organizations can navigate their staff members' behaviors according to parameters which are more likely to influence the organizational identity, since in organizations in which the members have high organizational identity the probability of expressing behaviors

more consistent with organizational values is higher. Since, organizational structure is in relationship with similar constructs such as organizational commitment (Razawi, 2013) thus, it seems that paying attention to the organizational structure role is of a great importance and it can play a vital role in organizational identity level enhancement that is because organizational structure is a collection of ways and trends by which the organization activities are divided into known duties and tasks and coordination is established among and between such duties. Organizational structure, also, has various influencing potentials through the manipulation of which a good management can affect the major thoughts and opinions of the strategy agents in operational and intermediate levels of the organization and influence other variables as well such as organizational culture, organizational maturity, organizational justice and so forth.

Despite the fact that the relationship between the organization structure and other organizational components and variables including innovation and creativity (Azizinejad, 2013), communications efficiency (Kasraee and Alirahimi, 2009), organization culture (Hariri and Jafari, 2011), occupational exhaustion (Nazari et al, 2010), entrepreneurship (Farsi et al, 2009), organizational commitment (Jamshidi, 2007) organizational intelligence (Alvani et al, 2010), psychological strengthening (Zabihi et al, 2013) and so on in previous performed studies have been somehow verified, but there are not much experimental evidences available regarding the organizational structure relationship with organizational identity. On the other hand, nowadays organizations, companies and institutions are under so much pressure according to the vast and fast variations in political, cultural, social, technological and economical environment subject to the factors such as the increase in the global competition, abrupt and sudden alterations, the need to quality and the existence of limited resources and therefore in order for the organization to be able to react appropriately and successfully to such constraints it undoubtedly needs to have specialist, innovative and motivated and loyal human resources as the real foundation and asset for the organization. Aligned with such a direction, according to the interests and the conducted studies the researcher is

seeking to survey the organizational structure effect on the organizational identity in Sistan and Baluchestan Electricity Company as one of the public technical and economical companies in a region of our immense country (which is meanwhile being a neighbor to two foreign countries of Afghanistan and Pakistan enjoys lingual, religious and ethnic diversities in a manner that the other provinces deprivations and deficiencies has become doubled in this province) and provide the organization's managers with scientific and practical suggestions to improve their decision making about staff members attitude and awareness enhancement, productivity culture promotion, reducing mistrust and eventually organizational identity improvement. According to what was mentioned about the scarcity of the academic research concerning the survey of the organizational structure and organizational identity relationship and also according to what was said regarding the reasons for investigating the variables in Sistan and Baluchestan province Electricity Company the main concern in the present study is to answer the question that what sort of relationship is existing between the organizational structure three-fold aspects and organizational identity in Sistan and Baluchestan Province Electricity Company.

1.1 Study Hypotheses

Main hypothesis:

There is a significant relationship between organizational structure and organizational identity in Sistan and Baluchestan province Electricity Company.

Sub-hypotheses:

1. There is a significant relationship between Formality and organizational identity in Sistan and Baluchestan province Electricity Company.
2. There is a significant relationship between Concentration and organizational identity in Sistan and Baluchestan province Electricity Company.
3. There is a significant relationship between Complexity and organizational identity in Sistan and Baluchestan province Electricity Company.

The study conceptual model is given below,

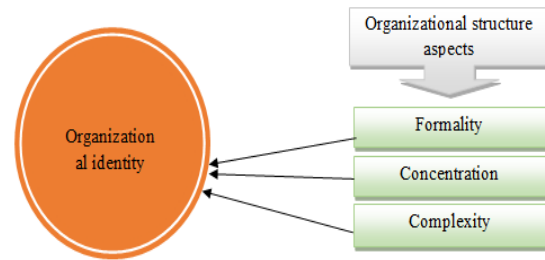


Figure 1: study conceptual model

1.2 Study Theoretical Foundation

Organizational structure aspects and factors evolution trend:

Experts and theoreticians have enumerated many variables as the organizational structure aspects, including components such as administrative, independence, concentration, complexity, authority conferment, partitioning, formality, coherence, and professionalization, span of control, work specialization, standardization and hierarchy levels. For example, Mintzberg (1963) proposes organizational structure as general methods by which work is divided into various tasks and then these tasks are coordinated. This is a simple analytical method for division of labor and it is reflective of the management control and it is not only indicative of the duty and responsibility relationships.

Robins (1987) introduces three aspects of formality, concentration and complexity as the important structural aspects of an organization, the various combinations of which aspects create different structures in organizations.

Shine (1998) explains the organizational structure based on three aspects of hierarchy, duty and involvement and he believes that different degrees of such aspects create different organizational structures:

- Hierarchy aspect implies the relative levels which is somewhat similar to the organizational diagram.
- Duty aspect implies various sorts of jobs and tasks which should be accomplished in the organization.

- Involvement aspect is indicative of the degree of being close to or distant from the organization's central nucleus.

- The above-mentioned aspects combination is indicative of a formal structure which is reflected in the organizational diagram. The presented framework solely explicates the organization's formal structure and it does not take into consideration the elegant energy flowing beneath the organizational diagram. This hidden energy generally refers to the informal structures and relations and it plays a prominent role in the new process-oriented organizations such as network organizations and/or knowledge-oriented organizations (Wang and Ahmad, 2003).

1.3 Organizational identity

Organizational identity has attracted the attention of researchers in the recent 20 years and there are numerous definitions offered for it. Including the organizational-individual values convergence, the perception of being united and integrated with the organization, having affective commitment and obligation, all of which implicitly indicate that an individual binds his or her organizational membership with his or her self-concept or self-image from cognitive point of view (for instance, the feeling that one is a member of an organization and organizational values are internalized) or from affective perspective (being proud of and feeling haughty to be a member of an organization) or both (Khorshidi et al, 2011).

Organizational identity definitions are usually posed in one of the following two formats:

Preliminary definition: staff common perception regarding the organizational nature to which they belong; which is a result of their awareness of their organization. In fact, this definition points to the staff members common perceptions.

Secondary definition: staff members' perception of their organization compared to the other organizations in such a manner that they distinguish their organization from the other organizations (Fahsanfeld, 2001; tr. Rahman Seresht and Saghar Wani, 2013).

Since identity plays a key role in social sciences theorizations, in the recent two decades this concept "the organizational identity" has found its way to the organization-related literature (Kerli et al, 2006).

Organizational identity includes those characteristics which is felt by the organization members as the main characteristics; characteristics which describe the organization in a unique way

and they are relatively constant during the passage of time. When we look at the past, present and future of the organization, those features and characteristics which are considered as the most pivotal, most persistent and most distinct ones shape the organizational identity (Rahimnia and Nikkhah Farkhani, 2011).

In fact, Organizational identity is a field of study in organizational theory that seeks the answer to the question: "who are we as an organization?" in a definition, the organizational identity points to the extent to which the staff members of an organization define themselves through the similar and common features and characteristics which is believed by them to be organization-specific (Kuehn and Nelson, 2002).

Organizational identity has been extracted from the social identity theory. Social identity theory states that how and why individuals create a vocational identity. Based on this theory, the individuals obtain their self-identity through firstly comparing themselves with the others and then they classify themselves and the others in different social classes. Through doing this they value these classes. Therefore, social identities express the individuals' distinction and attachment feelings respective to their culture and community (Van Dick et al, 2008).

The importance of the organizational identity: Many of the studies performed regarding the organizational identity are expressive of the point that the organizational identity is one of the factors effective on the organizational performance and productivity enhancement. The results emerging from organizational identity enhancement are staff members' organizational identity growth and formation such as the use of their potential capacities and talents which are not being taken to practical use at present. From among the accomplishments which can be fulfilled by the vigorous organizations via the application and implementation of such factors one can refer to securing and developing the customer satisfaction, market needs parallelism, job satisfaction enhancement in employees, increasing the feeling of attachment, participation and responsibility towards an organization in the employees, the shift from obligation to commitment option in the majority of the employees and quality improvement in performing the tasks and duties, better relationships between workers and managers and supervisors, reducing the operational costs and

expenditures and the organization's profitability increase, decision-making process enhancement, organization continuous improvement and the increase in productivity, new innovations creations and making more use of the intellectual resources (Seyed Javadin, 2010).

2. STUDY METHODOLOGY

Since the results obtained in the present study are going to be used in precise and scientific planning regarding the design and establishment of an appropriate structure and enhancing the service-providing motivation and staff loyalty and commitment to the maximum extent possible and enabling them to swiftly improve and actualize the organizational objectives, therefore the present study can be classified in the applied studies group from among the various sorts of studies such as basic, applied and developmental studies and because the researcher of the present study does not interfere and modify of any sort in the studied variables and deals with the sole description of the variables the way they are the present study can be classified in the descriptive studies group by methodology. Also, since here it is dealt with the survey of the relationship between two topics of organizational structure and organizational identity thus from among various sorts of existing descriptive studies the present study can be regarded as a correlation study. Generally, the present study is an applied, descriptive and correlation study from the perspectives of objective, nature and methodology, respectively. And in the study sample volume 124 individuals have been selected based on a simple random method out of the 183-people study population all of whom were the staff members working in Sistan and Baluchestan Electricity Company with various gender, education level, marital status, job history and age. The data collection instrument here is the Robins' organizational structure standard questionnaire (1987) and Cheney's (1983) and Rubin's (2004) organizational identity questionnaire.

Discussions and conclusions regarding the findings obtained from the study questions and hypotheses:

a) The results obtained from the questions in the section related to the organizational structure aspects have indicated that:

The formality extent in Sistan and Baluchestan Electricity Company has been in an intermediate level. If a job enjoys a high formality rate, its operator, will have the least freedom of action and choice in performing the activities related to that job and the timing and the quality of performing

the job as well. In such a state, the staff members are expected to apply identical outputs through a definite and determined method in order to obtained predetermined results. So, when formality is high there are definite job descriptions, extremely exorbitant rules and regulations and clear instructions regarding the work process in the organization. When there is a low level of formality the staff behavior can be relatively non-programmed; in such a situation, the individuals are more free to apply their own ideas and notions, hence it seems that the study results implying the intermediate level of the formality in Sistan and Baluchestan Electricity Company can be an outcome which stems from adjustment between the high-formality behaviors and activities and the low-formality ones.

b) The results obtained from the hypotheses tests showed that:

There is a positive significant relationship between the organizational structure formality and organizational identity in Sistan and Baluchestan Electricity Company. It is in a manner that with an increase in the organizational structure formality the organizational identity increases and vice versa. It seems that this phenomenon is a result of the subject that the staff members seek to find their identity in the optimum inner and outer image of the organization and for the preservation and improvement of this attitude it is considered from the same perspective which is the focus of the subject matter introduced in the present study. They believe in the high standard limit of the products and services and the organizational professions and occupations to the extent to which the error constant is decreased according to its harmful effects for the company and the society as well. For the same reason, the staff realizes its work value as the observation of the regulations and clear instructions regarding the job performance processes to the maximum extent possible rather than doing their job based on their own tastes and interests; what is usually remarked as freedom of action in performing a job. They prefer to behave based on plans and programs rather than to behave unplanned and non-programmed. On the other hand, the high management affects the organizational identity through attracting the internal and external addressees via the application of leadership skills, management operations and strategic decision making. The existence of such an agreement and match between credibility and fame and managerial specialization and expertise with organizational main and core features is something

which is believed by the organization staff members to lead to, plus winning the people's trust in the industry, a strong organizational identity and the more this scale's intensity, to wit formality, is reduced the more its direct effect on reducing their good feeling of the organization brand is decreased. Also, it turned out that there is a positive significant relationship between organizational structure concentration and organizational identity. In other words, the more the organizational structure concentration increases the more the organizational identity increases as well and vice versa. The Electricity Company in the provincial level is one of those institutions the operation nucleus of which is operated by the semiprofessional skillful individuals (those who have internalized learning, although they do not observe rules and regulations). It is apparent that the staff prefers to acquire experience via the senior management- codified numerous rules and regulations to obtain perfect skills and they view it as some sort of supporting the organizational objectives. Of course, the results obtained from the studies showed that there is a positive and significant relationship between organizational structure complexity and organizational identity in Sistan and Baluchestan Electricity Company. And it is in this way that the more the organizational structure complexity increases the more the organizational identity increases and vice versa. Also, organizational structure aspects have a 55.5% effect on the organizational identity in Sistan and Baluchestan Electricity Company. this means that the three-fold aspects of the organizational structure (formality, concentration and complexity) can account for the organizational identity variable variations to some extent. This matter in Sistan and Baluchestan Province Electricity Company can be approving of the fact that the company has been able to successfully take steps towards creating a strong and stubborn organizational identity as a strategic tool in organizational objectives and ideals implementation process via paying sufficient attention to both of the inter-organizational and outer organizational factors and selecting one of the most important factors effective on the continuous formation, construction and actualization of the organizational identity which is organizational structure and on the other hand the employees have found out that they have to accept the company structure as it is (high formality, concentration and complexity) in order to be able to survive and help the organization to survive as well in this supra competitive era till they are professionally completely competent.

2.1 Suggestions

Eventually the writer of the present article provides the organization with suggestions:

1. The company should adopt procedures by which the required preliminary information including objectives, programs, structure and so forth of the company become available to the staff members at the early stage of employment and they also become aware of the day-by-day information related to them and their administrative professions on time and continuously during their service, these include regulations, instructions, guidelines and so on.
2. The company should adopt procedures in order for the information, reports and organizational statistics to be accessible to the organization's senior management at any time and any place and on time.
3. The management board meeting with the general manager and supervisors should be held up monthly and if necessary once every week in order for the instructions and new orders to be announced according to the company's general conditions and circumstances.
4. The company should take measures to increase occupational diversity through company's activities division and distribution into smaller and more ancillary units based on technical knowledge and skills as soon as possible.
5. The company should take measures to prepare and codify strategic programs and operational plans by making use of the local and native competencies and employing expert advisors with the purpose of reducing the weak points and threats in order for the structural and content variables to improve.

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