



The Relationship between Organizational Structure and Organizational health (Case study of Bureau of Security and Training Affairs of Prisons in West Azerbaijan)

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ABSTRACT: It's evident that in order to have a healthy society, healthy organizations must be built, also in order to establish healthy organization initially proper structure to that must be recognized. So the purpose of the current research is to study the relation between organizational structures with healthy organization. Present research is descriptive-survey research with applied purposes. Statistic population of the study were including all employees of general office of prisons and security and training affairs of West Azerbaijan. Sample size estimated to be 100 people based on Cochran formula who have been selected through random sampling method. Data gathering tools of the study were Robins' standard questionnaire for organizational structure and standard questionnaire Howie and Feldman for organization health. Validity of the questionnaire being confirmed by the experts and instructors views and its reliability tested by the Cronbach's alpha method that was (<0.88). Research results were analyzed by the SPSS software and Spearman-Freeman correlation test. The test results showed that Spearman test estimated to be 0.500 for complexity, formality 0.635 and for concentration was 0.713. These results indicated that all organizational structures with the significance level of less than (0.005) had the direct and strong relation with healthy organization. We found out that gender had no effect on organization structure and health ($P>0.005$). Research results indicate that organization health and dimension of organization structure have positive and significant relation together. Formality dimension had the most effect (2.46) over the organizational health. It will be suggested that with greater supervision over organization structural quality and devotion to the senior managers' leads improve the organizational quality and make organization more concentrated.

Keywords: Organization health, Organization structure, Complexity, Concentration, Formality.

INTRODUCTION

Studies of social phenomenon structures have preoccupied the mind of many social scientists. One of those phenomenon's which have received lots of interests in recent century is the structure of formal organizations. Characteristics of these structures and their building factors as in a study field in organization sociology received many attentions. Power gap has been recognized as in one of the national culture dimension and means the degree of which normal individuals in a society accept that power distribution in society is unequal, by increasing power gap in the society making dictatorship decisions will increased (Hofstede, 1997).

On the other hand power gap is the effective factor in keeping the organization health. In order to have healthy society we should build healthy organizations and to do this proper structure related to organization structure must be recognized. In recent decades tangible scientific efforts has been made in order define, explain and assess organization structures. One the famous and useful theoretical framework in this regard, is the healthy organization theory (Farnia, 2003). It could be

said that a healthy organization is a place which its employees love to go their work and have honor to work there. In fact a healthy organization

Concentration on health of the organization means concentration on future success and got the importance as high as sailing rate or other organization short time results. Today organization ability to in using the maximum capability of its clerks, building high work commitment and helping them to turn good ideas to products and customer friendly services is competitive factor in organization prevalence, therefore attention to the organization health principal plays important role in building trust, effectiveness, leadership styles, commitment and so on (Masuodiasl, 2011).

Organization health has potential and serious effects over employees' satisfaction and of course organization function it also can be important predictor for organizational effectiveness (Rozgar, 2007). According to the Armichels' view (1990) effective organizations are considered important tools in achieving progress in society, meanwhile organizations will achieve effectiveness not only should have other requirements, but also should be healthy organizations. (Masuodiasl, 2011).

At the present bureau of the prisons and training and security affairs as in key factor in social, cultural and political development of the human society, plays an important role in training, education of human capitals who have been sentenced because of criminal proceedings and spending their sentence period in jail. Analyzing the factors affective in growth and development of the societies including development and developing societies indicates that effectiveness of educational and training activities in each country would help to its growth in all dimensions. Corrective and educational institutes have realized that in these days condition without employing committed and expert workforce could not be accountable to their people demands. (Moshabbaki, 1999). Employees of the bureau of the Training and security affairs of West Azerbaijan as in one of the biggest capitals of the any society also as in the most important elements of the correction and training system of prisoners and criminals play a critical role in training and their correction, the outcome their activity is returning the work force who in any reason is jail now and useless, who could be used along the growth and development of the human societies. Attention to the human factor in organizations especially educational organizations is an option which recently in science of human resource management got special attention (Mirkamali & Narenjisani, 2008). This organization received attention among state organizations regularly as in the most important bases. This organization considered as in organizations which has critical responsibilities and is similar to other organizations in many ways. And in order to do its duties have its special structure, technology, and work force that coordination among them determines its effective function, since it might be sick a in any other organization that pose unfavorable effects on them. Since health has been defined as in not being ill, recognizing factors which could contribute to the health or illness of any organization seems to be essential. Although several studies conducted in connection with the organizational health in industrial and commercial organizations, despite of studies in General office of the prisoners training, and security affairs has not been conducted. The study of organizational structures and its health rate in this organization is important because healthy organizations

could provide healthy environment for its employees. Therefore considering this issue is essential dimension that what is the structural relation with the health of the organization, and gets affected by the other factors. Since this is an innovative issue and its applicable results within the aforementioned organization, present research conducted.

RESEARCH METHOD

Current research has descriptive-survey research with the applied purpose, which its statistic population is including all 135 employees of the General office of the prisons and security affairs in West Azerbaijan, the sample volume estimated to be 100 people which being selected by Cochran formula through random sampling method. In order to gather information two standard questionnaires being used, in order to assess the organization structure Robins standard questionnaire (1987) and for assessing organizational health Howie and Feldman44 factors questionnaire being used, these questionnaires validity and reliability in different studies being confirmed. Finally reliability of the questionnaire being calculated by the Cronbach's alpha coefficient and were ($< \%88$). Research variables including: complexity, formality, concentration and health of the organization and being categorized based on Likert five grade scale (from 1 to 5) which 1 means very low and 5 is high. Research results were analyzed by the SPSS software and Freedman –Spearman correlation tests.

FINDINGS

Demographic characteristics of the participants in this research were like this: 96 percent of the sample member were men and 4 percent were female which 90 percent of them were married and the highest age average which include 33 percent of them were between 40% to 50 years old, also job record of the 24 percent of them were between 10 to 15 years, also education level of B.A with 66 percent got the highest averages. According to the Table 1 indicate that mean of organizational structure variables like organizational complexity was 3.44, formality was 2.97 and concentration had the average of 3.27.

Table 1. Descriptive statistics of the current condition of organizational structure and health of the organization.

Variables	Mean	Standard deviation	Maximum	Minimum	Number	
Organizational structure	Complexity	3.44	0.44	4	2	100
	Formality	2.97	0.49	4	2	100
	Concentration	3.27	0.58	5	2	100
Organizational health	3.77	0.32	4	2	100	

Also among dimensions of organization structure, complexity dimension had the highest average of 3.44, at the same time organizational health estimated to be 3.77 and standard deviation was 0.32. Kolmogorov-Smirnov test showed that all parameters of the research had the non-parametric with significance level of (P-

value>0.005). Also Spearman test results according to the Table 2 indicated that between organizational structure and health of organization with correlation coefficient of 0.230 and significance level of (P- 0.000) with certainty level of 95 percent there is direct and positive relationship.

Table 2: Results of Spearman correlation coefficient test between dimensions of organizational structure or organizational health.

Organizational health variables	Spearman correlation	coefficient	Level of significance	Frequency
Organizational structure	0.230		0.000	100
complexity	0.5		0.000	100
formality	0.635		0.000	100
concentration	0.713		0.000	100

Also by considering other dimensions of the organizational structure (complexity, formality, and concentration) with organizational health, Spearman test for complexity 0.500, formality 0.635 and for concentration calculated to be 0.713 which indicates that all organization structure of the general office of prisons and security affairs of the West Azerbaijan with significance level of lower than (sig<0.005) and certainty level of 95% has direct and strong relation with organization health, so that change in any of these organizational dimensions, would affect organizational health directly. Among other results of this research according to the Freedman test the effective rate of complexity, formality, and concentration on organizational structure which according to the formality, complexity with 2.46 and 1.54 variables had the highest and least effectiveness respectively over organizational structure.

In study of effect of gender over organizational structure dimensions and organizational health, our study showed that gender with the significance level higher than 0.005 over the organizational structure and by separation of each organization structure namely complexity 0.565, formality 0.191, concentration 0.405 also organizational health 0.599 is not significant.

CONCLUSION

The research results confirmed the relation between organizational structure and organizational health with significance level of lower than (sig< 0.005). So that by increasing quality of organizational structure, organizational health dimensions will increase too and by decreasing organizational structure

development, the dimensions of the organizational health will decrease. It could be cited that these results were agreed with researches of the Iraninejad *et al.*, (2013), Barati *et al.*, (2011) also Jamali researches (2009). On the other hand it showed that organizational structure dimensions including complexity, formality and concentration had direct and positive relation with organizational health. Meanwhile it showed that gender had no effect on organizational structural and health structure. It means that men and women had the same effect over organizational structure and organizational health on the other hand based on the range of organizational structure dimensions using Freedman test, formality dimension with the mean of 2.46 had higher ranking than other dimensions. This means that formality dimension has higher effect on organizational health and it's necessary that authorities pay more attention to this dimension of organizational structure.

Along this it will be suggested that by more supervision over increasing quality of the organizational structure and give responsibility to high ranking managers cause increase organization concentration also by accurate explanation of organizational chart, time and duty schedule lead to increasing formality and along this improve quality of organizational health.

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