

Clarifying Organization Structure of Esfahan's Mobarakeh Steel Company

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Abstract: Organization Structure is one of major concepts in forming organization which associates the formal of interactions among individuals. So the main purpose of this research clarifying organization structure of Esfahan's Mobarakeh Steel Company. This research can be considered as "applied research" and "descriptive-survey". In this study, statistic sample volume was One hundred eleven that chosen by stratified random method. A questionnaire derived from Robbins, Kontz and Dunel's questionnaire was designed to collect data. To promote validity of this questionnaire, Confirmatory Factor Analysis was used and to measure the reliability, Cronbach's alpha method was used. The results showed that formalization, centralization, professionalism and management ratio dimensions from the viewpoint of all levels and different organization units in the 95% confidence level were in average level. Specialization from the viewpoint of managers in high level and from other viewpoints was in medium level. Standardization from the viewpoint of employees in low level and from other viewpoints was in medium level. Hierarchy of authority from the viewpoint of employees and line units was in high level and from the viewpoint of managers and staff units was in moderate level. Complexity from the viewpoint of staff units was in low level and from other viewpoints was in average level. Employee ratio from the viewpoint of managers was in moderate level and from other viewpoints was in low level.

Key words: Organization Structure, Organization Structural Dimensions, Esfahan's Mobarakeh Steel Company

INTRODUCTION

Organization is a social institution which is based on goal; its structure has been designed consciously; It has active and harmonious systems and has relationship with outside environment. The base of forming organizations is interpersonal relationship. When individuals have mutual relations to do essential tasks in the direction of providing goals, organization would be created. On the other hand, managers would found organization structure and allocate organization sources consciously and efficiently (Daft, 1385).

Organizational structure not only at the beginning of activities and life is planned; but contemporary with organizations grow and contextual requirements that environmental changes was the most important of it, organizational structure will be reconstructed. The reorganization process will ensure the survival of organizations.

Organization theorists often confirm that organizations' origin is the activities which individuals can't do them alone or those activities can't be done individually and efficiently. Consequently it should be done by the organized activity of a group (Hatch & Cunliffe, 1389). Before people used to found organizations in order to achieve group aims; but instituting organization are not enough lonely, performing every organizational process needs special consideration to necessities and proper bed. One of the most important dimensions of each organization is organization structure (Jones, 2007).

Organization structure is important because it leads to increase the effectiveness of organization controls on necessary activities to achieve goals. The major propose of organization structure is controlling coordination's procedures of individuals' activities and controlling individuals' motivation to achieve organization aims. Proper structure for every organization is a structure which facilitates the efficient answering process to coordination's problems and motivated employees (Jones, 2007). Maybe we can consider organization structure as the most important part of organization after goals. The extent of definitions field and effectiveness of structure emphasizes its importance, too; specially that each kind of organization change is related to organization's structure dimensions (Waezi and Sabzikaran, 1389).

The structure isn't always stable, but it gives form to organization activities and also organization activities can change its form. So it should be stated that emerging structure is a continuous process. As the organizations grow and change, also their structure should be changed according to environmental, technological and other changes. Therefore, managers should confirm their organization structure to the conditions continuously and perform necessary improvements in it.

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Organization structure manages by organization designing and changing process. Organizations design their structure considering organization's goals and perspective, competitive advantages, organization culture, changeable environment, designing communications net and decision-making system. While redesigning the structure, it should be noticed that high or low level, each organization's structure dimensions has its special advantages and disadvantages at any time that paying attention to them in choosing optimal organization structure is essential. So the main purpose of this study has been determining the level of organization's structure dimensions from the viewpoint of organization levels and units of Esfahan's Mobarakeh Steel Company.

Theory Bases and Previous Research:

A group of sociologists and scholars of classic management emphasized somewhat prescriptively on finding the best and more practical way of accomplishing organization's goals via individuals' structure orders, work units and positions. But there was no agreement on the way of defining the best organization structure (Hatch, 1386). Organization theorists presented different definitions about organization structure. The characteristics of organization's social structure start from Weber's bureaucracy theory. Oldham and Hackman (1981) consider organization structure as the way of organizing, managing, and profiting each organization from itself. According to Lincoln and Kalleberg (1990) every organization applies different dimensions of structure to control, affect, and manage the employees (Lambert *et al.*, 2006).

Robbins (1387) defines the structure as one of organization components which determines allocating tasks, the way of individuals' reporting, formal coordinating mechanism and organization's interactive patterns. Organ and Bateman (1986) define structure as "systematic and formal orders of organization's activities to organize the internal relations and works of these activities with each other". Griffen and Moorhead (1986) found that structure includes organization tasks, reporting, and internal organization relations. Blue (1974) describes organization structure: "Appointing individuals in different place of organization diagram, in social positions and the positions which affect these individuals' organization relationships". Soul (1994) states that "structure clarifies the way of individuals' efficiency but the way of individuals' function is also the determinant of structure form". If we look at structure from this sight, we can define it as so: "A very complex tool or instrument to control created in the interaction relation process of members would be renewed continuously and similarly determine interaction relations" (Cordnair *et al.*, 1388).

Celznik considers organization structure as reconcilability organism formed in answer to individuals' characteristics and commitments and the effects of external environment. Jones (2007) considers organization structure as a formal system of authorities' relations and responsibilities which controls the way of coordinating the employees' activities with each other and also the way of using organization sources to achieve goals.

Daft (2007) points to three main pillars in defining organization structure:

a) Organization structure is representative of the levels which exist in official hierarchy and determinant of formal relations of reporting in organization and also determines managers or supervisors' control field in organization.

b) Organization structure is the determinant of grouping or dividing individuals in organization offices.

c) Organization structure involves designing the systems that the activities of all offices would be united by them and consequently the effective relation system will be guaranteed in organization.

Despite the different and apparently similar definitions about organization structure, the most important components of organization structure definition are grouping, coordinating and reporting. As Daft's definition, organization structure is defined as one of the organization components which firstly is the determinant formal reporting relations, official hierarchy levels and managers' control field in organization; Secondly is the representative of grouping offices in the whole organization; Thirdly involves designing coordinating systems of organization activities.

Systematic view is based on the matter that there are permanent and dynamic activities inside the organization, and organization dimensions should be considered as a whole to understand organization (Daft, 1385). Organization dimensions should be measured considering the different variables. Daft (1998) categorized the organization dimensions into two structural and contextual dimensions. Organization dimensions show the specific characteristics of the organization and give a based to measure and compare the organizations. Several authors mentioned different dimensions for organization structure. Many scientists like Burton & Obel (1998), Dewar *et al.* (1980), Geeraerts (1984), Mintzberg (1979), Pugh & Hickson (1976), and Robbins (1990) were trying to define a similar set of organization structure variables (Meijaard *et al.*, 2005). Emphasizing on the presentation of different definitions about organization structure, Daft (1998) considered the eight following dimensions as the structure dimensions components:

Formalization: Some of the knowledgeable including Daft (2007) has defined the formalization as the documents existing in organization. In the other words, the index of determining organization formalization was the rate of documenting laws and orders and describing tasks. While other knowledgeable including Hatch (1385) and Robbins (1387) know formalization as the rate of reliance on these documents and their authority.

Of course the written laws and orders are only a part of which is called "formalization". Unwritten norms and standards also can have performance guarantee like the written laws (Hall, 1383). On the other hand, formalization can be clear and explicit or ambiguous and implicit. When it is ambiguous and implicit, both the written documents and employees' perception have formalization (Robbins, 1387). Understanding this subject is important that formalization rate among organizations is different and also inside the organizations, this difference has different degrees according to the type of activities, professional employees and organization hierarchy (Hall, 1385 and Robbins, 1387). So paying attention to the optimal formalization rate in organization is very important.

Specialization: If we define organization as a set of individuals cooperating to achieve certain goals, a division of labor should be done among individuals to reach to these aims and each subset should do a part of an activity. Surely it is necessary to coordinate among divided labor in order to integrate goals so that all separate activities lead to achieve a general goal. Specializing an organization is the rate or degree that the works and activities have been divided to separate and specialized tasks (Daft, 2007) and these labor duties (Meijaard, 1389) and is related responsibilities (Hatch & Cunliffe, 1389) have been distributed among organization members.

Standardization: Having standard is attributed to the matters that many of the similar works are done in the same way (Daft, 1385). Standardizing organization activities not only is possible via providing the complete details of doing labor tasks but also it is done through socializing employees with organization values and norms (Jones, 2007). Standardizing in organization has some advantages including: making employees' behaviors and activities predictable, increasing delegation, determining the way of reaching to successful operation and also is a control method for organization. On the other hand, having standard in organization has some disadvantages which are: leading to increase managers' span of control, prevent creativity, risking, investigating, and testing (Jones, 2007 and Menguc & Auh, 2010). Therefore, organizations should try to determine optimal standardizing in both employees' behavior and labor processes.

Hierarchy of authority: Hierarchy of authority is formal reporting relations that is the representative of vertical relationships in an organization (Hatch & Cunliffe, 1389) and determines each manager's span of control (Daft, 2007). In the past, many managers believed that every member of the organization should only give report to one person; as every individual has only a definite way in hierarchy. Today, binary reporting relations are more

Complexity: In the literature of organizations, the word "complexity" has its special meaning and consists of: labor division, job titles, different organization parts and different levels which exist in organization's authority hierarchy (Hall, 1383). Complexity is a differentiation degree which exists in organization (Robbins, 1387). Organizations are categorized into 3 groups from complexity aspect: horizontal differentiation, vertical differentiation, and spatial differentiation. From horizontal differentiation aspect, organization complexity is related to the number of the job titles or offices which exist horizontally throughout the organization (Daft, 1385) and also education rate and necessary trainings for professional organization jobs (Robbins, 1387). The purpose of understanding vertical differentiation is becoming aware of the depth (height) of organization structure (Robbins, 1387). Therefore the complexity based on vertical differentiation is known as the number of authority hierarchy levels (Daft, 1385). Surely, the base of the work should be on an important hypothesis that the authorities must be according to the organization level, which is the higher the management level, the more authorities' rate. Horizontal or vertical geographic differentiation shows the degree of distributing offices, factories and organization's individuals based on geographic regions (Robbins, 1387).

Centralization: Centralization is said to a level of authorities which has the decision-making power (Daft, 2007). In other word, by centralization we mean that power accumulation is inside the organization (Hall, 1383). Of course, it's probable that some individuals affect the decisions informally. The accumulation of decision-making power in one point implies centralization and lack of or low accumulation indicates non-centralization. Point could be an individual, a unit, an organization level but point is usually considered as organization level. Non-centralization would be essential for some reasons. Managers' ability is limited to process data so more information data would be provided in decision-making process through non-centralization. Also if decisions are made by individuals who are nearer to decision matter, organization can react faster about environmental changes. Employees' corporation in decision-making process would cause them to be motivated. It's evident that non-concentration isn't always desirable. In some conditions, centralization would precede non-centralization. Centralization has major result for organization. In decision-making, when a comprehensive viewpoint is needed, managers would be set in a better situation to observe a generic picture about the created condition (Hall, 1383 and Robbins, 1387). This discussion shows that desirability or undesirability of concentration would be determined according to the situational factors. However in defining the desirable degree of concentration, we should pay attention to determine the most effective method that correct decisions would be made through it on time and in order to achieve organization goals.

Professionalism: By professionalism we mean the formal education degree of organization employees (Daft, 2007). In an organization, if employees should pass long-term educational terms to get a job, it is said that the organization is high professional. According to this, it's been emphasized on high educational degrees and professional education to determine professionalism ratio of organization.

Personnel ratios: Personnel ratios are indicative of employing individuals who are hired by organization for different tasks and various offices. Some samples of personnel ratios include management ratio, official ratio, central ratio, etc. To assess personnel ratio, the number of the employees of a group or a class would be divided to the total number of organization's employees (Daft, 1385). In this study, management ratio to the total number of the employees of every organization unit and labor force ratio of every organization unit to the whole labor force indices in organization have been used to measure personnel dimension ratios in organization structure.

Questions:

The main goal of this research has been the determination of organization's structure dimensions level from the viewpoint of organization levels and units of Esfahan's Mobarakeh Steel Company, and according to this matter, the research questions were compiled as follow:

Q1: What's the level of formalization from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q2: What's the level of specialization from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q3: What's the level of standardization from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q4: What's the level of hierarchy of authority from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q5: What's the level of complexity from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q6: What's the level of centralization from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q7: What's the level of professionalism from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q8: What's the level of management ratio from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Q9: What's the level of employee ratio from the viewpoint of organization levels and units of Mobarakeh Steel Company?

Research Method:

This research can be considered as "applied research" from purpose perspective and "descriptive-survey" with regards to the nature and method (type of correlation and field study).

Instrument and Method of Collecting Data:

To collect the necessary data to measure the research variables, the questionnaire instrument has been used. The questionnaire of this study was designed in a one part of organization's structural dimensions. Robbins's questionnaire (1987) were use to measure formalization, complexity, centralization, professionalism and personnel ratios dimensions and Kontz and Dannel's questionnaire (1976) was used to evaluate hierarchy of authority dimension. Also for specialization and standardization dimensions, some questions were compiled based on Daft's components.

Of course, because the questionnaire was distributed among employees by random and diploma degree was also in the sample so it was tried to transfer and edit the evidences of the main questionnaires in a way that they could be answered by everyone. The used questionnaire in this study has twenty five (25) evidences that the organization members should have given "very low" or "very high" idea about the degree of evidences existence in organization.

Validity and Reliability of Instrument:

The content validity of a test is usually determined by specialized individuals in the studying subject. Also in this research, the opinions of management professors and experts analyzing confirm factor based on the final sample have been used for validity measurement.

Among twenty five evidences of the questionnaire, the factor loads of question four (4) from formalization variable and question sixty two (22) from hierarchy of authority variable in measuring those variable in the 95% confidence level don't have a meaningful difference with zero. In other words, these questions couldn't measure the related variables well so they were removed in analyzing.

In this study, Cronbach's alpha method was used to determine the reliability of the questionnaire which calculates the internal concordance of the measuring instrument. Cronbach's alpha coefficient of this questionnaire based on the total sample has been presented in Table 1. It's common to consider alpha coefficient more than 70%. The used questionnaire in this research has been considered permanence.

Table 1: Cronbach's alpha coefficient of questionnaire based on the total sample

Research Dimensions	Alpha Coefficient
Organization's Structural dimensions	86.3%

Statistical Population:

For the place domain of this study, Esfahan's Mobarakeh Steel Company was chosen. So for statistical population, the managers and employees of Mobarakeh Steel Company's line and staff units were chosen. This organization has categorized its line and staff units (Table 2).

Table 2: line and staff units in Esfahan's Mobarakeh Steel Company

Organizational Units	Subdivisions
Line Units	1. Exploitation Assistance 2. Design and Development Assistance
Staff Units	1. Organizing and Human Resource Assistance 2. Purchase Assistance 3. Marketing and Sales Assistance 4. Financial and Economical Assistance 5. Technology Assistance 6. Managing Director Domain

Considering that the education degree of about four thousand (4000) employees of exploitation assistance was under diploma, so these individuals weren't able to answer the questionnaire's questions. Therefore, according to the idea of management professors and experts, the studies of Esfahan's Mobarakeh Steel Company's human resource were omitted from the whole statistical population.

Sample Size:

To determine the necessary statistic sample size of the study; At first, thirty (30) questionnaires were distributed among the managers and employees and the necessary sample size of one hundred and twenty one (121) individuals was determined by calculating their standard division and put them in determining sample size formula for limited statistical population in the 95% confidence level and 10% standard error. Among the distributed questionnaires, one hundred and eleven (111) ones were returned which were used to analyze the results.

Sampling Method:

In this study, sampling from the managers and employees of Esfahan's Mobarakeh Steel Company's line and staff units was done by stratified random method and in accordance whit the dimension of units and categories (managers and employee).

The Results of Hypotheses Testing:

In this research, two descriptive and inference method were used to analyze statistic data after collecting, reviewing, coding, entering data and creating data base in AMOS and SPSS statistic packages. By descriptive statistic indexes, the descriptive table of statistic sample has been presented. As it is evident, about 80% of tested ones were above thirty six (36) years old. On the other hand, 60% of individuals' education degree was higher than associate degree, and 68% of individuals have more than 20 year job background in Esfahan's Mobarakeh Steel Company which has increased the validity of the answers (Table 3).

Table 3: Statistical description of sample

Descriptive Dimensions	Age			Education Degree				Job Background		
	35 or less	36 to 44	45 or more	Diploma	Associate degree	B.S.	M.A. or more	9 years or less	10 to 19 years	20 years or more
Abundance	19	46	46	45	18	37	10	21	14	76
Percent age	17.12%	41.44%	41.44%	40.91%	16.36%	33.64%	9.09%	18.92%	12.61%	68.47%

Before entering the process of testing Hypothesis and conceptual model of the study, it was necessary to become sure from the accuracy of organizational structure measuring model designed on the base of research literature. This measuring model was analyzed by using first-order confirmatory factor model (Figure 1).

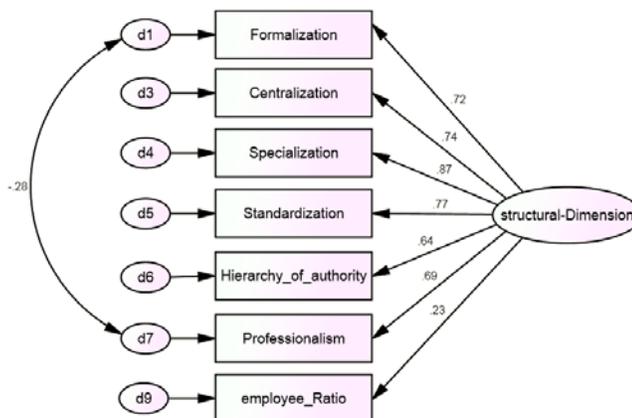


Fig. 1: Organizational structure measuring model

AMOS software outputs have shown that this factor model isn't single-variable normality in lateral and vertical contract dimensions. Also multi-variable normality was not confirmed and on the other hand, there was no unrelated data, so the bootstrapping test was used to assess the parameters of the model. The results showed that all these parameters were meaningful in the 95% confidence level. To the total fitting of the improved factor model of organizational trust, absolute fit indices, comparative fit indices, parsimonious fit indices have been used. The results of fitting model have been provided in Table 4. According to these results based on these three indices, a proper model was identified.

Table 4: Model's Fit Indices

Fit Indices Category	The Important Indices	Results
Absolute Fit Indices	CMIN= 13.483 with P-value = 0.411	Model Was Identified
Comparative Fit Indices	CFI= 0.998 TLI= 0.997	Model Was Identified
Parsimonious Fit Indices	RMSEA= 0.018 CMIN.DF= 1.037	Model Was Identified

Considering AMOS software outputs, it was determined this improved model is one-variable and multivariable normal models, there is no unrelated data and all its parameters are in 95% meaningful certainty level. Complexity and management ratio weren't good indices to measure organization structure of Mobarakeh Steel Company and they were removed from organization structure confirmatory factor model. To test the study

hypotheses, parametric method has been used and to search the comparison of averages (T test) considering 3 scores from 5 scores has been applied. The study questions have been analyzed as follow:

Q1: Formalization level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 5.

Table 5: Results of formalization One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	3.084	0.767	1.070	0.287	-0.072	0.241
Managers	3.490	0.929	2.108	0.052	-0.005	0.985
Line Units	3.181	0.781	1.927	0.058	-0.007	0.369
Staff Units	3.079	0.837	0.614	0.543	-0.182	0.340

Table 5 has shown that from the view of the employees and managers of line and staff units of Mobarakeh Steel Company, the average of formalization with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level.

Q2: Specialization level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 6.

Table 6: Results of specialization One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	3.074	0.840	0.855	0.395	-0.097	0.245
Managers	3.542	0.815	2.657	0.018	0.107	0.976
Line Units	3.159	0.781	1.696	0.095	-0.028	0.347
Staff Units	3.111	0.959	0.751	0.457	-0.188	0.410

Table 6 has shown that from the view of the employees of line and staff units of Mobarakeh Steel Company, the average of specialization with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level. While the managers of Mobarakeh Steel Company said that the average of specialization with 95% certainty was more than 3, in other words, it was in high level.

Q3: Standardization level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 7.

Table 7: Results of standardization One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	2.753	0.893	-2.699	0.008	-0.429	-0.065
Managers	3.385	0.724	2.128	0.050	-0.001	0.771
Line Units	2.872	0.835	-1.273	0.207	-0.329	0.073
Staff Units	2.798	0.997	-1.316	0.196	-0.513	0.108

Table 7 has shown that from the view of the managers of line and staff units of Mobarakeh Steel Company, the average of specialization with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level. While the employees of Mobarakeh Steel Company said that the average of specialization with 95% certainty was lower than 3, in other words, it was in low level.

Q4: Hierarchy of authority level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 8.

Table 8: Results of hierarchy of authority One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	3.147	0.555	2.589	0.011	0.034	0.260
Managers	3.224	0.728	1.230	0.238	-0.164	0.612
Line Units	3.181	0.511	2.947	0.004	0.059	0.304
Staff Units	3.121	0.683	1.148	0.258	-0.092	0.334

Table 8 has shown that from the view of the managers and staff units of Mobarakeh Steel Company, the average of hierarchy of authority with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level. While the employees and line units of Mobarakeh Steel Company said that the average of hierarchy of authority with 95% certainty was more than 3, in other words, it was in high level.

Q5: Complexity level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 9.

Table 9: Results of complexity One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	2.881	0.732	-1.584	0.117	-0.268	0.030
Managers	2.987	0.670	-0.075	0.942	-0.370	0.345
Line Units	2.978	0.762	-0.237	0.813	-0.205	0.161
Staff Units	2.762	0.634	-2.432	0.019	-0.436	-0.040

Table 9 has shown that from the view of the employees and managers of line units of Mobarakeh Steel Company, the average of complexity with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level. While the staff units of Mobarakeh Steel Company said that the average of complexity with 95% certainty was lower than 3, in other words, it was in low level.

Q6: Centralization level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 10.

Table 10: Results of centralization One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	3.095	0.988	0.935	0.352	-0.107	0.296
Managers	3.260	1.049	0.933	0.336	-0.298	0.819
Line Units	3.005	0.921	0.044	0.965	-0.216	0.226
Staff Units	3.360	1.088	1.820	0.076	-0.033	0.645

Table 9 has shown that from the view of the employees and managers of line and staff units of Mobarakeh Steel Company, the average of centralization with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level.

Q7: Professionalism level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 11.

Table 11: Results of professionalism One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	3.089	0.765	1.140	0.257	-0.066	0.245
Managers	3.406	1.004	1.619	0.126	-0.129	0.941
Line Units	3.188	0.786	1.990	0.051	-0.001	0.377
Staff Units	3.048	0.840	0.368	0.715	-0.214	0.309

Table 11 has shown that from the view of the employees and managers of line and staff units of Mobarakeh Steel Company, the average of professionalism with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level.

Q8: Management Ratio level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 12.

Table 12: Results of management ratio One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	2.895	0.905	-1.134	0.260	-0.290	0.079
Managers	3.000	1.265	0.000	1.000	-0.674	0.674
Line Units	2.957	0.961	-0.376	0.708	-0.275	0.187
Staff Units	2.833	0.961	-1.124	0.267	-0.466	0.133

Table 12 has shown that from the view of the employees and managers of line and staff units of Mobarakeh Steel Company, the average of management ratio with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level.

Q9: Employee ratio level has been presented from the view of organization levels and units of Mobarakeh Steel Company in Table 13.

Table 13: Results of employee ratio One-Sample T test

	Mean	Std. Deviation	T	Sig. (2-tailed)	95% Confidence Interval of the Difference	
					Lower	Upper
Employees	2.368	1.149	-5/357	0.000	-0.866	-0.397
Managers	2.500	0.966	-2.070	0.056	-1.015	0.015
Line Units	2.536	1.158	-3.327	0.001	-0.742	-0.186
Staff Units	2.143	1.026	-5.415	0.000	-1.177	-0.537

Table 13 has shown that from the view of the managers of Mobarakeh Steel Company, the average of complexity with 95% certainty didn't have a meaningful difference with 3. In the other words, it was in the medium level. While employees of line and staff units the staff units of Mobarakeh Steel Company said that the average of complexity with 95% certainty was lower than 3, in other words, it was in low level.

Discussion, Conclusion and Suggestions:

The findings of this study not only have conceptual importance but also have applied importance. The results make it possible for the managers of Mobarakeh Steel Company to set the structure dimensions in a desirable level in accordance with different needs of organization levels and units. The summary of the results of testing this research hypotheses have been provided in Table 14.

Table 14: One-Sample T test Results of organizational structure's dimensions

	Staff Units	Line Units	Managers	Employees
Formalization	medium	medium	medium	medium
Specialization	medium	medium	up	medium
Standardization	medium	medium	medium	low
hierarchy of authority	medium	up	medium	up
Complexity	low	medium	medium	medium
Centralization	medium	medium	medium	medium
Professionalism	medium	medium	medium	medium
management ratio	medium	medium	medium	medium
employee ratio	low	Low	medium	low

According to Table 14, with the finding obtained from comparing test of structure dimensions averages in different organization level, from the view of employees, after hierarchy of authority in high level, having standardization and employee ratio are in low level and other structure dimensions are in average level. But in the managers' opinion, profession dimension is in high level and other structure dimensions are in average level.

On the other side, according to the finding resulted from comparing test of structure dimensions averages based on different organization line units, hierarchy of authority is in high level, employee ratio is in low level, and other structure dimensions are in average level. Also from the viewpoint of employed people in staff units, complexity dimensions and employee ratio are in low level and other structure dimensions are in average level.

Based on the results obtained from organization structure factor analysis, complexity dimensions and management ratio from the view of the employees and managers of line and staff units weren't effective in measuring organization structure variable in 95% certainty level. In other words, The gained results from the viewpoint of line and staff units' employees and managers showed that low and high horizontal differentiation (the number of job titles and education level), vertical differentiation (the number of official and management levels) and geographical differentiation (geographic distribution of different parts of organization units and units' labor force ratio) in every organization unit cannot be the indicative of the organization's structure. This result with Daft's view (2007) saying to remove complexity from structure dimensions has harmony. Also the low or high number of every organization's managers doesn't show the structure of the organization. Mobarakeh Steel Company should practice some changes in accordance with the needs of different organization levels and units to increase the effectiveness of change management in organization's structure dimensions. For employees' jobs, for example, existing labor standards is necessary so to standardize the employees' jobs:

- The acts and behaviors should be done in a similar way.
- The work process should be implemented in the same way.
- The methods of providing data and facilities should be similar.

And also different change programs should be created for other structure dimensions in different organization levels and units. On the other hand, the lack of existing Iran university research in organization structure field shows the numerous study opportunities in this subject. The following suggestions are offered in this direction:

- Some researches should be done with this content in statistic communities and the results should be corresponded with the results of the present study.
- To measure organization's structure dimensions in Mobarakeh Steel Company, other measuring models should be used which involve different dimensions of the studying dimensions in this research.

-Developing study should be implemented to identify and analyze the optimal organization's structure dimensions in Mobarakeh Steel Company.

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