

**THE IMPACT OF INFORMATION TECHNOLOGY AND
ORGANIZATIONAL STRUCTURE ON JOB SATISFACTION AMONG
ACADEMIC STAFF AT AI- AZHAR UNIVERSITY IN PALESTINE**

MOHAMMED F.M AL BAZ

UNIVERSITI UTARA MALAYSIA

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By

MOHAMMED F. M AL-BAZ

(811058)

**A thesis submitted to the College of Business In fulfillment of requirement for
degree
of
Master of Science (Management)
University Utara Malaysia**

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ABSTRACT

Many organizations have experienced some kind of changes in the way they do things. Structural changes, for example, have bearings on how employees feel about their work. So do changes in technology and organizational structure. Because these factors in the work environment have implications to employees attitudes toward work, the main aim of the present study was to investigate such implication. In particular, the present study attempted to examine the influence of these factors on job satisfaction through testing two hypotheses developed. Toward this end, a survey was carried out that involved distribution of questionnaires to 180 employees of Al-Azhar University Gaza in Palestine, who comprise both academic and non academic staff and who were randomly selected as participants. The findings reveal that use of IT and organizational structure significantly influence job satisfaction, and thus supporting the hypotheses formulated. It is further revealed that amongst the three independent variables, use of IT and organizational structure appear to be the most important predictor of job satisfaction. The findings have important implications to practice and future research, which are highlighted here. In addition, the study's limitations are also discussed.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

For many of us, our job is not just the only main option of income, but it is also an important life domain in other ways. Work occupies a big part of our day, is our main source of social standing, helps to say who a person is, and affects our health both physically and mentally. Because job plays a central role in people's lives, satisfaction with one's job is a vital component in overall well-being. Job satisfaction was defined as a pleasurable emotional state resulting from the appraisal of one's job (Locke, 1976) and an affective reaction to one's job (Cranny, Smith, & Stone, 1992).

Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), behaviors and beliefs. In a similar vein, Glick (1992) defines the job satisfaction as an affective response by individuals resulting from an appraisal of their work roles in the job that they presently hold. Job satisfaction is usually defined as the extent to which workers like their job (Agho, Muller, & Price, 1993). It is an attitude based on employee perceptions, whether negative or positive, of their jobs or work environments (Pool, 1997). Job satisfaction has also been defined as the feelings a worker has about his or her job or job experiences to previous experiences, current expectations, or available alternatives (Balzer, Kihm, Smith, Irwin, Bachiochi, Robie, Sinar, & Parra, 1997).

Therefore, job satisfaction arises from things among and around the organization, many researchers have come up with proposals as to what makes people satisfied with their job. For example, Herzberg (1959) proposes that job satisfaction is influenced by either external or internal factors. External factors are those things that are external to the job, such as rules and procedures, supervision, money, etc., where those that are internal to the job are factors like recognition, advancement and self-actualization. Some of these things have been tested before by various scholars (Murray, 1999; Opara, Etnyre, & Arob, 2005).

Although research on job satisfaction are rather abundant, studies on job satisfaction is still required as current jobs are undergoing vital structural changes due to globalization, as companies and organizations need to have more innovative ways of making them more productive. Furthermore, various management schools have shown that if job satisfaction is not addressed effectively in the organization, it will lead to other negative behavioral results, such as absenteeism (Steers, Porter, & Bigley, 1996), dysfunctional work behavior (McNeely & Meglino, 1994) and ultimately turnover (Judge, 1993). If these behavioral outcomes manifest in the organization, the well-being of the whole organization is adversely affected. For example, organizations have to employ new workers to replace those who have gone, especially those whose skills and talents are critical to the organization's survival and success. Organizations have to also suffer other costs, such as decreased morale and poor productivity, when workers engage in dysfunctional work behaviors such as sabotaging the organization's facilities and resources.

Because organizations have to compete more effectively in a global world, changes in the way jobs are built are subsequently affected. Factors such as usage of information technology, that have implications to the way people see their jobs as a result of structural amendment (such as

leaner organization, autonomous workgroups and flat structures) that was taken place in the organization. It was argued that use of new technology at work changes the way work are structured. As Oldham and Hackman (1980) in their job characteristics model, when jobs are perceived to be enhancing as a result of the new technology used at work, people will be more satisfied with their job. Therefore, when the new technology results in the degradation of jobs, this will have negative affect on how people see their jobs. Hence, in the new world order where use of information technology is become the norm rather than an exception, studies need to be done to see the extent of it in affecting workers' perception about their job, i.e. job satisfaction.

For the new technology to lead to positive impacts on organizational performance, such as job satisfaction, it must also be done to be easy to use. Many have argued that perceived ease of use is one of the important characteristics of a good technology (Adams, Nelson, & Todd 1992; Hu, Chau, Sheng, & Tam, 1999). One can say that to get the best results in the organization performance, the technology should be used friendly as this will make the job accomplishment more efficient so the users will be more satisfied. This is because critical information needed to perform the work will not delay task assignment; and the time spent could be used better to do other tasks that are more or equally important.

1.2 Problem Statement

It is expected that companies adopt and use information technology effectively to accomplish their job satisfaction because of its purported benefits. However, in fact, not all companies adopt and use effectively, or use information technology (Markus & Tanis, 2000). The researcher agrees that there is link between the job satisfaction and organisational structure as well as information technology in many organizations (Markus & Tanis, 2000).

There are many studies in the field of information technology and organisational structure which looked at the factors affecting information technology acceptance and organisational structure in relation to employee satisfaction.

In Saudi Arabia, the technology acceptance theory was discussed by (Al-Gahtani, 2004). Al-Gahtani highlighted that future research should look at the influences of social and cultural factors on technology acceptance. Other proponent, (Gorke, 2006) also made similar recommendation for future research in IT, in which the determination of factors affecting the decision to use alot of systems, whether the existing or new system is important. Other context also viewed the importance of this area, for example, in a Turkish study amongst police officers, (Yalcinkaya, 2007) suggested to consider other possible psychosocial or contextual variables that may influence behavioral intention of information technology usage. Considering all the previous studies on this area, the current researcher identified what we should know in order to understand the subject matter.

Study here also recommended that this may be applied in different countries and in sectors like public organizations. (Almutairi, 2007) applied the technology acceptance model TAM in Kuwait. Therefore, it is helpful for the current research to validate its applicability in several

cultural contexts. Furthermore, the human belief in IT is also useful for the current study because many studies such as Loo, Yeow, and Chong (2009), and Kim, Lee, and Law (2007) included other factors such as quality of IT, perceived value, and users' acceptance of the IS. In addition, the study in hotel (eg Loo et al. 2009) expected to disclose different outcomes compared to the current research context in public organizations (Smith, 2008).

According to Dr. Safa Nasser Eldin, who is the Minister of Information Technology (personal communication, March 15, 2014), currently in Palestine, the usage of information technology is 10% from the overall system capability, and this is below expectation. So, we need to investigate the reasons which inhibit organizations from getting the maximum usage of the system, according to the Minister of Information Technology and the Vice General Manager of the Public Telecommunication Corporation in Palestine. Furthermore, there is a need to examine the role of information technology strategy in controlling things that influence technology acceptance for the purpose of developing and improving employee's performance (Alsohybe, 2007).

In view of the apparent link between organizational structure, information technology and job satisfaction. This study intends to verify whether the problem exists at Al-Azhar University in Palestine. This will help to identify the lack of system capability as stated by Dr. Safa Nasser Eldin. Moreover, the study is timely because such a study has not been conducted at the university.

This would be helpful to an investigation into the factors of individual characteristics such as self-efficacy, social characteristics such as subjective norms, system characteristics such as information quality, and organization culture and institutional characteristics such as top

management support and government support that could possibly influence the adoption of such technology.

This study will confirm the important indicators of technology acceptance such as social influences such as subjective norms and beliefs (perceived ease of use and perceived usefulness).

The study chosed the organisational structure and information technology due to shortcoming in the technology which did not consider the influence of social effect. However, the present study to provide better explanation of the effect of organisational structure and information technology on job satisfaction at the university Al-Azhar University in Palestine, (Venkatesh, Morris, Davis, Davis, 2003).

1.3 Research Questions

1. How does information technology influence job satisfaction at Al-Azhar University in Palestine?
2. How does organizational structure influence job satisfaction at Al-Azhar University in Palestine?

1.4 Research Objectives

1. To investigate the relationship between information technology and job satisfactio at Al-Azhar University in Palestine.
2. To investigate the relationship between organizational structure and job satisfaction at Al-Azhar University in Palestine.

1.5 Scope and Limitations of the Study

In order to achieve the research objectives set this study is limited to identifying the organisational structure and information technology that may have an impact on job satisfaction among employees in the ranks of Al Al-Azhar University in Palestine and include. This study covers employees working in institution of higher learning more specifically the study covers only employees working at the university Al-Azhar University in Palestine.

1.6 Significance of study

The results of this research will help to make a contribution to the existing literature in organisational structure, information technology and job satisfaction. This study also helps to identify the organisational structure, information technology that would prove to be an effective guide in the measurement of job satisfaction of staff. Moreover, this study provides a model and methodology to measure the impact of perceptions of staff and for the organisational structure, information technology on job satisfaction of staff. And also, it is useful to explore the effects of the organisational structure, information technology on job satisfaction. Finally, this research recomend some practices for managers on how to improve the organisational structure, information technology that may have a decisive effect on the satisfaction working in the Al-Azhar University in Palestine.

1.7 Outline of Thesis

This thesis contains of five main chapters. This chapter will discuss the research problem and why the study needs to be done. Specifically, this chapter has shown the issue of the importance of job satisfaction at work and its implications to the organization if it is not used effectively.

The second chapter comes with related literatures on job satisfaction topic and organisational structure, information technology which purportedly able to influence it.

In this chapter, previous relevant studies and related theories of job satisfaction will be presented. And that is to assist readers to understand what was done on the topic and to show clearly gaps that are still existing about the topic. also, a review of the existing literature is important in the formulation of research hypotheses. Where In the third chapter, a detailed discussion on how the current study was carried out will be offered. Issues like data collection, sampling, instrumentation, and data analysis will be shown in detail. Next, the fourth chapter deals with the results of the study due data that have been collected. Inferential results and descriptive will be presented. This chapter also will prove whether the research hypotheses formulated are rejected or supported. The last chapter discusses in detail the findings of the study by relating them to the existing literature. Here, a discussion on the study's limitation and implications for future research and practice will also be presented.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

As per the last chapter, an argument was made as to why the present study needs to be set. Specifically, the chapter has summed up the research objectives, its domain, and its theoretical and feasible significance of study. In this chapter a display of the literature on the major connotation used in this study organisational structure and information technology, which shape job satisfaction will be presented. Then attempts to present previous studies' findings how organisational structure and information technology job satisfaction.

2.2 The Concept and Meaning of Job Satisfaction

Job satisfaction was recognized for long as an important concept in management literature as it has depends on how people behave and perform at work. So, it was heavily researched. According to Vermeulen and Hoole (2003), the popularity of this area of study is also based on its relevance to the physical and mental comfort of employees. Furthermore, Robbins (2005) assumes that managers have a humanistic responsibility to grant employees jobs that are challenging, satisfying and rewarding. As Alavi and Askaripur (2003), there are at least three reasons tells why managers must concern on the job satisfaction of its employees:

- (1) Evidence suggests that satisfied individuals do not leave the organization.
- (2) Satisfied employees have better health and have longer life expectancy.

Job satisfaction in the workplace also influences individuals' private lives which in turn has an influence on absenteeism and other important attitudes and behavior. According Connolly and

Mayer (2003) also, lack of job satisfaction has been related to symptoms like depression and anxiety, poor physical and psychological health, which have concomitant consequences for absenteeism and commitment. Job satisfaction was defined in a variety of ways. For example, Spector (2007) refers to job satisfaction as the degree to which people like their jobs.

Some people enjoy job and consider it as a central part of their life, while some others hate to work because they must. Robbins (2005) defines job satisfaction as "a collection of feelings that an individual holds towards his or her job." This definition tells that when a person has a high level of job satisfaction, he / she will have a positive feeling toward his / her job. Similarly, Locke (1983) defined the job satisfaction as "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." So what will make people satisfied with his / her job? Many Theories tried to answer that question.

Generally, there is no one single theory that specifically speaks about job satisfaction. But to know what makes people satisfied and why, motivation theories are normally used as there is a close relation between motivation and satisfaction. Theories of motivation can be divided into two: process theories and needs theories. The first group of theories speaks about what makes people motivated and then satisfied, the second speaks about how and why people are motivated and hence satisfied.

One of the needs theories usually used to explain job satisfaction is Herzberg's two factor theory. As per Buitendach and De Witte (2005), factors which make people satisfied or not satisfied can be addressed in two dimensions, extrinsic and intrinsic factors. Extrinsic factors include things like pay, opportunities, promotion, co-workers, recognition and supervision while intrinsic factors include education, personality, intelligence and abilities, marital and age. Despite the

division between these two groups, Spector (1997) argues that job satisfaction is not taken independently by any of these group factor; actually, both intrinsic and extrinsic work together to affect one's job satisfaction level. In this research, job satisfaction is defined as level of emotion and feeling that interchanged between employee and his/her job.

In theory there are many definitions of job satisfaction. Where some definitions focus on job satisfaction as a main feeling and do not share it to the individual components, others are considering each factor that affects overall job satisfaction. So Locke (1976) definite job satisfaction as a pleasurable or positive emotional state that is related to the work that individual performs.

According to Leap and Crino (1993) job satisfaction as the attitude of employee toward his job, rewards, social, organizational and physical characteristics of the environment where he performs his working activities. In addition, job satisfaction is a positive response to the individual's work (Milkovich and Boudreau, 1997). Job satisfaction stems from the perception that a worker has about his job and what he receives related with the work that he do and the working environment (Black and Steers, 1994). Certainly, job satisfaction is an interesting problem both from the standpoint of employees and from the standpoint of managers and scientists.

From one side, workers have their own expectations and attitudes, and they want to be treated in respectful and fair manner, and as a result they will be satisfied at their job. from the other side, managers want satisfied employees, who have a positive attitude to their job, who are committed, and emotionally involved with their job. The interest in job satisfaction is indeed justified by the fact that now a day's business conditions workers and their knowledge become a key factor to be on competitive. Scientists recommend that job satisfaction has implications for different aspects of organizational behavior. These implications can make both positive and negative behavior and

each organization tries to avoid negative behavior that it will lead to negative impact on the overall achievement of organizational performance and organizational effectiveness.

Furthermore, that leads to one conclusion that job satisfaction is one of the key variables which affect organizational success, and it is important to pay a close attention to it to avoid negative impacts on organizational performance. Job satisfaction is affected by various factors such as salary, the nature of work, stress, working conditions, superiors, colleagues, working hours etc (tourism, Paulsen, Holman, & boride, 2004). Mention that this study focuses on the research of the effect of working conditions on job satisfaction, so in the following the special attention will be given to this factor are competence, pay, management, training, reward system, team work, and communication effectiveness responsibility.

2.2.1 The Impact of Pay on Job Satisfaction

Pay here means the amount of financial compensation that person receives as well as the extent to which such compensation is perceived to be equitable. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people. Previous researches (Ojokuku and Sajuyigbe, 2009; Sajuyigbe, Olaoye and Adeyemi, 2013) found out that pay is one of the most significant variables in explaining job satisfaction. Frye (2004) also found that there is positive relationship between pay and job satisfaction. It was concluded that pay plays an important role in human capital intensive firms to attract and retain expert workforce. In the research carried out by Sajuyigbe, Olaoye, and Adeyemi, (2013); Igalens and Roussel,(1999); Brudney and Coundry,(1993); and Tessema and Soeters, (2006) they found that pay has significant impact on job satisfaction. Lambert, Hogan, Barton and Lubbock (2001) finding it was in previous researchers who beleive that financial

rewards have a significant impact on job satisfaction. They came out with conclusion that, the greater the financial reward, the less worry employees have concerning their financial state, hence enhancing their impression of their selves to the organisation. According to Robbins et al. (2003), employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations.

According to Solomon (1986) public sector executives experience lower intensities of job and pay satisfaction. Low performance of workers may be a result of low levels of satisfaction with their salary. A pay motivation blueprint is a different measurement of pay satisfaction. In modern ages, there still a cumulative trend for privet and public administrations to use additional inspired and better procedures of wage enticement such as group incentives, and profit distribution schemes. Carrell and Dittrich (1978) also mentioned that motivation plans which is used many distribution ways would move towards several magnitudes of pay satisfaction.

So it is predectabled that distributive justice will influence satisfaction with motivational incentive plans. To make pay and job satisfaction ,organizations have to support a strategy of perception of pay-for performance. Insight of pay-for-performance is a positive motivation on pay satisfaction. Omar and Ogenyi (2006) noticed that perceived associations between pay and performance account for additional changes in pay raise satisfaction than entire demographic variables put together. Thus, launching a pay-for-performance salary system might be the greatest effective technique to support salary level satisfaction. As per Clark and Oswald (2002), the receiving of performance-based rewards, including pay increases and bonuses, absolutely affected pay-system responses. So, they suggested that "founding a pay-for-performance salary scheme may be the most active way to encourage pay satisfaction". As it is also predicted by

Lawler (1985) that regular salary Satisfaction and pay Pleasure co-vary in a positive course and help people to move their thinking towards positivity or positive thinking. The association between performance and pay satisfaction is also important., Acuties regarding management, apparent performance, corporation's benefit package, and developments of opportunity both internal and external pay equity, were related to pay satisfaction in the direction prophesied by Lawler's model.

Distributive justice is confidently related to pleasure with incentive policies. Distributive integrity is one of the perceptual variables that was found to be a robust interpreter of pay satisfaction (Fong, Shaffer, & Centre, 2001). Perceived procedural justice is a positive measurement of pay satisfaction. Procedural justice and distributive justice both are also originated to be factors of pay raise / management satisfaction. Plus, this is same in streak with other exploration results (Munro & Sugden, 2003). McFarlin and Sweeney (1992) found that distributive justice remained a more vital analyst of pay level contentment than technical justice. Markova and Jones (2003) stated that perceived impartiality of pay determination policies and procedures was the sturdiest analyst of pay contentment among four sets of pay processes (salary determination, performance assessment, communication appeal). Perceived interactional impartiality by personnel is an optimistic affect on pay pleasure and satisfaction with incentive plans.

Flaherty and Pappas (2002) critically found that employee have lower satisfaction and higher turnover intentions when fixed salary is paid, while sales people in higher satisfaction and lower turnover intentions when incentives is given. Also, throughout the establishing stage, salespeople working in a company following a prospector or analyzer policy lead to greater satisfaction then lesser turnover objectives than persons working in a competitor firm. Flaherty and Pappas (2002)

likewise described that throughout the consideration stage, salespersons salaried through mostly permanent income exhibiting greater ranks of job satisfaction furthermore to lesser turnover objectives than their colleagues who are waged through mostly incentive or enticement pay.

Pay satisfaction too based on employee 's intention about job safety. Safety pursuers are more content from job than pay increase pursuers. Kathawala, Moore, and Elmuti (1990) presented an inclination for augmented salary satisfaction over improve in job security. employees who like a salary satisfaction increase have a less satisfied approach with present salary satisfaction and overall satisfaction with the job. Persons favoring increased safety categorized safety greater than salary satisfaction as a satisfier, but not as a motivator. Those favoring a salary increase categorized compensation higher than job safety as a motivator and a satisfier.

A suitable pay and compensation packages appears to exist worst if working circumstance are not clean and appropriate for wokers. So, with salary an organization has to give vigorous working conditions. Böckerman and Ilmakunnas (2006) originate that adversative working circumstances must have an actual slight character in the determination of individual income. On other hand, contrary employed conditions substantially reduction the level of job satisfaction and the sensitivity of justice of pay at the workplace. This indication expresses against the existence of compensating salary differences, but is reliable with the opinion that the Finnish labor market purposes in a non-competitive fashion.

2.2.2 The Impact of Competence on job satisfaction

Regarding workers' job satisfaction studied from perspective of the several disciplines: psychology (Locke, 1976), sociology (Kalleberg & Loscocco, 1983), economics (Freeman, 1978), and management science (Hunt & Saul, 1975). In a word, it can conclude that a blend of work content, job sovereignty, salary, and integration the paying organization motivates workers. In terms of prices and benefits, emotional and social rewards may compensate economic assistances, although the economic literature expects that 'compensating wages' exact for intrinsic rewards or disadvantages (Smith, 1776).

Many studies and education staff focused attention on the relationship between the level and keep their job satisfaction, higher educated than educated workers (Sloane and Williams, 1996, showing that there are less than satisfied with their work less; Clark, Oswald & Warr, 1996; Clark 1997; Ganzach 2003). Employee job satisfaction and job characteristics are usually observed on the one hand, and the possibility and the other (Ganzach, 1998) indicate that, depending on the match between the aspirations are taken. For example, Tsang, Rumberger, and Levin (1991) and Hersch (1991), perhaps better qualified staff have higher aspirations, overqualified workers because of their work, had a lower job satisfaction.

The employee's expectation (; Glisson & Durick, 1988 O'Reilly and Caldwell, 1981) emphasizes the importance of matching the content of the work. Well-qualified individuals, working below the level of their competence in many routine activities, or vis-A-vis the institutions engaged lose their professional autonomy, while also, increases the likelihood of apathy and demoralization (Hall, 1991; Scott, 1991). Indeed, job satisfaction, organizational commitment, and role ambiguity (for an overview of the Glisson & Durick, 1988 View) is added. Lachman and Aranya (1986) job satisfaction and professional commitment to the professional staff and the way in

which employees' expectations to be met by the employing organization showed that it is related. Job satisfaction is very important to the professional staff argues that the development of professional standards.

So, business professionals' competencies and can meet the expectations of the job satisfaction is very important to the work. This expectation is reinforced by the positive or negative in the organization. In addition, the competition will be done using a wide range of job tasks and responsibilities are clear about the possibilities of satisfaction (Glisson & Durick, 1988) may be helpful. The potential difference between job requirements and employee competencies can be subdivided into horizontal and vertical discrepancy. The current study, the difference between the horizontal discrepancy pharmaceutical and communicative action and see the competition. Pharmacy assistants current duties, rather than pills, because they are more communicative, skills, pharmacy assistants may be disappointed in their aspirations and professional commitment.

Thus, we do them more suitable for curative assistants who are less satisfied with their jobs expected to be, 2 they have ample opportunities to exploit their superiority, because it assists with good communicative skills, will be more satisfied with their jobs since. So, we offer horizontal discrepancy in the following hypothesis:

2.2.3 The Impact of Management on Job Satisfaction

In particular, because of the employee's performance and career satisfaction, with an emphasis on their role in the satisfaction of employees, dealing a lot of research on the importance of senior (Eg Wall and Payne, 1973; Hackman and Oldham, 1975; Scarpello and Vandenberg, 1992; Wright and Bonett, 1992; Jenkins, 1993; Judge, 1993).

In this study, higher levels of satisfaction with management, decision-making is necessary for personnel issues, showing concern, and are being used by employees when consulted staff considers the problems and needs, as well as the understanding of the staff has been investigated. However, these studies mainly higher - subordinate relationship is much more intensive in the first degree who have to deal with superiors. It is rather difficult to determine the impact of employees as superior management team, their impact on the general satisfaction levels that have often been neglected. However, higher job satisfaction and work environment management is satisfied with the level of satisfaction is important. Therefore, both of which directly affect the employees' upper management and department management, research and analysis should be conducted to determine the level of employee satisfaction.

2.2.4 The Impact of Training on Job Satisfaction

Practically, in the real world, organizational growth and development are influenced by a number of factors. With the development of the organization in light of the existing research, staff training, as well as improved job satisfaction plays an important role in increasing productivity. This in turn leads to establish positions in facing competition and stay on top. This is not, therefore, their staff and the organization of training that the existence of a significant difference in the organization. The current literature on the training and development of staff job satisfaction presented to prove the existence of a clear effect. Some studies, particularly in terms of the effectiveness of the employee has proceeded by looking at job satisfaction (Purcell, Kinnie & Hutchinson 2003; Harrison, 2000), others on organizational performance has been extended to a general appearance, while (Guest 1997;. Swart et al 2005). One way or another, the effects of employee job satisfaction and employee job satisfaction, organizational performance, since a

general sense of a function that is related to organizational performance. Wright and Geroy (2001), according to the employee competition changes through effective training. So the overall job satisfaction of employees to perform effectively in their current jobs but it leads to knowledge, skills and attitudes of workers required for work in the future, thus not only contribute to higher organizational performance.

On training and job satisfaction have discovered interesting information related to the research arm of this relationship. Training positive employees the knowledge, skills, abilities, competencies and behaviors for staff development, staff performance and increase the efficiency of such institutions has been proven to generate deals (Appiah 2010; Harrison 2000; Guest 1997). Moreover, Swart et al, for example by one of the other study. (2005) as a way to enhance employee job satisfaction and performance of the shortage of skills training as a way of dealing with the gap expanded on. According to Swart's., (2005), bridging the gap in performance and employee job satisfaction of employees, particularly in developing skills and abilities for the sake of growth is implementing a relevant training interventions. He is training its employees to perform better and thus their knowledge, skills and attitudes that need to be molded to suit the needs of a firm to recognize the organization expanded the concept by stating that facilitate. Possess a certain amount of knowledge about the work of employees so that it always is. However, it is not enough and the job satisfaction of employees constantly need to adapt to the new requirements is important to note. In other words, the institution has a policy of continuous training and retaining employees, and thus do not need to wait for the occurrence of gaps in skills and performance.

Wright and Geroy (2001), according to the employee competition changes through effective training. It thus contributes to higher organizational performance, to effectively perform the job,

but the knowledge, skills and attitudes of workers needed for future work to improve not only overall performance of employees. Through training to improve staff competencies and skills to enable them to implement the work-related purposes, and is in a competitive manner to achieve the objectives of the firm. Staff good achievement and their innate ability (Pigors & Myers, 1989) in developing the knowledge that you can feel the sense of satisfaction that is directly connected to the addition of trained still complain of dissatisfaction, absenteeism and turnover can be greatly reduced.

Training plans have been received from the training benefits are most easily attained. This organization, trainers and trainees are prepared for advanced training means better. Kenney and Reid (1986) are planned in accordance with the training necessary to achieve improved learning for job satisfaction and well-planned intervention.

2.2.5 The Impact of trust on Job Satisfaction

The idea of the concept of trust and faith in them has been focused on the specific area has been investigated by scholars in various scientific disciplines of the concept. Through a review of the literature regarding the management of the organization and believe we have three things (: 36 Bad Moves, 2002) to learn. First, confidence is not at all a straightforward and clearly defined concepts. It's pretty, is essentially different bases. Second, trust is not a new or recent issues; Talking and writing about the many popular rhetoric and adequately considering different disciplines and backgrounds are the roots. Third, we believe the addition of these basic concerns, only to find little evidence.

Social Psychologists, by putting, confidence may increase or decrease people's expectations from others during social interactions as it can build, emphasis on background factors. Personality

psychologist, an opinion or expectations, or the person's mental abilities are rooted in personality as well as a feeling of confidence and trust. See economists and sociologists and resulting instability and interaction with foreigners is to be made to minimize concerns that the motivations institutions' confidence in the test point. (Danaeefard et al, 2010: 30).

Trust as a separate feature, believed to act as a situational characteristics, trust, and faith as an institutional mechanism (Laka-Mathebula, 2004 :: 22 Sitkin and Roth (1993) definition of faith that can be divided into four basic recommendations). (: 343 Yilmaz and Ataly, 2009), however, is to review the research on trust and organizational trust, organizational trust management in defining the point believe, and colleagues, to ensure the integrity and positive expectations are thinking about. In addition to improving the acceptance of beliefs associated with multidimensional concepts, such as organizational researchers etc. organizational commitment, organizational justice, as the concept is based on the belief in multiple bases, and began to focus on this reality. Trust in an organizational context has emerged as an important component of organizational effectiveness (Butler, 1991; Lewicki, McAllister & Bies, 1998; Mayer, Davis & Schoorman, 1995; Rousseau, Sitkin & Camerer, 1998). It even (Whitney, 1994) has been referred to as the glue that holds organizations together. Without trust, people will not or can not work together except under strict control. Patterns and the effectiveness of this approach has a lot of confidence and vice versa, the resultant effect is that. When a trust gap exists between employees and their managers, for example, as a reliable source of information managers will be reduced significantly more likely to choose. In recent times, mainly because of the communication and media (Ellis and Shockley-Zalabak, 2001) the choice of patterns and its impact on the choice of an organizational context, information Processing is considered critical. Clearly, the management of the Trust, for example, as well as the flow of information may affect

the perception of the accuracy of the information. Accurate and adequate explanation is forthcoming that the communication and timely feedback on the decision, is associated with higher levels of trust. What appears to be missing, it affects SE As per the information media choose to focus on the research that is faith. Krosgaard, Brodt, & whitener (2002) Management and organizational citizenship behavior managerial credibility positive belief was also found that. Lee and Heath (1999) (in this case managers) to seek additional information in their decision-making tasks using trusted media decision-making in the context of the rich and the managerial tools to explore and found that information seekers. More recent studies (such as articles) can radically change the situation showed significantly affect confidence.

2.2.6 The Impact of Reward system on Job Satisfaction

The overall objective of the reward system to attract and retain the quality of human resources. Salary of the job satisfaction of their employees as fairly and are perceived by. Various organizations (Armstrong 2006) to increase the performance of transport fees, incentive schemes can use the non-financial rewards. In addition, the company or organization they work according to set performance standards and profitability goals for performance-based pay system to reward employees can develop the industry should adopt the same reward system. Therefore, for better performance, integrity, equity and consistency in the organization of their salary structures (Davar 2006) to create and maintain a sense of need. Employees expect employers to purchase a fixed price for their labor.

2.2.7 The Impact of Team work on Job Satisfaction

Two or more people to communicate and coordinate to accomplish a specific goal and purpose is this. Organizational members to work together in teams, it is easy to adjust the organizational goals and objectives. These performance goals to be shared, and thus the productivity of the team will be improved, which will lead to improvements in staff morale. The team works to encourage open communication between employees and individual hence: Synergy (Daft, 1997) than when working alone made within a certain period of time to appreciate the skills that are more able to achieve. In addition, Stoner (1996) Unleash the power of the group and the group of belonging and inclusion of employees is often so great dignity and self-work to increase the employee's feelings of boredom, a sense of creativity that argument is made. However, the team has the potential to be productive, but the performance depends on the degree of relationship between management and the working group. Therefore to increase performance and generally improve the performance of the management team support.

2.2.8 The Impact of Responsibility on Job Satisfaction

Employee motivation can be improved through participation and sharing capabilities, and increased responsibilities are as a predictor of positive response. Job satisfaction and performance, thus increasing employee participation, individuals have an impact on other employees can not afford to make managerial decisions. Herzberg's two-factor theory, skills development, such as employee recognition and job satisfaction can be increased by factors intrinsic to the job that is offered. Increased recognition of the responsibility and the social relations of individuals' identities are influenced by many factors related to the two-factor model can be proposed.

2.2.9 The Impact of Communication Effectiveness on Job Satisfaction

Communication issues, organizational processes and performance (O'Reilly, 1977) and managers in central and colleagues is often regarded as a source of critical information. Christensen and Bailey (1997) Sources of accessibility is a major determinant of media choice that argument. Reinsch & Beswick (1995) A study of the communication had a significant impact on perceptions of media choices. Similarly, Russ, Daft and Lengel (1990) managerial communication patterns strongly influence media choices. The argument here is the difficulties of access to sources of communication or lack of participants perceive that they tend to switch to alternatives. Managers are unavailable or unreliable (or untrustworthy) is perceived to be, for example, employees do not live in the direct managers to access the information. Managers are perceived to be ineffective communication with the employees, colleagues or grassroots-driven communication media (Trevino, Daft &Lengel; 1990, Johnson J, Donohue, Atkin & Johnson, S., 1994) may have to switch to the informal channels.

2.3 Information Technology

In terms information technology, and it is often abbreviated as IT such as networking, hardware, software, Internet, or the people that work with these technologies as computing technology, does not refer to anything related. Many companies are now computers, networks, and IT departments to manage their businesses in other areas of technology. IT jobs, computer programming, network administration, computer engineering, web development, technical support, and includes many other related occupations.

We have to live in the "information age," information technology has become a part of our everyday life. The "it" is already highly overused; (<http://www.techterms.com/definition/it>)

means the term is here to stay. IT nowadays every corner of our life permeates. In the business sector, the IT organization's performance (Martinez & Kuri, 2007) has a big impact. Software and hardware: the impact of an organization or firm using it for two main levels (Ravij, Chang and Kao 2002) can be categorized into. Computer software instructions that control the operation of a computer program, or a list consisting of the hardware, such as input, process, output, and storage as well as the information processing unit consists of.

Evolved in the 1970s, the term "information technology" The basic idea, however, electronics, computers, and information theory in the development of military and industry can be traced to the Second World War Coalition. After 1940, the military machine automation to replace manpower with capacity expansion was the main source of funding for research and development. Since 1950, four generations of computers have evolved. Reduce the size of each generation to reflect changes in hardware to increase the ability to control the operation of the computer. The first generation of vacuum tubes, transistors used in the second, third used integrated circuits, and the integrated circuits used in the fourth on a single computer chip.

Artificial intelligence that will minimize the need for complex programming is still in the experimental stages of development; characterize the fifth generation of computers. The first commercial computer it is used to predict the outcome of the presidential election of 1952 is used by the Census Bureau. Over the next twenty-five years, the mainframe computer doing the calculations and manipulate large amounts of data stored in databases used were the big corporations. Molecular design of the aircraft and for Supercomputers, and global weather forecasts, are used in science and engineering. Minicomputers small businesses, manufacturing plants, and factories in the early 1980s came on the scene.

In 1975, the Massachusetts Institute of Technology developed Microcomputers. In 1976, Tandy Corporation Radio Shack's first follow Microcomputer; Apple microcomputer was introduced in 1977. In the fall of 1981, when IBM introduced the first personal computer market for Microcomputers increased dramatically. Because computer elements and producing, personal computers today than the largest computers in the mid-1960s about a thousandth of the cost of a dramatic improvement. Machine today, the size, cost, and processing capability is divided into four parts. They are more commonly known as a personal computer, supercomputer, mainframe, minicomputer and microcomputer is. Personal Computer Division desktop, network, laptop, and handheld includes (Saettler, Paul 1990; Shelly, Gary, Cashman, Thomas, Vermaat, Misty, and Walker, Tim 1999.).

2.4 Information Technology and Job Satisfaction

Use of information technology (IT) and business performance in recent years has not been studied extensively in the relationship. , But some (Brynjolfsson and did not find the existence of such results, IT and many researchers (.; Mukherjee et al, 1995, Newman and Kozar, 1994 Harris and Katz, 1991) is a significant and positive correlation between the organization's performance has been shown, however, 1998; Davern & Kaffman, 2000).

Most scholars use the technology skills required, job complexity, job challenge, feedback, autonomy and independence of workers agreed that enhances the positive effects of IT is not surprising since the work activities. Many scholars (Collins and King, 1988; Millman & Harwick, 1987; Address Contact Riche, 1982; example Blauner, 1964 Zisman, 1978) studies conducted by the operators of the technology and automation to improve efficiency and to find out more enhance productivity. Nawab (1982) and Zisman (1978) mentioned that the application

of technologies such as office automation, robots, microelectronics and telecommunications workers have increased productivity and improved quality. IT usage increases your skills and the job it was designed to increase job challenges and changes, it's their job (Oldham & Hackman, 1981) is reasonable to speculate on the impact of IT on the human aspect. Rubenowitz and Rundblad (1987) using the same computer system and monitor not only increase productivity but employees find satisfaction. Middle managers Automated Office Systems (Millman & Hartwick, 1987) felt that their work makes more rich and satisfying.

2054 teachers involved that Kim and Loadman (1994) conducted a survey of the intrinsic and extrinsic rewards associated with teacher job satisfaction is indicated. Professional autonomy and working with colleagues and students of the reward challenge, is the interaction. Satisfaction with pay and working conditions of extrinsic rewards. The results of high positive linear correlation was found between teacher empowerment and teacher job satisfaction when Klecker and Loadman (1996) is supported by a survey done by.

Ali and Ali (2005), specifically job satisfaction, organizational activities, the organizational context of this structure, technology, and organizational climate, attempted to examine interaction effects. Point Likert scale - a 7-assessment questionnaire, the final set of 85 questions total, were included. The total sample size of this study Peninsular Malaysia, Sabah, 18 power plants in 1768, almost 20% of total employees, which was 345, and Sarawak: national power producer, Tenaga Nasional Berhad (TNB) owned 14, and 4 private or state-owned power plants. Finding in this study was the three independent variables (technology, structure, and organizational climate) shows some important information obtained from the interactions between. In examining the impact of technology on job satisfaction, job satisfaction significantly predictive found 20 Automotive.

Technology in its dynamic, specialized, job satisfaction, job satisfaction has been impressed with the high score indicated that the employees are identified. Determining job satisfaction of engineers in India Sharma and Bhaskar (1991) in a different study by the positive and significantly related to job satisfaction is found to be similar to the results of the work on technology. The result of an organizational context that has a big impact on organizational effectiveness, citing the technology organization theory (Thompson, 1967) is consistent with the literature.

2.5 Organizational size and structure

As knowledge of the process indicates how important it is to form an organization. Individuals within an organization and as individuals interact as actors performing the role assigned to the organization. The structures also affect the process of communication between an organization and its environment, the perception of the organization's knowledge stores (Lane and Lubatkin, 1998; Tushman & Nadler, 1978). Hence, a firm's knowledge processing system is reflected in its organizational structure.

Several authors on the study of the organizational structure (; Inkson, Pugh, & Hickson, 1970; Pugh, Hickson, Hinings, & Turner, 1968, 1969 Fouraker & Stopford, 1968) with his first recognized way back in 1960 can be traced. Do Pugh. Which is also known as Aston Studies (1968), 'Organizational Structure Identification' tries to uncover levels. They are four levels, namely the structuring, the concentration of authority, control lines mark the size of the workforce and supportive elements. Their next work, (Pugh, et al., 1969) which is structuring the activities of the three, based on the concentration of authority and control of the line offers an array of organizational structures. The firms in the Midlands, England, the work seven

classifications of the organization to identify and bureaucracy takes different forms in different work settings concluded. Once they get bigger and more professional the number of firms gets more complicated as the argument in a more clear structure is needed. Therefore, the use of technology will be a strong more impersonal. Similarly, Inkson the research, et al. (1970) also supported the relationship between the structure and context. More information structuring their activities related to the organization's size and technology directed to a lesser extent. These earlier studies focused more on the development dimension and alignment of the Fouraker & Stopford (1968) research on the organizational structure of the country extended to include outside investment firm steps.

Seventy of the largest American companies in the industry in their research on the decentralized and departmental structure of firms investing abroad are suggested that successful. Due to the decentralization, the manager has the ability to more heterogeneous group control and guide.

Firms that have dynamic power, highly entrepreneurial companies are usually flat, clear vision, high-powered incentives and autonomy (Teece, 2000) have higher levels. However, transfer of learning, relying on the high formalization can sap creativity. How to deal with people thinking of taking orders and tend to avoid any issues surrounding them. Furthermore, Teece firms have a wealth of knowledge grounded in people's experience and expertise; the companies are still in a strong competition in order to develop the knowledge and resources needed to provide the resources that are in progress.

In addition, the absorptive capacity of the firm's organizational structure and can be transferred to any technical support. A person involved in the transfer of the surrounding environment and facilitates the flow of information being given. Szulanski (1996) in the group affected by the

results of the study showed that the division of work and responsibilities. In addition, Lane and Lubatkin (1998) also formalization, centralization and incentives with their partners in the same firm that had discovered the positive inter-organizational learning will be.

However, Zaafaran Hasan (1999) suggested that the organizational structure is inconsistent with the findings. This research includes the organizational structure it deems necessary, the transfer of technology to them in this study, is important in affecting the proposal. On top of that, Rebentisch & Ferretti (1995) A study of the organizational features to ensure the successful transfer of technology should correspond to the offer. The opportunity to transfer their research, the transfer procedure, had the ability to adapt and transfer of knowledge and organizational architecture was concluded that the only effect of which four concepts discussed at length in the scope of the technology and the knowledge providers and recipients are matched with both the architecture and the adaptive methods capacity. Thus, the organizational structures that are involved in the study were diverse and complex.

Its technology and structure, environmental issues and structures, and the structure of individual features and their combinations are looked at. When these are combined with the size of some of the studies it is only formalization, involving dominance and control of the situation alone technology and research group that focuses on the structure of the solid. For example, achievement, size, technology, and organizational structure of a study on the need to comply with environmental uncertainty Miller & Droge (1986) are directed by Lisrel and using multiple mistakes, they need to for the achievement of firms in Quebec and technology and environmental uncertainty had little effect on the structure, the size (which refers to the centralization and formalization) had a strong relationship with the structure. Their results, which suggests that the organizational structure of such specialized Aston study, in contrast, was correlated with the size

of centralization and formalization. In this study, at other times, when sometimes the size of the volume criterion variable, predictor becomes indicated.

The four most commonly studied level delegation structure, formalization, specialization and integration (Miller, 1988) is. As factors that affect absorptive capacity; A few studies (Van-Den-Bosch, et al, 1999. Mohammad Zahidatul Islam, 2001) form. Have the ability to form relationships that enable the formation of firms is seen as an asset. Study by Van Den Bosch et al. (1999), a structure on a firm's absorptive capacity was found to affect the ability of prior knowledge. , Using departmental functional and matrix structures, they adapted the absorptive capacity of the structure need to be changed in order to avoid inaction discovered.

Matrix of the form illustrated in the case studies in order to develop innovative and effective functional benefit from a moving company showed that the absorptive capacity. A result of internal capacity to absorb this knowledge. However, Southon, Sauer and Grant (1997) discovered that lack of fit between organizational structure and strategy framework.

Connected to the diffusion problem. He found that decentralization, whereby the transfer of technology resulting in a greater benefit, Md. Zahidatul Islam (2001) is supported by. In addition, the store manager's way of making decisions that affect innovation on the Myong-Hun and Harrington's (2000) study as being able to change the operation of the store manager recommended greater decentralization enhances firm performance. This practice leads to divergence in practice. Their findings suggest that the heterogeneity of preferences is similar in concept to the decentralization.

According to them, a centralized decision-making, in-store at the same time the general method enhances learning and promotes keeps stores. Meanwhile, as the Baldrige & Burnham (1975),

Damanpour (1987), Meyers & Goes (1988) and Pierce & Delbecq (1977) studied the effect of various other authors' structures on innovation. Innovation of a new product or service or process (MANSFIELD, 1975) of the "first ever" refers to the transfer of a majority, will be involved in innovation. Their findings were not much different from each other. For example, the school is on the Baldrige & URNHAM (1975) study by the research on innovation should focus on the organizational structure and environmental setting of the offer. Represents the size and complexity of the organizational structure, using the findings of their larger organizations that require more complex and more innovation, more conflict between the firms that indicated. Thus, the rate of innovation is related to the size of the firm.

Similarly, Pierce & Delbecq (1977) a study found that large firms are more innovative. They are such a strong structure, context, and individual characteristics as well as discuss the factors that facilitate innovation. Results from the study indicate that favor innovation structures at various levels.

It allows free flow of communication as the decentralization of innovation facilitates the initiation stage, but the centralization facilitates the adoption and implementation of innovation.

A low level of formalization in the initiation and implementation of the firms taking the lead, but in the high formalization is essential. Meyers & Goes' (1988) study is also relevant qualities, the qualities of innovation and technological innovation affecting the combination of both proposals. Their findings, organization size, complexity and strategy affects organizational innovativeness show. Damanpour (1987) also creates a strong impact on the organization's administrative organization. So, in terms of size, larger firms can benefit from the evidence that there are many

workers, yet the result in terms of centralization and formalization innovations differ according to the stage. This is because innovation involves multistage

Processes, its compatibility are changed and the interest of organizational innovation (Zmud, 1982) is directed towards.

Moreover, technology - framework of research on relations researchers (; Grimes & Klein, 1973; Miller, Glick, Wang, & Huber, 1991; Miller, 1987; Miller & Droge, 1986 Gillespie and Milet, 1977) was done by. Miller (1987) to ensure good performance, organizational structure and strategy-making process should have suggested that the interdependent relationships. Meanwhile, Grimes & Klein (1973), only a decision by a study on a job only when the technology is highly correlated with the structures found autonomy. Meanwhile, another study describes the relationship between the structure and the absorptive capacity of Lane and Lubatkin (1998) is directed by.

They not only matches the important knowledge bases that are illustrated in the firm, its organizational structure, policies and influential supplies is important to ensure that learning is stimulated. Formalization of organizational absorptive capacity and organizational structure using centering their experiment, they found mixed results. They concluded that the company is their ability to learn specific features. Inkson, et al. (1970) found that the activities were not related to the size of organizational structuring. The four organizational structure (the structure and authority of) the established level and the organizational context of the organization up to a typology.

Inkson et al from the organization of a typology. (1970) Organization context and structure: An abbreviated replication. On the horizontal structuring of the Administrative Science Quarterly,

15, pp. 323. Vertical axis is the concentration of power. Upper left quadrant, it is less than the concentration in structuring high.

Many local and central government controlled institutions to allocate available here. Activities and the authorities are characterized by a high density structuring, the upper right quadrant, a large government bureaucracies where the whole is found. In the lower left quadrant, both the structure and the density is low, companies are formed implicitly; most of these are small manufacturing and retail concerns.

High structure and low density in the lower right quadrant of the organization consists primarily of large production. Organization size, innovation and structure Askarany and Smith (2003) were studied, ACS & Audretsh (1987), Child (1973), Damanpour (1992) and Robey, Baker and Miller (1977). Child (1973) as well as the organizational structure of a predictor (1972) File Size organizational structure prediction must be combined with the technical and environmental factors influence the size of the test findings. Child (1973) studies the size of the main predictor for the decentralization still than the size, complexity, degree; formalization has indicated a direct relationship with.

Therefore, the size effect is still ambiguous. Likewise and Robey, study on the urban mass transit industry, et al. As a factor that explains the administrative structure of the organization (1977) considered the size. Bigger firms are essential to the decentralization, which allow managers to make decisions on their own, yet the size is negatively correlated to centralization. Meanwhile, in Australia Askarany on plastic manufacturing firms, and Smith (2003) was conducted by the technological innovations that other studies have also suggested that larger firms. They illustrate the stages of the diffusion process

There is no significant relationship with firm size. In the opposite ACS & Audretsh (1987) A study by the smaller firms that are more innovative and more efficient use of labor said. However, they argued that size does not matter in the innovation, market structure is more important. Similarly, Damanpour (1992), especially in the production and profit making organization, offers a positive relationship between size and innovation. According to him, in a large organization, which leads to an increase in technical skills and technical knowledge, the more people will work. This innovation allows you to purchase large firms. However, many large firms prefer to set up a small unit to allow them to innovate internally. So, the smallness of the more innovative ACS & Audretsch (1987) agree with him. These results point to an array of data on the size.

However, other studies (Miller, et al., 1991), was admitted to the hospital or is not necessarily related to small business technology - refers to structures that are found. Their results and analysis of industry heterogeneity affects the relationship between the unit indicated that the size and structure of technology.

Using different definitions of technology, organization size, professionalism and diversity of industry sectors typically does not affect this relationship. Contrary to their findings, as well as the novelty of it, taking the level, scope, and is moderated by other factors as the size and the type of innovation that has found a positive relationship between the G Lee and Xia (2006) has been canceled by the measure of size.

Proponents of organizational size, organizational size, structural features, and it are a defining feature of the technology (Miller, et al., 1991) argues that affect. They are big business more rules, more documentation, more categories, and there is less centralization, tend to be more

specialized in experimental studies showed that quoted. Bigness can be overcome with strong basic logistical issues that need to be decentralized so indicates. On the other hand, smaller organizations to be more on the special effects technology and features as the smaller size of limitations is Centralized and informal. Technology transfers, the size of Bradley et al, were studied. (1995), Sexton and Barrett (2004), Mohammad Zahidatul Porter (2001), and Gopalakrishnan & Santoro (2004) and produced inconsistent results. Buono (1997) is a useful managerial, structure and systems to deal with the transfer of technology to enable members of an organization that was found. For example, who administered the questionnaires to generate Md. Zahidatul Islam (2001), as the unit of analysis in a study by the electrical and telecommunications firms and the organizational structure and attempted to determine the relationship between the successes of technology transfer, that size is not significant in the success of technology transfer.

Similarly, Bradley, et al. Technology transfer refers to the rate of food processing industry, who did a survey (1995), also found that the size is not significant in influencing diffusion. However, Sexton, and Barrett (2004) and Gray (2006) found that the size of a firm's ability to acquire and assimilate knowledge has a significant impact on. Communicate and to share the knowledge that more small firms have the potential to absorb and use new knowledge has more tendencies.

Accordingly, Md. Zahidatul Islam does not benefit the larger the firm, concluded that the transfer of technology. Also, the size is also moderates transformative power (Garud and Rose, 1994), it dictates how agencies use their resources as enabling the development of knowledge. Likewise, Van-Den-Bosch, et al. (1999) on the absorptive capacity of the organization's internal network forms a special effect that was speculated. Also, Gray (2006) as a technology that allows easy absorption of a small firm that offers an advantage. In addition, the study of innovation

undertaken Zaafaran affected Hasan that formalization and centralization of the Moderators lobara pneumonia, (1999) has indicated. This combined with the concept, which shows that centralization and formalization supports individual independent initiative 'organic' organizations to discuss the author. Results of previous studies on the size and organizational structure in an array, yet their impact technology transfer relationships are important; they were taken as a moderator variable.

2.6 Organizational Structure

Overview 15 before discussing organizational structure, the concept of organization should be clarified. In the earliest definition that this review will be concerned with, Gaus (1936) held that organization referred to the arrangement of personnel for facilitating the accomplishment of some agreed upon purposes through the allocation of functions and responsibility. There are two points of interest in this definition. First, the definition clearly emphasized the goal-directed aspect of organizations.

Second, the phrase arrangement of personnel could be taken to indicate a somewhat impersonal attitude toward employees, with the employees considered to be organizational parts that are arranged and used by the organization. Later definitions of the term organization put more emphasis on the importance of people and their relationships in organizations. This greater emphasis on people was seen in Terry's (1956) definition, which stresses the interrelationship of the parts of the organization, including the people.

Terry held that the word organizing is derived from the word organism, which refers to a structure with integrated parts whose relations to each other are governed by their relations to the whole. The human organization is a social invention, rather than a biological organism, that

consists of component parts and relationships between those parts. The function of each unit in association with the other units in the organization is the base of relationships among units (Terry, 1956).

Authors Kast and Rosenzweig (1974). Defined the term organization as the structuring and integrating of activities, where the relationships of people who work together are interdependent, and where this interrelatedness among people implies a social system. The importance of people to the organization is especially highlighted by the authors' list of four main characteristics of organizations. An organization is:

- (1) goal oriented (has a people purpose);
- (2) a psychological system (involves people working in groups);
- (3) a technological system (consists of people using knowledge and techniques);
- (4) an integration of structural activities (involves people working together).

. Another interesting aspect of the definition presented by Kast and Rosenzweig is its reference to the structuring of activities in organizations, which implies that an organization has an organizational structure. In fact,

Blau and Scott (1962) maintained that all formal and informal organizations have an organizational structure. Those with a formal structure have a specific organizational policies, rules, and procedures, whereas informal organizations have a structure consisting of relationships that are not included in formal organizations but that are vital for their effective functioning. One must also investigate the networks of informal relations and the unofficial norms of the organization (Maier, 1973), because the formally instituted patterns of an organization are inextricably intertwined with its informally emerging patterns (Scott, 1962).

In the development of theories of organizational structure, we can see that the importance of this distinction has only been recognized during the last several decades (Edgar, 1980). Gibson et al., (1982) divided theories of organizational structure into four general categories: classical, bureaucratic, non-classical, and universal theories. A common characteristic among the first three categories is a belief that there is only one best way to design an organization, while in universal theory, it is believed that the optimal organizational model can vary from one situation to another.

2.2.3 Classical Theories of management development

The history of management development goes back thousands of years, but the development of scientific management started in the nineteenth century after the industrial revolution (Huse, 1980). In 1947, Frederick Taylor created what is now called the Classical Theory. Taylor (1947) held that there is one way to do a job which is the most beneficial for both workers and management. According to this, he investigated the efficiency of both workers and managers by studying actual working conditions. Taylor's theory emphasized the role of management in an organization, holding that proper management is crucial to the organization's success. Management should provide guidelines for workers' performance by taking more responsibility for planning, standardizing, and improving human effort, in order to maximize output and minimize input (Mankin, Ames, & Nilton, 1980).

The role of management is to use scientific methods to establish standard times for all jobs in the organization, to determine the methods to be used for performing the jobs, and to train the workers to use those methods. Taylor rejected the idea of employees planning, organizing, and

controlling in an organization, claiming that when employees are in charge of both planning and performance, they decrease productivity and increase inefficiency. He believed that if workers followed the requirements of specialists in management, they would increase productivity and so would be rewarded more in the long run.

While Taylor spoke mostly about micro-organizational design, which is the design of jobs in the organization, Fayol, , was concerned with macro-organizational design, which is the design of the structure of organizations (Gibson et al., 1982). Fayol (1949), is known as the founder of Management Science theory. He emphasized establishing broad administrative principles applicable to higher organizational levels and defined the administrative management role as planning, organizing, command, coordination, and control. Organizational design can be defined as dividing a task into smaller sub-tasks, regrouping these tasks into related departments, appointing a manager for each department and determine authority to that manager, and finally, linking the department to a chain of command (Fayol, 1949). Emphasis is placed on the chain of command, the authority of managers over workers, and the principle that each person in the organization should stay in his or her own place (Fayol, 1949). There are other main proponents of the Classical Theory, including Mooney (1939), Urwick (1976), and Barnard (1938), who all share an important common link with Taylor and Fayol. This definition is that in organizations, it is the managers' role to manage, and it is the workers' role to follow the managers' directions. Less consideration is given to the idea of workers participating in management decisions or in controlling their own work environments.

The view for the present study lies in the fact that there are many organizations today whose attitude towards workers seems to exhibit the principles of Classical Theory (Likert, 1976). In fact, one objective of the present study was to determine whether any of the companies studied

exhibit such principles in the perception of their employees, and if so, what the degree of job satisfaction of those employees is.

2.7 Size and Organizational Structure

The aim of this section is to determine whether the literature supports a relationship between size and organizational structure which can be applied to the Iranian iron companies studied. Many investigations have been done in other contexts to study the relationship of size to organizational structure. The study of Hickson, Pugh, and Pheysey (1969) dealt with various organizations in England and how different aspects of organizational structure were related to the size of these organizations.

These researchers found that role specialization and functional specialization, two important elements of the organization, were positively and significantly related to size. Another important aspect of organizations is the quality of decisions made (Fox & Lorge, 1953). Fox and Lorge found a significant relationship between size and quality of decisions in their study on the effectiveness of small and large air force groups. Results of their investigation indicated that the larger groups reached higher quality decisions. According to Fox and Lorge (1953), the reason for this was that the larger groups solved their problems by making use of larger numbers of participants. The investigation of Bates (1953) also concerned military groups. Studying bomber wings, it was found that there was no significant relationship between size and type of the organization. However, Bates found that performance of the bomber groups was better when there was a greater utilization of authority, and a greater frequency of production plans, orders and instructions agreed by authority.

2.8 The Effects of Organizational Structure on Job satisfaction

Investigators who have studied the relationship of job satisfaction and organizational structure have considered factors such as individual needs, attributes, supervisory process, work groups, the rewards system, and other aspects of organizational structure (Porter & Lawler, 1965; Oldham & Hackman, 1981; Birnbaum & Gilbert, 1985; Hackman & Oldham, 1976). These researchers have held that the structural properties of organizations influence employees.

For example, Gaines and Jermier (1983) stated that although employees' emotional stress is partially the result of their personality types, departmental context and administrative policies also can have profound effects on employee exhausting. Brass (1981) held that organizational structure can shape job characteristics. Oldham and Hackman (1981) added that organizational structure can change the present job activity and that the intrinsic nature of the job affects the employee's reaction to the organization. According to Oldham and Hackman this process can have an effect on the employee's performance and job satisfaction. Hamermesh and White (1984) claimed that management employee job satisfaction and productivity can be determined by the organizational context. They said organizational context includes three aspects:

1. Autonomy: the degree of management autonomy in decision making.
2. Line Responsibility: effect of manager's direct control.
3. Incentive Compensation: the percentage of the management's total cash compensation related to direct performance.

The relationship between bureaucratic organization and job satisfaction, Maier (1973) stated that in bureaucratic organizations there is a direct control that motivates employees to be more

effective and satisfied in their jobs. The reason is that employees are clear about what is expected of them and about the criteria by which their performance will be evaluated.

According to Cooper and Marshall (1976), Division and Veno (1980), and Shistak (1980) all maintained that the presence of rule rigidity in the organization is a major contributor to employees' stress and psychological problems. Also, Freudenberger (1977) held that there is a positive relationship between routine and hard jobs and employees' emotional exhaustion. Another factor that can cause emotional stress in employees is organizational formalization (Maslach, 1978).

However, Maslach stated that the competent use of formalization and rule inflexibility factors enable management to alleviate employees' emotional problems. A lot of studies have attempted to determine the relation between System 4 organizational structure and aspects of the job that are related to satisfaction. For example, the University of Michigan Institute for Social Research conducted a project for two General Motors divisions (Likert, 1961) which tested the effects of System 4 organizational structure on employees' emotions and behavior. Results of the project suggested that in System 4 organizations there is better communication flow, more participative decision making, and interest in individual welfare. Likert held that in this type of organization conflict is not rejected but is welcomed and that people in system organizations work harder for promotion and participation. Worthy (1950) held that democratic organizations encourage the development of individual self expression and creativity which are necessary to the personal satisfaction of employees, and determined that organizations with a System 4 organizational structure have a better organizational climate and higher job satisfaction. In addition, Likert (1961) found that 92% of white collar and 95% of blue collar employees were favorable toward

group decision making. Likert also found that the greater management's skill in manipulating group dynamic supervision, the greater are productivity and job satisfaction.

Concerning participation in decision making Hackman and Lloyd's (1977) study developed a concept called quality of work-life (QWL) which referred to industrial democracy and the increase of worker participation in corporate decision making. They defined QWL as the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization.

Etzioni (1980) said that improvement of QWL might lead to more positive feelings toward one's self, towards one's job (improved job satisfaction and involvement), and towards the organization (stronger commitment to the organization's goals). Porter and Lawler (1964) analyzed the effects of organizational structure on job satisfaction with a more psychological orientation. They held that the individual's psychological needs play an important role in organizational structure on satisfaction vary depending upon the individual's psychological needs. Porter and Lawler also explained that the structure of tall organizations (organizations with a rigid hierarchy where the span of control is small) is advantageous in producing security and social needs satisfaction. However, they held that flat organizational structures tend to lead to greater fulfillment of self actualization needs. Contrary to above research, Kahn et al (1964) found insignificant relationships between tall or flat organizations and job satisfaction. Tichy (1983) stated that division of labor was suitable for the industrial revolution duration, when the economy found advantages in division of labor and reached tremendous productivity. Tichy held that if we do not redesign our organizational structures, we will discourage individual adventure.

2.9 The Effects of Organizational Size on Job Satisfaction

A number of investigations have related size to job satisfaction, including Bass's (1981) study, which concluded that the size of an organization can affect managerial job satisfaction, and Jones's (1984) study, which held that as the size of an organization increases, job satisfaction decreases. Role ambiguity is an element of job satisfaction that has been investigated by several researchers is role ambiguity (Bass, 1981), which which means that the environment does not provide consistent guidelines for the employees' behavior, when there is a many changes in those guidelines, or when guidelines contradict each other in the organization (Lyons, 1971). According to Kahn (1982), as size increases, role ambiguity also tends to increase.

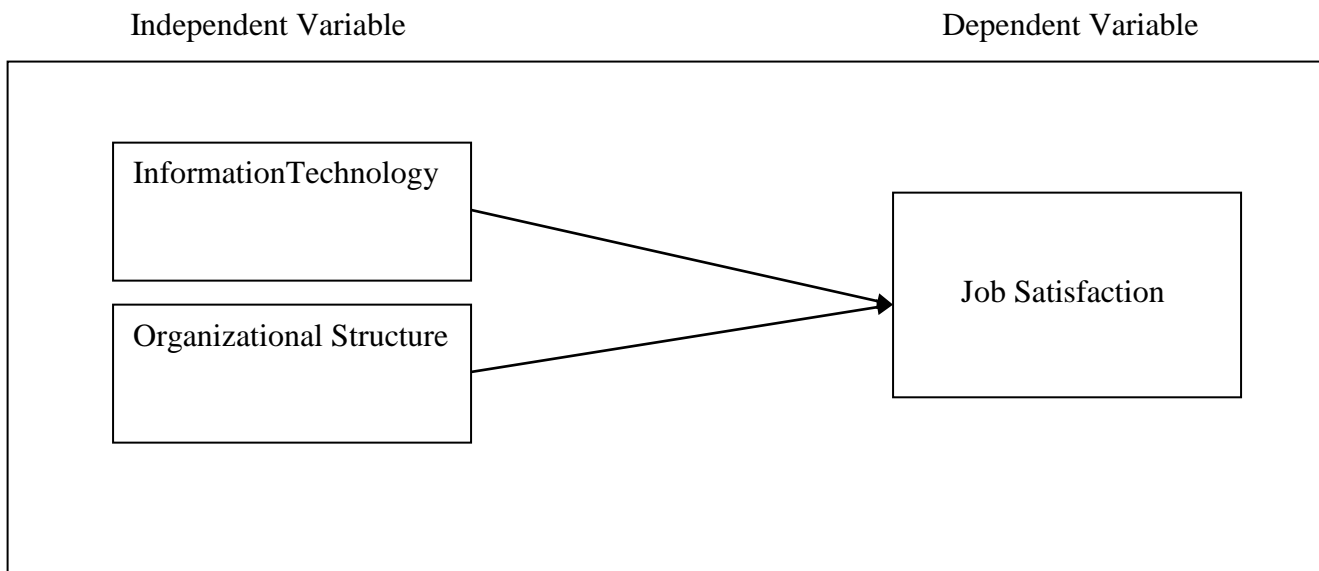
Korman (1971) also determined that there is a positive relationship between role ambiguity and job dissatisfaction. Another important element of job satisfaction, found to be related to size, is individual visibility. Many investigators like Green, Blank and Liden (1980), Jones (1984), and Porter and Lawler (1965) have discussed the relationship between the size of a company and individual visibility as well as visibility in relation to job satisfaction. These authors claimed that there is a significant relationship between employees' visibility in an organization and job satisfaction. And maintained that in small organizations, individual contributions are more visible at lower levels in the hierarchy than they are in large organizations, while in large companies only the top management people have high visibility, which is related to the power which they exercise. Contrary to them Jones (1984) claimed that as the size of an organization increases, job satisfaction decreases, Porter (1963) said that for management personnel, this is the case only for lower levels of management. He held that the lower levels of management are more satisfied with their jobs in small companies as opposed to large companies, while the higher the management level, the more satisfied the managers are with their jobs in larger

companies. The findings of Elsalmi and Cummings (1968) were in agreement with Porter. In their study on the relation of management position to organization size and job satisfaction, they found that middle and lower level managers in large companies had less need fulfillment than did top management.

2.10 Theoretical Framework

There are two concepts in this research this research, the Independent Variable (IV) is Information Technology and Organizational Structure while Dependent Variable (DV) is Job Satisfaction, it is evident from the existing literature that there are identified variables which influence the Job Satisfaction like, training, and development, empowerment, participation and accreditation.

Figure 2.1 Research Framework



3.1 Conclusion

This chapter has presented an exposition of previous study on effect of and using of information technology and Organizational Structure on job satisfaction. In general, the previous literature seems to indicate that information technology and Organizational Structure affect satisfaction to have significant and positive bearings on how individuals view and perceive their job at work. Based on the literatures, the following diagram will outline the framework of the present study.

CHAPTER THREE: RESEARCH METHODOLOGY

2.11 Introduction

In the previous chapter, literature display the impact of organization culture and use of information technology on job satisfaction have been presented. In this chapter a discussion on how the research hypotheses were formulated will be presented. In addition, these chapters also demonstrate how the present study was carried out, and how the data collected will be analyzed.

2.12 Hypotheses Development

As aforementioned in chapter two, many studies have found that organizational structure has influence a job satisfaction (Dirani 2006, Long & Swortzel, 2007; Lund, 2003; Santos, Gonçalves, & Jesus, 2007; Tietjen & Myers, 1998). This study is tends to investigate the impact of organizational structure on job satisfaction in AL- Azhar University in palestine, Lund (2003) found that the organizational structure has an important effect on dimensions of job satisfaction, such as co-workers, pay, promotional chances and supervisor. This is because the vision and aims of the organization provide a sense of direction to the employees related to the pathway goal theory of leadership, employees which postulates that will form a propitious attitude toward the leaders (and hence the organization) when they are shown “the way” to move forward (Alderfer, 1969; Maslow, 1943; Murray, 1938). Hence, based on this debate, the following hypothesis is offered.

H1: There is a significant relationship between organizational structure and job satisfaction.

H2: There is a significant relationship between information technology and job satisfaction.

The standard of employees' utilization of IT application has positive influence on job satisfaction. Since it was hypothesized that each independent change of organizational culture and use of IT influences job satisfaction separately, it was further hypothesized that job satisfaction can be better explained by the combined impact of these independent variables altogether. This is because many have suggested that job satisfaction is influenced by an assortment of factors (see for example Cameron & Freeman, 1991; Konradt, Christophersen, & Kuelz, 2006; Lund, 2003; Santos, Gonçalves, & Jesus, 2007; Sussan & Recascino, 2006; Testa, 1999).

2.13 Research Design

This study aims to investigate factors that effect job satisfaction among Al-Azhar University employees. In particular, this study seeks to find out whether information technology and organizational structure has any influence on employees' perception toward their job. Toward this end, a survey was employed as the main research design for the present research. Survey will used in the present study because it is the most widely used technique in education and behavioral science (Sekaran, 2005). In addition, the use of survey can provide related information on the organizational context and how it may be related to job satisfaction. In the present study, this survey approach involved distribution of questionnaires to the respondents who have been randomly selected to participate.

2.14 Population and Sampling

In the present study, the population was specified as all academic staff at Al-Azhar University in Palestine. The research sample will be selected via random sampling technique. According to Sekaran (2005), this technique of sampling is more common since using this sampling gives every element in the population a known and equal chance of being selected as a subject. Moreover, the random sampling has the least bias and offers the most generalizability. Population in the study consisted of lecturers working at Al-Azhar University in Palestine. There are a total of 404 lecturers employed by the University. And a total of 203 lecturers were selected as the sample of the study. Table 3.1 shows the breakdown of the lecturers according to faculty.

Table 3.1: Employees at Al-Azhar University

NO.	Faculty	Total
1	Education	36
2	Law	23
3	Science	67
4	Agriculture & Environment	35
5	Arts & Human Sciences	51
6	Pharmacy	25
7	Economics & Administrative Sciences	30
8	Applied Medical Science	25
9	Medicine	37
10	Dentistry	28

11	Engineering Information Technology	20
12	Sharia	27
	Total	404

2.15 Measures

In the present study there were three main variables inspected i.e. Information technology and organizational structure which were the independent variables, and job satisfaction which the dependent variable. The following describes in detail how each of the variables was measured.

2.15.1 Use of IT

In the present study, use of IT was defined as the extension of time of using computer at work, and to what extent employees are using emails and information system in the university, and in what way they are familiar with computer and its applications. In this study eight questions were presented to the respondents, the first item the respondents have to identify the percentage of using computer at work, the second item the question asked about the prospect of working without a computer, who were to indicate their level of possibility in three level, yes can work without computer, or technically can but using computer will shortened the time and no the using computer is part of job. In the remaining four items the respond were asked the referance their response on a 5 point likert scale ranging from '1' "never use" to '5' "always use" on statements like: "I use the Internet, e-mail, and electronic bulletin boards at work" and "I use Al-Azhar University intranet at work". In the last two items were asked to the respondents, who were to indicate their level of agreement or disagreement on a 5-point Likert scale ranging from '1' "strongly disagree" to '5' "strongly agree" on statements like: "In Al-Azhar University,

information systems and software are designed to be user-friendly” and “It is easy to use information systems without extra training”

2.15.2 Job Satisfaction

In the present study, job satisfaction is defined as a total summary of affective feeling regarding one’s job, and it may reflect different facets of job satisfaction such as satisfaction with the types of missions, co-workers, or pay levels (Danziger & Dunkle 2005). A variety of instruments for measuring job satisfaction are developed, an instrument on a study of satisfaction in the academic profession by Ng (1971) was used. In this study one general statement of job satisfaction is asked to respondents, who are point out their level of satisfaction on the job from '1' "not very satisfied with job" to '5' "very satisfied with job".

2.16 Sources of Data

2.16.1 Primary data

Primary data is collected on the relation between the information technology organizational structure and job satisfaction through the self-questionnaire. The questionnaire includes three parts, the part (A, B, C and D) Section A: demographics, section B: job satisfaction, section C: organizational structure and section D: information technology.

2.17 Data Collection

To collect data for the present study, questionnaires were used as the main data collection technique. The questionnaire was collected from lecturers who were identified earlier.

2.18 Data collection Techniques

The questionnaire`s were delivered by hand by the researcher and collected at a later date (7days). The questionnaire`s were sent to the lecturers who were identified earlier. From the total 203 questionnaire`s distributed only 180 fully completed and usable questionnaire`s were collected.

2.19 Data Analysis Technique

Statistical Package for the Social Science (SPSS) version 20.0 used to analyse the data collected in this study. For data processing, four statistical techniques were used for different purposes. These included descriptive statistics, reliability test, correlation analysis and regression analysis.

2.20 Descriptive Statistics

Respondents' demographic variables including gender, age, marital status, monthly income were analyzed using descriptive statistics, such as frequencies and percentages.

3.11 Correlation Analysis

To investigate the relation of job satisfaction and information technology, organizational structure a Pearson correlation analysis was carried out.

3.12 Summary

This chapter has presented in detail description how the present study was carried out to meet its goals i.e. to examine the effects of use of IT and organizational structure on employee job satisfaction. This chapter has highlighted specific issues on sampling and sampling procedures,

data collection, instrumentation measurement of variables, questionnaire design and data analysis. In the next chapter, the result of the study based on data collection will be presented.

CHAPTER FOUR: FINDING

4.1 Introduction

This chapter represents the results of the analysis of data obtained and collected from the participants of the survey. The major purpose of this research is to examine the association between the information technologies, organizational structure as a variable independently, and job satisfaction as the dependent variable. This study aims to achieve the objectives of the research, as well as answers to hypothesized relationship discussed in previous chapter.

4.2 Demographic Profile of Respondents

In this section result of analysis shows the respondents demographic profile. Respondents profile comprises of gender, age, academic qualifications, and year of service and presents accordingly. Presenting the profile begins with respondents gender.

4.2.1 Gender of Respondents

Table 4.1 shows of the 180 respondents in this research 159 or 88.3% were male and 21 or 11.4% were female. Looking into this it shows that there were 138 more men who responded than women. It also can be concluded that at Al-Azhar University in Palestine has a large number of male as compared to women who are working in the university.

Table 4.1: Frequency Distribution of Gender

Gender	Frequency	Percent
Male	159	88.3
Female	21	11.7
Total	180	100.0

4.1.2 Respondent's Age

Table 4.2 presents the respondents according to age where 56 respondents or (31.1%) of the total between 20-25 years, whereas 55 respondents (30.6%) were within the age of 26-30 years, 27 respondents (15.0%) were within the age of 31-35 years. Only 42 respondents more than 35 years old and represent (23.3%) from the total respondents.

Table 4.2: Respondent Frequency According to Age

Age	Frequency	Percent
20-25	56	31.1
26-30	55	30.6
31-35	27	15.0
More than 35	42	23.3
Total	180	100.0

4.1.3 Respondent Profile of Academic Qualification

Table 4.3 also suggests, to the extent of education of the respondents. The majority of the respondents had PhD degree totaling 113 (62.8%), followed by master's degree (28.3%) and only 8.9% of the respondents bachelor's degree.

Table 4.3: Respondent Frequency According to Academic Qualification

Academic	Frequency	Percent
Bachelor	16	8.9
Master	51	28.3
Phd	113	62.8
Total	180	100.0

4.1.4 Respondent Profile of Duration of Service

Table 4.4 presents the respondents according to the duration of the service, the majority of respondents, 82 or 45.6% of respondents working with, Al-Azhar University for more than 6 to 10 years; followed by 26.7% respondents were working with Al-Azhar University for 11 years or more than that. The 39 or 21.7% of respondents work for a period of 1 to 5 years and 11 respondents 6.1% of respondents were working less than one year.

Table 4.4 Respondent according to duration of service

Age	Frequency	Percent
< 1 YEAR	11	6.1
1 to 5	39	21.7
6 to 10	82	45.6
≥ 11	48	26.7
Total	180	100.0

4.2 Descriptive Statistics Analysis

The descriptive statistics analysis of the variables information technology, organizational structure and job satisfaction are discussed in this section. There were 18 items of information technology and organizational structure has 16 items. Information technology variable mean was 4.0052 with a standard deviation of 0.55. Organizational structure variable's mean was 3.8493 and the standard deviation ranged 0.65. Job Satisfaction has 25 questions and the mean was 4.01 and the standard deviation ranged 0.59. The mean value of the descriptive statistics shows that most of the respondents answer were in between agreed to strongly agree. A detailed description of this information is shown in the table 4.6 below. A detailed description of this information is shown in the Table 4.5 below.

Table 4.5: Mean and standard deviation information technology, organizational structure and job satisfaction

Descriptive Statistics Analysis	N	Mean	Std. Deviation
Information Technology	180	4.0052	.55003
Organizational Structure	180	3.8493	.73741
Job Satisfaction	180	4.0122	.59019

4.3 Reliability Analysis

Table 4.6 shows the Cronbach's alpha test to determine the internal consistency and reliability for the three variables. The commonly used value for Cronbach's alpha is 0.70 for the lower limit of acceptability. Values more than 0.7 indicate that the items for the each variable are homogeneous and measuring the same constant. All variables as shown in Table 4.6 show an alpha value of more than 0.7. Scores above 0.8 are considered as very good (Nunnally, 1978). In this study internal consistency for information technology, organizational structure and job satisfaction are 0.89, 0.93 and 0.94 respectively. Showing high internal consistency.

Table 4.6: Reliability

Variable	Number of Items	Cronbach's Alpha
Information Technology	18	0.89
Organizational Structure	16	0.93
Job Satisfaction	25	0.94

4.4 Correlation Analysis

A correlation test is conducted to determine the relationship between the independent and dependent variables namely information technology, organizational structure dependent variables is job satisfaction. To examine the bivariate relationship among the variables, a Pearson's correlation analysis was carried out. Table 4.7 displays the results of the correlation analysis of the study variables. The detail of correlation analysis is provided in Appendix B4. The Pearson correlation has been used to measure the significance of linear bivariate between the independent and dependent variables thereby achieving the objective of this study (Sekaran, 2003). Variable association refers to a wide variety of coefficients which measure the strength of a relationship. Correlation is a bivariate measure of association (strength) of the relationship between two variables. It varies from 0 (random relationship) to 1 (perfect linear relationship) or -1 (perfect negative linear relationship). It is usually reported in terms of its square (r^2), integrated as percent of variance explained (Hair et al., 2006).

The correlation between information technology and job satisfaction are shown in Table 4.7. From the table it can be noted that there is a significant correlation between information technology and job satisfaction. Significant positive relationship is observed between information technology and job satisfaction (0.82**). Table 4.7 shows correlation between information technology and job satisfaction.

Table 4.7: Pearson's Correlation Analysis of the Study Variables

Variables	Information Technology	Organizational Structure	Job Satisfaction
Information Technology	1		
Organizational Structure		1	
Job Satisfaction	0.82**	0.90**	1

The Correlation between organizational structure and job satisfaction are shown in Table 4.7. From the table it can be noted that there is a significant correlation between organizational structure and job satisfaction and. Significant positive relationship is observed between job satisfaction and organizational structure.(0.90**). There is a significant relationship between organizational structure and job satisfaction and. Table 4.7 shows correlation between organizational structure and job satisfaction.

4.5 Regression Analysis

Simple linear regression analysis was conducted to analyze the model of the study. Regression analysis between information technology, organizational structure and job satisfaction. The first hypotheses of this research postulated is, there is a significant relationship between information technology and job satisfaction At Al-Azhar University in Palestine.

And the second hypothesis was, there is a significant relationship between organizational structure and job satisfaction.

The regression result is presented in Table 4.8 and Table 4.9 The detail of the outputs for this regression.

Table 4.8: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.920 ^a	.847	.845	.23244	.847	488.499	2

According to table 4.8 the coefficient of determination of the model R square is 0.847, representing that 85 % of the cases will be correctly predicted by the regression equation. It means that the independent variables are fit with dependent variable.

Table 4.9, the beta value for standardize coefficient for the independent variable information technology, was 0.30 or 30% cases predicted to the dependent variable where all other variables were constant. Standardized beta is 0.304 and it is significant at $p \leq 0.05$. it can be concluded that there is a positive relationship between information technology and job satisfaction, first hypothesized relationship.

Table 4.9: Coefficient Correlation

Model	Unstandardized Coefficients		Standardize Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.655	.128		5.115	.000
Information Technology	.326	.049	.304	6.598	.000
Organizational Structure	.532	.037	.665	14.430	.000

a. Dependent Variable: JS_1

In Table 4.9 presenting the relationship between organizational structure and job satisfaction, standardized beta value for organizational structure is 0.665 or 67% cases predicted to the dependent variable job satisfaction. And significant at $p \leq 0.05$, and there is a positive relationship with organizational structure and job satisfaction.

So there is significant relationship between organizational structure and job satisfaction, hypothesis one is accepted. It has found that a significant relationship between information technology and job satisfaction, hypothesis two accepted.

Table 4.10: Summary of Hypothesis

Hypothesis	Result
H1 There is a significant relationship between information technology and job satisfaction.	Accepted
H2 There is a significant relationship between organizational structure and job satisfaction.	Accepted

4.6 Summary of Chapter

This chapter provides the statistical results and interpretation of the findings from the information that was collected. Characteristics of the sample were explained in terms of gender, age, academic, service, and marital status of the matrix. The mean and standard deviation of deviation of each variable were then analyzed .Finally the results of the correlation between the relationship between information technology, organizational structure and job satisfaction were given.

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter discusses the findings of the study based on the research questions developed as well as different literature reviewed. The first section is the discussion followed by the second section on limitation of research. The third section is the recommendation for future study, and finally the fourth section on the conclusion of study.

5.2 Discussion

The main idea of this study was to determine whether there was any relationship between the three variables; information technology, organizational structure and job satisfaction. After measuring the information technology and organizational structure allowed us to understand the relationship between the information technology and organizational structure and job satisfaction. The results of this study that the employee's concept of information technology and organizational structure were match and positively related to employees job satisfaction. With the recognition that a greater degree of awareness the information technology and organizational structure positive reactions toward greater satisfaction of employee's.

In addition, significant positive relationship is observed between job satisfaction and information technology. There are also positive correlation between organizational structure and job satisfaction. Moreover, Lund (2003) conducted a study on the impact of types of information technology and organizational structure on job satisfaction in a survey of marketing professionals in a wide range of companies in the United States. Of the questionnaire, the respondent mailed

1800, and received 360 usable questionnaires, representing a response rate of 21%. The results indicated that the levels of job satisfaction across a variety of classification of information technology and organizational structure. In another study by Gifford, Zammuto and Goodman (2002) investigated the relationship between culture and nurses in hospitals and quality of life of the work unit within seven different hospitals, located in five cities in the western United States. The data analysis showed that the culture of the organizational unit did not affect the quality of life of the nurse work and man's relationship to cultural values were related positively to information technology and organizational structure and job satisfaction. The results of the present study seem to concur with the above findings.

5.3 Limitations of Research

There are some limitations and obstacles that must be considered in the investigation in the future in this study. Firstly, financial and time constraints, second, these results are based on the use of self-reported survey data, which may be affected by response bias.

Finally, cross-sectional analysis cannot confirm the direction of causality implied in research model, so it is necessary to be cautious in conclusions regarding causality.

5.4 Recommendation for Future Research

In the future research should include the type's information technology, organizational structure by using a similar approach. Finally, the measure of job satisfaction on with only a few items that exploit different aspects of information technology, organizational structure, job satisfaction, and do not represent the opinion of general job satisfaction, and therefore this is a biased point of view.

Future study can investigate the relationship between customer relationship management (CRM) and job satisfaction in the public sector and private sector. This type of investigation and explanation of a comparison between aspects of CRM in the developing countries of job satisfaction. The results from this study can also tell how the different public and private environment might affect of leadership style dimensions and job satisfaction.

Another opportunity for future research is to investigate the role and impact of human resource management practices and employee performance. It can also extend this study to include participants from other organizations. Finally, future studies might also investigate whether there exist relationship between variables such as information technology, organizational structure and job satisfaction.

5.5 Conclusion

First, this study shows the job satisfaction, information technology, and organizational structure. Second, this study indicates that there is a relationship between information technology, organizational structure and job satisfaction. Finally, this study indicates that information technology, and organizational structure and job satisfaction are important factors in organizations especially universities to improve the performance in the development country such as Palestine.

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Appendix (A): Research equation



UNIVERSITY UTARA MALAYSIA College of Business

Questionnaire

Dear Sir/Madam:

I am inviting you to participate in my research project entitled “Information Technology, Organizational Structure and Job Satisfaction: A Study on Academic Staff at Al-Azhar University-Gaza”. The study aims to link. between Information Technology, Organizational Structure and Job Satisfaction in Al-Azhar University-Gaza. I hope you will be able to assist me by completing the enclosed questionnaire. All information provided will be treated as private and confidential. It will be solely used for the purposes of my project paper (BPMZ69912). As is normal in academic research, I will not disclose the names of individuals who provided me with particular information. All data will be analyzed in a collective manner and not attributed to named individuals. The survey should take approximately 15 minutes to answer. I will be grateful if you could complete the enclosed questionnaire and return it to me by post or leave it at your notice board outside your room. I will come and collect it in a weeks time.

Yours faithfully,

Mohammed F.M AL-baz (811058)
M. Sc. Management
COB
University Utara Malaysia
Kedah

Section A: Demographic

(Please tick with [X] where applicable)

1. Gender:

Male

Female

2. Age [years]:

20-25

26-30

31-35

> 35

3. Highest level academic qualification:

Bachelor's Degree

Master's Degree

PhD.

3. Length of service in your present department:

Below 1 year

1-5 years

6-10 years

\geq 11 years

Section B: Job Satisfaction

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

N	Items	1	2	3	4	5
1	I feel fairly compensated for my work.					
2	If I put extra effort into my work, someone					
3	I work in an environment where there is cooperation and respect.					
4	My supervisor cares about my personal needs.					
5	Problems in the workplace are addressed quickly and adequately.					
6	My supervisor praises employee suggestions that aid in solving organizational problems.					
7	Supervisors are involved in the daily operations of my department.					
8	Senior management is aware of activities in my department.					
9	Job performance evaluations done by my supervisor are fair and based on clear performance standards.					
10	There is open communication throughout the workplace.					
11	I have a clear well written job description.					
12	The organization's mission and vision is realistic, clear, and attainable.					
13	My fellow employees know how to get the job done					
14	I am responsible for planning my work activities.					
15	I feel motivated at work.					
16	I provide a valuable service to clients					
17	I work in a team environment					
18	I feel stressed at work					
19	I deal with a manageable workload					
20	I use my professional skills (education, training) regularly					
21	Work assignments are delegated fairly					
22	I work in a safe and comfortable environment					
23	Training for my position is clear and helpful					

24	I have the opportunity to do a variety of takes					
25	My supervisor has an open door policy and there is always a welcoming feeling present.					

Section C. Organizational Structure

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

N	Items	1	2	3	4	5
1	How things are done here is left up to persons doing the work.					
2	How frequently do you usually participate in the decision on the adoption of new programs					
3	How frequently do you usually participate in decision on the adoption of new policies					
4	How frequently do you usually participate in the decision to hire new staff					
5	How frequently do you usually participate in the decision on the promotion of any of the professional staff					
6	I have to ask my boss before I do almost anything					
7	I feel I am my own boss in most matters					
8	People here are allowed to do almost as they please					
9	Most people here make their own rules on the job					
10	A person can make his own decisions without checking with anybody else					
11	Whatever situation arises we have procedures to follow in dealing with it					
12	Everyone has a specific job to do					

13	Going through proper channels is constantly stressed					
14	This organization keeps written records of everyone's job performance					
15	We are to follow strict operating procedures at all times					
16	Whenever we have a problem we are supposed to go to the same person for an answer					

Section D: Information Technology (IT)

1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

N	Items	1	2	3	4	5
1	Use of information technology system helps the managers to reduce the processes within the company.					
2	In Information technology to facilitate and assist decision making flexible and accurate					
3	Information technology system leads to the flow of information in clear and working to raise the efficiency.					
4	Do not have the necessary skills information technology leads to poor decision making process					
5	The information technology is very important to top management.					
6	Issues face the managers when they are decide the decision making because they didn't have background about the technology					
7	The information technology system are very important for any company whatever government or private.					
8	The information technology systems are very expensive when we talk about the cost					
9	The information technology systems are impacting on managerial decision making					
10	Some decisions need to be a long time to implement and this is a big problem may result in poor performance for managers.					
11	Effective decisions need to be a huge amount of information					

	whether, internal or external information.					
12	Integration information and data are very important to decision makers.					
13	I do collect the substantial related information about the work problems before making decision.					
14	I specify the precise objective before initiating the decisions process.					
15	Office designs at the company assist in enhancing the efforts of decision process.					
16	Manager skills and competencies are enriched and developed through utilizing different decision methods					
17	Direct supervisors do not stress on their opinions and always listen to others, especially in decision making.					
18	I listen carefully during the decision process.					

**This is the end of the questionnaire
Thank you for your cooperation**

Appendix (B): SPSS Output

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded ^a	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.931	16

Item Statistics

	Mean	Std. Deviation	N
OS1	3.7389	1.04301	180
OS2	3.7889	1.10857	180
OS3	3.8889	.95068	180
OS4	3.8278	1.12280	180
OS5	3.8944	.99438	180
OS6	3.5778	1.28139	180
OS7	3.9111	.97619	180
OS8	3.8444	1.02930	180
OS9	3.8944	1.05437	180
OS10	3.8944	1.04372	180
OS11	3.8278	1.12280	180
OS12	3.5778	1.28139	180
OS13	3.9444	.90141	180
OS14	3.8944	.99998	180
OS15	3.8722	1.01404	180
OS16	4.2111	.81870	180

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
OS1	57.8500	125.614	.535	.929
OS2	57.8000	120.686	.710	.925
OS3	57.7000	124.077	.672	.926
OS4	57.7611	121.457	.666	.926
OS5	57.6944	125.711	.561	.929
OS6	58.0111	120.659	.600	.928
OS7	57.6778	120.175	.845	.922
OS8	57.7444	122.057	.707	.925
OS9	57.6944	121.699	.705	.925
OS10	57.6944	123.163	.645	.927
OS11	57.7611	121.457	.666	.926
OS12	58.0111	120.659	.600	.928
OS13	57.6444	122.655	.788	.924
OS14	57.6944	119.901	.836	.922
OS15	57.7167	121.322	.755	.924
OS16	57.3778	135.309	.169	.936

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
61.5889	139.204	11.79849	16

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded ^a	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.899	18

Item Statistics

	Mean	Std. Deviation	N
IT1	4.2167	.85401	180
IT2	4.1778	.73352	180
IT3	4.0667	.80917	180
IT4	4.1000	.71769	180
IT5	4.0611	.70246	180
IT6	4.0778	.95984	180
IT7	3.9444	1.04493	180
IT8	4.0333	.96821	180
IT9	4.0778	.93028	180
IT10	3.8278	1.01844	180
IT11	3.9333	.94307	180
IT12	3.9611	.95346	180
IT13	3.9389	.94641	180
IT14	4.0000	.91542	180
IT15	3.9333	.88185	180
IT16	3.9389	.92249	180
IT17	3.9111	.93527	180
IT18	3.8944	.99438	180

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
IT1	67.8778	92.298	.304	.900
IT2	67.9167	91.362	.436	.897
IT3	68.0278	90.597	.439	.897
IT4	67.9944	91.726	.420	.897
IT5	68.0333	91.965	.413	.897
IT6	68.0167	89.625	.411	.898
IT7	68.1500	87.592	.477	.896
IT8	68.0611	88.862	.450	.897
IT9	68.0167	88.642	.486	.895
IT10	68.2667	85.705	.598	.892
IT11	68.1611	84.404	.734	.887
IT12	68.1333	84.541	.717	.888
IT13	68.1556	85.685	.653	.890
IT14	68.0944	85.985	.659	.890
IT15	68.1611	86.583	.649	.890
IT16	68.1556	84.713	.733	.887
IT17	68.1833	84.519	.734	.887
IT18	68.2000	88.306	.467	.896

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
72.0944	98.019	9.90045	18

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded ^a	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.941	25

Item Statistics

	Mean	Std. Deviation	N
JS1	3.8944	1.05437	180
JS2	3.8944	1.04372	180
JS3	4.2111	.81870	180
JS4	4.1611	.78508	180
JS5	4.2167	.85401	180
JS6	4.1000	.71769	180
JS7	3.9111	.97619	180
JS8	3.8944	1.05437	180
JS9	3.8944	1.04372	180
JS10	3.9444	.90141	180
JS11	3.8944	.99998	180
JS12	3.8722	1.01404	180
JS13	4.1611	.78508	180
JS14	4.2167	.85401	180
JS15	4.1000	.71769	180
JS16	3.8944	1.04372	180
JS17	4.1000	.71769	180
JS18	3.8944	1.05437	180
JS19	3.8944	1.04372	180
JS20	3.9444	.90141	180
JS21	4.1611	.78508	180
JS22	3.8944	1.04372	180

JS23	3.8944	.99998	180
JS24	4.1611	.78508	180
JS25	4.1000	.71769	180

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
JS1	96.4111	197.260	.653	.938
JS2	96.4111	196.612	.683	.938
JS3	96.0944	206.611	.443	.941
JS4	96.1444	204.258	.571	.939
JS5	96.0889	206.126	.442	.941
JS6	96.2056	207.192	.484	.940
JS7	96.3944	196.966	.722	.937
JS8	96.4111	197.260	.653	.938
JS9	96.4111	196.612	.683	.938
JS10	96.3611	200.254	.652	.938
JS11	96.4111	197.037	.700	.937
JS12	96.4333	197.074	.688	.938
JS13	96.1444	204.258	.571	.939
JS14	96.0889	206.126	.442	.941
JS15	96.2056	207.192	.484	.940
JS16	96.4111	196.612	.683	.938

JS17	96.2056	207.192	.484	.940
JS18	96.4111	197.260	.653	.938
JS19	96.4111	196.612	.683	.938
JS20	96.3611	200.254	.652	.938
JS21	96.1444	204.258	.571	.939
JS22	96.4111	196.612	.683	.938
JS23	96.4111	197.037	.700	.937
JS24	96.1444	204.258	.571	.939
JS25	96.2056	207.192	.484	.940

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
100.3056	217.699	14.75464	25

Descriptives

Notes

Output Created	02-JUN-2014 04:48:26	
Comments		
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Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax	DESCRIPTIVES VARIABLES=OS_1 IT_1 JS_1 /STATISTICS=MEAN STDDEV MIN MAX.	
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	Elapsed Time	00:00:00.02

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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OS_1	180	1.00	5.00	3.8493	.73741
IT_1	180	2.11	4.89	4.0052	.55003
JS_1	180	1.48	5.00	4.0122	.59019
Valid N (listwise)	180				

Correlations

Correlations

		OS_1	IT_1	JS_1
OS_1	Pearson Correlation	1	.770**	.899**
	Sig. (2-tailed)		.000	.000
	Sum of Squares and Cross-products	97.334	55.875	70.064
	Covariance	.544	.312	.391
	N	180	180	180
IT_1	Pearson Correlation	.770**	1	.816**
	Sig. (2-tailed)	.000		.000
	Sum of Squares and Cross-products	55.875	54.152	47.426
	Covariance	.312	.303	.265
	N	180	180	180
JS_1	Pearson Correlation	.899**	.816**	1

Sig. (2-tailed)	.000	.000	
Sum of Squares and Cross-products	70.064	47.426	62.349
Covariance	.391	.265	.348
N	180	180	180

** Correlation is significant at the 0.01 level (2-tailed).

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	IT_1, OS_1 ^b	.	Enter

a. Dependent Variable: JS_1

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.920 ^a	.847	.845	.23244	.847	488.499	2

Model Summary^b

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	177 ^a	.000	1.794

a. Predictors: (Constant), IT_1, OS_1

b. Dependent Variable: JS_1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.786	2	26.393	488.499	.000 ^b
	Residual	9.563	177	.054		
	Total	62.349	179			

a. Dependent Variable: JS_1

b. Predictors: (Constant), IT_1, OS_1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	.655	.128		5.115	.000	
	OS_1	.532	.037	.665	14.430	.000	.899
	IT_1	.326	.049	.304	6.598	.000	.816

Coefficients^a

Model		Correlations	
		Partial	Part
1	(Constant)		
	OS_1	.735	.425
	IT_1	.444	.194

a. Dependent Variable: JS_1

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9312	4.8468	4.0122	.54304	180
Residual	-.54204	.54146	.00000	.23114	180
Std. Predicted Value	-3.832	1.537	.000	1.000	180
Std. Residual	-2.332	2.329	.000	.994	180

a. Dependent Variable: JS_1