

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

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**UNIVERSITI UTARA MALAYSIA**

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**By**

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**A thesis submitted to the College of Business In fulfillment of requirement for  
degree  
of  
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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).

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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 <sup>a</sup>	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 <sup>a</sup>	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 <sup>a</sup>	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		
	Data	E: ew work\buzz\Ziad new.sav
	Active Dataset	DataSet1
Input	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	180
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.	
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.02

[DataSet1] E:\new work\buzz\Ziad new.sav

### 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<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	IT_1, OS_1 <sup>b</sup>	.	Enter

a. Dependent Variable: JS\_1

b. All requested variables entered.

### Model Summary<sup>b</sup>

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

**Model Summary<sup>b</sup>**

Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	177 <sup>a</sup>	.000	1.794

a. Predictors: (Constant), IT\_1, OS\_1

b. Dependent Variable: JS\_1

**ANOVA<sup>a</sup>**

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

a. Dependent Variable: JS\_1

b. Predictors: (Constant), IT\_1, OS\_1

**Coefficients<sup>a</sup>**

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<sup>a</sup>**

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

a. Dependent Variable: JS\_1

**Residuals Statistics<sup>a</sup>**

	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