

**The Relationship between Organizational Structure and Job Involvement in Labour
and Technology-Intensive Industrial Enterprises: A Comparative Analysis Based
On a Field Study**

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Abstract

The main aim of this study is to analyze the relationship between organizational structure and job involvement in labour and technology-intensive enterprises. Additionally, this study also aims to identify the organizational structure type of enterprises and the job involvement level of employees by considering this economic distinction. Furthermore, determining the differences in organizational structure and in job involvement between labour and technology-intensive enterprises is the last aim of this study. Based on these aims, a survey, which includes scales that have been commonly used in the literature, was applied to the 487 participants in eight enterprises operating in Ataturk Organized Industrial Zone (AOIZ), Izmir/Turkey. The results demonstrate that labour-intensive enterprises tend to have a mechanistic structure; technology-intensive enterprises tend to have an organic structure; there is a significant difference in the organizational structure between labour and technology-intensive enterprises; employees in a mechanistic structure tend to have low job involvement; employees in an organic structure tend to have high job involvement; there is a significant difference in job involvement between labour and technology-intensive enterprises; mechanistic structure is positively related to low job involvement; organic structure is positively related to high job involvement.

Keywords: *Organizational Structure, Job Involvement, Labour-Intensive Enterprises, Technology-Intensive Enterprises, Mechanistic Organization, Organic Organization*

1. Introduction

Conscious labour, which is one of the important inheritances of humanity, reveals and strengthens itself by the working act. On the other side, the working act is interrelated with another phenomenon named as the job. In this context, the working refers to a collection of activities that require physical or mental exertion (Weiss & Kahn, 1960: 143) to perform specific tasks; and the job refers to a collection of tasks that assigned to a worker who holds it (Rosen, 1978: 235) to satisfy specific needs of humanity. Thus, the job is a function of fulfilling economic, social, cultural and psychological needs of humanity. That is the reason why the job is an indispensable part of human life.

In addition to the association between human and job, the organization is yet another component of this collaboration. From this point of view, the organizations can view as situations containing patterned behaviours, as environments that are characterized by the coordinated activities of interdependent individuals (Schneider, 1987: 438). An organization, therefore, is a social mechanism, which regulates the

relationship between human and job. In other words, individuals generate a structure named as the organization, which regulates the relationships among tasks, authority, responsibility, and coordinates jobs for fulfilling various personal and social needs that one cannot realize alone.

Concordantly, the individual may identify oneself with the job, homologues oneself with the job, unite oneself with the job, and enrich the job by oneself through being within the individual–job–organization interaction; so, job involvement of an individual may improve. As a result of improvements in individuals' job involvement, some positive outcomes may emerge in the indicators such as productivity (Singh, Kumari, 1988; Emery & Barker, 2007), job performance (Keller, 1997; Diefendorff et al. 2002; Rottenberry & Moberg, 2007; Chughtai, 2008), job satisfaction (Weissenberg & Gruenfeld, 1968; Latham & Leddy, 1987; Singh & Pestonjee, 1990; Knoop, 1995; Segovia, Araujo, & Peiro 2007; Kuruuzum et al., 2009) absenteeism (Blau, 1986; Blau & Boal, 1987; Wegge et al., 2007), labour turnover (Blau & Boal, 1987; Blau & Boal, 1989; Huselid & Day, 1991; Wickramasinghe & Wickramasinghe, 2010; Lambert, Nancy, & Kelly, 2011), participate in decision making (Siegel & Ruh, 1972; Ruh, White, & Wood, 1975; Hollon & Gemmill, 1976), intention to leave (Igarria & Siegel, 2002; Cohen & Freund, 2005; Paille, 2006; Hsieh, Pearson, & Kline, 2009), organizational commitment (Brown, Cron, & Leigh, 1993; Brown, 1996; Lee, Carswell, & Allen, 2000; Karim, 2010; Ting, 2011), etc.

However, it is impossible to assert that the job involvements of individuals within different organizations are always high level. In contrast, it is possible to see organizations whose employees tend to have low level job involvement and concentrated job alienation. As a consequence of that, limited numbers of researchers have gravitated towards organizational factors influencing the job involvement (Newman, 1975; Delbecq & Pierce, 1977; Joyce, 1986; Bhargava & Kelkar, 2001; Freund & Drach, 2007).

Although a number of empirical studies have examined the relationship between job involvement and organizational structure, none have attempted to analyse this relationship in the context of organizations, which possesses different economic characteristics such as production, commercial, financial, labour or technology-intensive, etc. Due to the lack of literature, organizations encounter problems in designing effective structures and in developing productive human resources in order to attain a sustainable competitive advantage.

Concordantly, the main problem of the study is to determine whether a relationship exists between organizational structure and job involvement in labour and technology-intensive industrial enterprises. Additionally, sub-problems of the study are how the organizational structure type of enterprises and job involvement degree of employees take shape according to such economic distinction, and whether a difference exists in both organizational structure and job involvement between labour-intensive and technology-intensive industrial enterprises.

In this context, this study is unique in two respects. Firstly, it adds the labour and technology-intensive distinction as a contextual factor in organizational structure and job involvement relation. Secondly, based on this economic distinction, it compares both organizational structure types of enterprises and job involvement levels of employees. Thus, this study will contribute to both the management and the organizational behaviour theory by filling a gap in the literature and it will help to organization practitioners by setting light to best practices.

1.1. Conceptual Framework of Job Involvement

A job is defined in a strict sense as a relationship between a worker and a firm or simply a match (Bauer & Bender, 2004: 268); and in a broad sense, the set of tasks or duties designed to be performed by one

person (Elias, 1997: 6) within an organization for the purpose of fulfilling economic, social, cultural and psychological needs.

On the other hand, the origin of the job involvement is fundamentally based on the ego-involvement concept of motivation theory, which is generally conducted by psychologists and sociologists (Lodahl & Kejner, 1965: 24). Allport (1943), firstly, claimed the concept as a job attitude type (Reeve & Smith, 2001: 91) and defined ego-involvement as the situation in which the person engages the status-seeking motive in his work (Rabinowitz & Hall, 1977: 265). Furthermore, Vroom (1962) proposed that a person's attempts to satisfy his or her needs for self-esteem through work on the job lead to job involvement. In his study, "the degree of job involvement for a particular person was measured by his choice of 'ego' rather than extrinsic factors in describing the sources of satisfaction and dissatisfaction on the job (Kanungo, 1979: 126). In other words, for Vroom, involvement exists when a person's feelings of esteem are increased by good performance and decreased by bad performance (Lawler & Hall, 1970: 306).

Later than psychologists and sociologists' works, management researchers discussed the job involvement from an organizational perspective and considered the concept as a key to activating employee motivation and a fundamental basis for establishing competitive advantage in business markets (Brown, 1996; 235). Afterwards, the term of job involvement introduced to literature by Lodahl and Kejner as "the degree to which a person's work performance affects his self-esteem" (Lodahl & Kejner, 1965: 25).

Following, a great number of experimental and field studies have been conducted by scholars of management and organizational behaviour. The bulk of the experimental work has been concerned with its effects on perception, retention, motor responses, problem solving, level of aspiration, and the like. The concern of field studies has been with the relationship of job involvement to quality and quantity of performance, absenteeism, grievances, and so on (Saleh & Hosek, 1976: 213).

Such differences between purposes of various studies were reflected in the definitions of the job involvement (see Table – 1).

Table – 1: Some definitions of the job involvement

Author(s)	Definition
Allport (1943)	The degree to which an employee is participating in his job and meeting such needs as prestige, self-respect, autonomy, and self-regard (as cited in Saleh & Hosek, 1976: 214).
Lodahl & Kejner (1965: 24)	The degree to which a person is identified psychologically with his work, or importance of work in his total self-image.
Lawler & Hall (1970-360)	The degree of psychological identification with one's work.
Blau & Boal (1987: 290)	The extent to which the individual identifies psychologically with his/her job.
Kanungo (1979: 131)	A generalized cognitive state of psychological identification with work, in so far as work is perceived to be instrumental in satisfying one's salient needs and expectations.
Paullay, Alliger, & Stone-Romero (1994: 225)	The degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job.

When examining the measurement of the job involvement, Lodahl and Kejner (1965) incorporated two conceptual dimensions into their definition and scale of the construct. The first of these –stemming from the works of Allport and Vroom– related to the extent to which job performance affected a person's self-esteem. The second dimension of job involvement –grew primarily out of earlier works by Dubin (1958,

1961) – concerned the extent to which a person identifies psychologically with his or her work or the importance of work in the total self-image (Brown, 1996: 236).

On the other hand, Kanungo (1982), differently from Lodahl and Kejner's approach, made a distinction between job involvement and work involvement. According to Kanungo, the job and work involvement are both interrelated and different concepts; thus, involvement in a specific job is not the same as involvement with work in general. The former is a belief descriptive of the present job and tends to be a function of how much the job satisfies one's present needs. But involvement with work in general or the centrality of work in one's life is a normative belief about the value of work in one's life, and it is more a function of one's past cultural conditioning or socialization (Kanungo, 1982: 342).

Additionally, Paullay, Alliger, & Stone-Romero (1994) extended the Kanungo's distinction between job and work involvement by dividing the job involvement into two constructs named as job involvement-role and job involvement-setting. The former represents the extent to which one is engaged in specific tasks that make up one's job; the latter represents the degree to which one finds carrying out the tasks of one's job in the present job environment to be engaging (Paullay, Alliger, & Stone-Romero, 1994: 224-225).

1.2. Conceptual Framework of Organizational Structure

Humans are obligated to collaborate on realizing purposes, which go beyond their individual power. Thus, realizing a purpose, which requires a communal effort, necessitates integration and cooperation of power and acts of more than one individual. Organization occurs as a consequence of these obligations, and therefore, refers to a mechanism that provides to individuals for realizing purposes, which cannot be realized by alone. In other words, organizations are open systems, which configure and coordinate relations between job and human for the purpose of fulfilling the personal and social needs.

Nevertheless, it is hard to mention a generally accepted definition of the organization. There is more or less a consensus on the definition of Barnard (1938/1968), which defined organization as a system of consciously coordinated activities or forces of two or more persons (Barnard, 1938/1968: 73). In a broad sense, it is possible to state that every organization can be construed as having: (1) a function in society; (2) a pattern of input; (3) a pattern of output; (4) a set of procedures for converting inputs into outputs; and (5) a pattern according to which it is put together (Hunt, 1970: 235).

Basically, the concept of organization has three different meanings in structural, functional and institutional senses. The structural sense of organization means the organizational structure, which expresses anatomy of an organization or set of pre-planned relationships within an organization. The functional sense of organization means the organizing process of or a set of activities for establishing this structure. The institutional sense of organization means the institute that provides goods and services in order to make a profit.

Due to the aims of the study, the scope of the research was restricted to the structural sense of organization, which is the oldest and most thoroughly studied area in management (Drucker, 1974/1999: 439), and, which fundamentally refers to a pattern donates the discernible "phenomenology" or "anatomy" of an organization –its characteristics or properties qua organization (Hunt, 1970: 237).

When reviewing the literature regarding the organizational structure, it is possible to see different definitions of the concept. According to Covin and Slevin (1991), organizational structure is sometimes defined as the arrangement of workflow, communication, and authority relationships within an

organization. Structure can be operationally defined in several ways. For example, the formalization and centralization of a firm are indicative of its structure, as is the extent to which the firm is organic or mechanistic. Structure can also be defined in terms of the organization of departments or work units, like functional structure, product structure, and matrix structure (Covin & Slevin, 1991: 17). On the other hand, Daft defined organizational structure within a comprehensive approach, as (1) the set of formal tasks assigned to individuals and departments; (2) formal reporting relationships, including lines of authority, decision responsibility, number of hierarchical levels, and span of managers' control; (3) the design of systems to ensure effective coordination of employees across departments (Daft, 2000: 307).

Similarly, dimensions of the organizational structure were also considered in different ways by various researchers. Regardless of these differences, division of labour and specialization, formalization, span of control, hierarchy, centralization, complexity, departmentalization, chain of command, communication channels and style are most commonly emphasized dimensions of organizational structure in the literature. In order to explain these dimensions, Table - 2 was generated.

Table – 2: Some dimensions of the organizational structure

Dimension	Explanation
Division of labour and specialization	Division of labour and specialization are both interrelated but different concepts. The former refers to dividing organizational activities into separate jobs, and following, assigning workers to each separated job; and the latter refers to the output of this process. However, some organizational activities may require or necessitate less division of labour in order to be performed, and therefore, the generalization of jobs may occur rather than the specialization in a job. Hence, the organizational structure may become more specialized or generalized forms.
Formalization	Formalization refers to the extent to which organizational activities and employee behaviours are predetermined through specific and written principles, rules, procedures, policies and so on. Hence, the organizational structure may become highly or lowly formalized forms.
Span of control	Span of control refers to the number of employee or organizational unit that effectively directed and supervised by a single director or manager. Span of control in an organization may differ from narrow to wide in accordance with the number of employee or unit commanded by a single administrator.
Hierarchy	Hierarchy, which takes shape in accordance with designment of span of control, refers to the number of layers of authority. Organizational structure may differ from flat to tall in accordance with the number of hierarchical levels.
Centralization	Centralization refers to the extent to which decision-making power concentrated at top levels of or delegated to the whole levels of the organizational hierarchy. Hence, the organizational structure may become centralized or decentralized forms in accordance with the distribution of the decision-making authority within an organization.
Complexity	Complexity is related to the degree of vertical, horizontal and spatial differentiation of an organization. A high level vertical, horizontal and spatial differentiation refers to complex organizational structure; and a low level vertical, horizontal and spatial differentiation refers to simpler (molecular) organizational structure.
Departmentalization	Jobs are generated by grouping tasks; work units are generated by grouping jobs, and departments are generated by grouping work units. From this point of view, departmentalization refers to the process of grouping work units into departments. Organizational structure may differ from the pluralist to unitarist characteristics in accordance with the departmentalization styles, which called as functional, divisional, matrix, team-based, network and so on.
Chain of command	Chain of command refers to the reporting relationships between junior and senior, which arranged through the hierarchical authority and responsibility system. Traditional organizational systems require unidirectional reporting relationships between juniors and single senior. On the other hand, modern organizational systems allow bidirectional reporting relationships between junior and more than one senior. Organizational structure may differ from traditional to the modern pattern in accordance with the arrangement style of the chain of command.
Communication channels and style	This dimension is related to types, patterns or channels of communication relationships between employees and departments. Organizational structure may become tightly or flexi structured communication forms depending upon communication types such as vertical, horizontal or cross, or communication patterns such as the wheel, y, chain, circle or star, or communication channels such as verbal, written, visual or aural.

Differences in the arrangement of these dimensions cause to mechanistic or organic structural variations of an organization, which were previously introduced by Burns and Stalker (1961/1994). The distinction between mechanistic and organic organizational structures is shown in Table – 3, which is generated by Covin and Slevin (1990: 44).

Table – 3: Mechanistic and organic forms of organizational structure

	Mechanistic Organizational Structure	Organic Organizational Structure
Communication	Restricted	Open
Managerial Style	Uniform	Allowed to vary freely
Decision Making	Superiors make decisions with minimum consultation and involvement of subordinates	Participation and group consensus used frequently
Adaptation	Reluctant	Free
Emphasis	Formally Laid Down Procedures	Getting things done
Control	Tight	Informal
On-Job Behaviour	Constrained	Flexible

2. Methodology

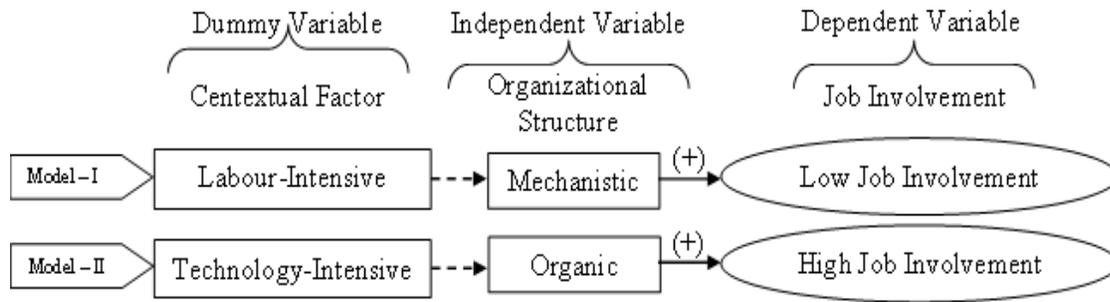
2.1. Developing the Research Design, Model and Hypothesis

The present study was designed for the purpose of hypothesis testing on the basis of collecting data from units of analysis, which includes both individuals and organizations, in a natural setting and in a cross-sectional time period. In this context, organizational structure was evaluated in terms of mechanistic and organic in accordance with Burns and Stalker’s (1961/1994) classification, and determined as an independent variable. On the other side, job involvement was evaluated in accordance with the Kanungo’s approach, and determined as the dependent variable.

In addition to this, the labour or technology-intensive characteristics were considered as a contextual factor and grouped in two as a dummy variable in the present study. It was assumed (and tested) that the labour-intensive enterprises tend to have mechanistic and technology-intensive enterprises tend to have an organic organizational structure. These assumptions were deduced from the former cult researches (Woodward, 1965/2003; Thompson, 1967/2007; Perrow, 1967). When considering these assumptions, labour-intensive enterprises have been likened to Woodward’s mass production, Thompson’s long-linked technology, and Perrow’s routine technology; and technology-intensive enterprises have been likened to Woodward’s process production, Thompson’s intensive technology, and Perrow’s engineering technology.

Consequently, schematic and mathematical models of the research design are shown in Figure – 1.

Figure – 1: Schematic model of the research



Following, eight hypotheses were developed based on the models of the study.

H₁: Labour-intensive enterprises tend to have a mechanistic organizational structure.

H₂: Technology-intensive enterprises tend to have an organic organizational structure.

H₃: There will be a difference in organizational structure between labour-intensive and technology-intensive industrial enterprises.

H₄: Employees in mechanistic organizational structure tend to have low job involvement.

H₅: Employees in organic organizational structure tend to have high job involvement.

H₆: There will be a difference in job involvement of employees between of labour-intensive and technology-intensive industrial enterprises.

H₇: Mechanistic organizational structure will be positively related to low job involvement.

H₈: Organic organizational structure will be positively related to high job involvement.

2.2. Sample

In order to determine the sample, a comprehensive investigation was performed in Ataturk Organized Industrial Zone (AOIZ), located in Izmir, Turkey, which is evaluated as one of the biggest organized industrial zones of the country. Investigation results demonstrate that there are approximately 30.000 employees employed in production enterprises. Enterprises in AOIZ have been varied in terms of financial sizes. Thus, in order to enhance generalization of results, enterprises were classified in two groups (“Top 500” and “SME”) based on the official statistics that published by government.

Finally, the sample consisted of 487 employees in eight different industrial enterprises operating in Ataturk Organized Industrial Zone (AOIZ), Izmir/Turkey (see Table – 4).

Table – 4: Sample of the research

		Labour-Intensive	Technology-Intensive
	# of enterprises	4 (50%)	4 (50%)
	# of respondents	255 (52.3%)	232 (47.7%)
	Sector of enterprises	Textiles (3)	Package (1)
		Food (1)	Steel (1)
			Plastic (2)
Financial size of enterprises	Top 500 firms list	2 (50%)	2 (50%)
	SME status	2 (50%)	2 (50%)

The data for the research were obtained by survey method. Five hundred questionnaires were distributed to employees within selected enterprises and gathered. After eliminating the questionnaires that were annulled or not returned, with a final sample of 487 respondents were left (97.4% response rate).

2.3. Data Collection Procedure

Organizational Structure: Organizational structure scale (five-point Likert-type) with 7 items was used (1: I certainly disagree, 2: I do not agree, 3: I neither agree nor disagree, 4: I agree, 5: I certainly agree) to measure this variable. This scale, which commonly used in literature, was developed by Khandwalla (1977) in seven-point Likert-type for the purpose of determining the extent to which organizations are structured in organic versus mechanistic manners. Each organization’s mean rating on these seven items was used as that organization’s organicity index. The higher in the index represents the more organic organizational structure (Covin & Slevin, 1989:79).

Job Involvement: Job involvement scale (five-point Likert-type) with 10 items was used (1: I certainly disagree, 2: I do not agree, 3: I neither agree nor disagree, 4: I agree, 5: I certainly agree) to measure this variable. This scale, which also commonly used in literature, was developed by Kanungo (1982) on the purpose of determining the degree of job involvement of employees. Additionally, this scale differs from alternatives by allowing distinguishing between job involvement and job involvement.

According to reliability analysis results, the reliability of the organizational structure scale, which is Cronbach’s α (alpha) Value, is 0.832; and the reliability of job involvement scale, which Cronbach’s α (alpha) Value, is 0.884 as also shown in Table – 5.

Table – 5: Reliability of scales

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Organizational Structure	0.832	0.832	7
Job Involvement	0.884	0.885	10

Usually, a value of 0.70 in the Cronbach’s alpha is considered adequate in order to ensure reliability of the internal consistency of a questionnaire.

Additionally, in order to classify enterprises with respect to labour and technology-intensive characteristics, an assessment process with three phases was carried out. In the first phase, enterprises grouped on the sectoral basis considering theoretical suggests of the economics. In the second phase, the balance sheets of enterprises were analysed and following, long-term debts/total liabilities ratio, which interprets an organization as labour-intensive if high, and as technology-intensive if low, were calculated and confirmed. In the third phase, executives of the enterprises identified their firms as labour or technology-intensive. All of participating enterprises showed the same results in all three phases.

2.4. Participants

Some descriptive statistics of respondents were presented in cross Table – 6.

Table – 6: Descriptive statistics of respondents

		Labour-Intensive		Technology-Intensive		Total	
		Number	Percentage in Total	Number	Percentage in Total	Number	Percentage in Total
Gender	Male	172	67.5%	193	83.2%	365	74.9%
	Female	83	32.5%	39	16.8%	122	25.1%
TOTAL		255	100%	232	100%	487	100%
Age	18-23	17	6.7%	26	11.2%	43	8.8%
	24-29	68	26.7%	70	30.2%	138	28.3%
	30-35	76	29.8%	64	27.6%	140	28.7%
	36-41	58	22.7%	46	19.8%	104	21.4%
	42 and above	36	14.1%	26	11.2%	62	12.7%
TOTAL		255	100%	232	100%	487	100%
Educational Status	Primary school	41	16.1%	44	19.0%	85	17.5%
	Secondary school	51	20.0%	51	22.0%	102	20.9%
	High school	101	39.6%	96	41.4%	197	40.5%
	Associate's degree	40	15.7%	22	9.5%	62	12.7%
	Bachelor's degree	20	7.8%	18	7.8%	38	7.8%
	Postgraduate	2	0.8%	1	0.4%	3	0.6%
TOTAL		255	100%	232	100%	487	100%
Term of employment	Below 1 year	31	12.2%	36	15.5%	67	13.8%
	1-5 year	104	40.8%	96	41.4%	200	41.1%
	6-10 year	59	23.1%	57	24.6%	116	23.8%
	11-15 year	40	15.7%	31	13.4%	71	14.6%
	16 year and above	21	8.2%	12	5.2%	33	6.8%
TOTAL		255	100%	232	100%	487	100%
Wage	500-750 TL	84	32.9%	95	40.9%	179	36.8%
	751-1000 TL	99	38.8%	83	35.8%	182	37.4%
	1001-1250 TL	27	10.6%	26	11.2%	53	10.9%
	1251-1500 TL	19	7.5%	13	5.6%	32	6.6%
	1501-1750 TL	5	2.0%	5	2.2%	10	2.1%
	1751 TL and above	21	8.2%	10	4.3%	31	6.4%
TOTAL		255	100%	232	100%	487	100%
Position	Blue-collar	221	86.7%	203	87.5%	424	87.1%
	White-collar	34	13.3%	29	12.5%	63	12.9%
TOTAL		255	100%	232	100%	487	100%

According to Table – 6, 74.9% of the respondents are male, and 25.1% are female; 8.8% are aged between 18-23, 28.3% are between 24-29, 28.7% are between 30-35, 21.4% are between 36-41, 12.7% are between 42 and above; 17.5% had the primary school degree, 20.9% had the secondary school degree, 40.5% had the high school degree, 12.7% had the associate's degree, 7.8% had Bachelor’s degree, 0.6% had postgraduate degree;13.8% had term of employment below 1 year, 41.1% had between 1-5 years, 23.8% had between 6-10 years, 14.6% had between 11-15 years, 6.8% had between 16 years and above; 36.8% earn between 500-750 TL, 37.4% earn between 751-1000 TL, 10.9% earn between 1001-1250 TL, 6.6% earn between 1251-1500 TL, 2.1% earn between 1501-1750, 6.4% earn between 1751 and above monthly wage; 87.1% work as blue-collar, 12.9% work as white-collar position.

3. Findings

As stated before, the organizational structure scale allows researchers to identify an organization’s structure as mechanistic or organic form through the mean of given points. Accordingly, a value close to “1” represents a mechanistic organizational structure, and a value close to “5” represents an organic structure. In this context, in order to test H₁ and H₂, firstly, mean of organizational structure of labour-intensive enterprises ($n=255$; $\bar{X}=2.5910$; $SD=0.78227$) and technology-intensive enterprises ($n=232$; $\bar{X}=3.5394$; $SD=0.78327$), and following, joint median of organizational structure scale ($Md=3.00$; $n=487$) was calculated. Subsequently, by using the median cutting rule, labour and technology-intensive enterprises divided into two groups named as mechanistic and organic in accordance with the mean of organizational structure of enterprises separately (see Table – 7).

Table – 7: Descriptive Statistics for Organizational Structure

	Number (Valid)	Mean	Median (n=487)	Std. Deviation	Organizational Structure Type
Labour-Intensive Enterprises	255	2.5910	< 3.00	0.78227	Mechanistic
Technology-Intensive Enterprises	232	3.5394	>3.00	0.78327	Organic

Although these results already support H₁ ($\bar{X}_{(2.5910)} < Md_{(3.00)}$) and H₂ ($\bar{X}_{(3.5394)} > Md_{(3.00)}$), it is necessary to determine whether a significant difference exists between the mean of the organizational structure and joint median of scale, in order to reach a definitive judgment. Thus, joint median of organizational structure scale was compared with mean of organizational structure for both labour-intensive enterprises and technology-intensive enterprises separately by using One Sample t-Test. Results are shown in Table – 8 with other defining statistics.

Table – 8: One Sample t-Test Results for Organizational Structure

	Labour-Intensive Enterprises (n=255)		One Sample t-Test (df=254)	
	Mean	Std. Dev.	t	p
Organizational Structure	2.5910	0.78227	-8.348	0.000
	Technology-Intensive Enterprises (n=232)		One Sample t-Test (df=231)	
	Mean	Std. Dev.	t	p
Organizational Structure	3.5394	0.78327	10.489	0.000

Results demonstrate that a considerable difference was found ($p < 0.01$) between mean and joint median of organizational structure for both labour-intensive enterprises and technology-intensive enterprises separately. On the basis of One Sample t-Test results, H_1 , which stated as labour-intensive enterprises tend to have a mechanistic organizational structure ($t_{(254)} = -8.348$; $p < 0.01$), and H_2 , which stated as technology-intensive enterprises tend to have an organic organizational structure ($t_{(231)} = 10.489$; $p < 0.01$) were supported.

In order to determine a difference in organizational structure between labour-intensive enterprises and technology-intensive enterprises (H_3), Independent Samples t-Test was applied. The comparison results of features of labour-intensive enterprises and technology-intensive enterprises that being made by Independent Samples t-Test are given (Table – 9).

Table – 9: Independent Samples t-Test Results for Organizational Structure

	Labour-Intensive Enterprises (n=255)		Technology-Intensive Enterprises (n=232)		Independent Samples t-Test (df=485)	
	Mean	Std. Dev.	Mean	Std. Dev.	t	p
Organizational Structure	2.5910	0.78227	3.5394	0.78327	-13.354	0.000

As seen from the results in Table – 9, statistically, a considerable difference was found ($t_{(485)} = -13.354$; $p < 0.01$) in organizational structure between labour-intensive enterprises ($n = 255$; $\bar{X} = 2.5910$; $SD = 0.78227$) and technology-intensive enterprises ($n = 232$; $\bar{X} = 3.5394$; $SD = 0.78327$). Thus, H_3 was supported.

In order to test H_4 and H_5 , a similar way followed as adopted for H_1 and H_2 . The Job involvement scale also allows researchers to identify an employee’s job involvement degree as low or high form through the mean of given points. Accordingly, a value close to “1” represents low level and a value close to “5” represents high level job involvement. In this context, firstly, mean of job involvement of employees in labour ($n = 255$; $\bar{X} = 2.6788$; $SD = 0.80512$) and technology-intensive enterprises ($n = 232$; $\bar{X} = 3.4315$; $SD = 0.82168$), and following, joint median of job involvement scale ($Md = 3.00$; $n = 487$) was calculated. Subsequently, by using the median cutting rule, employees of labour-intensive (mechanistic) and technology-intensive (organic) enterprises divided into two groups named as low level and high level job involvement in accordance with the mean of job involvement of employees within labour and technology-intensive enterprises separately (see Table – 10).

Table – 10: Descriptive Statistics for Job Involvement

	Number (Valid)	Mean	Median (n=487)	Std. Deviation	Job Involvement Level
Labour-Intensive Enterprises	255	2.6788	< 3.00	0.80512	Low
Technology-Intensive Enterprises	232	3.4315	> 3.00	0.82168	High

Although these results already support H_4 ($\bar{X}_{(2.6788)} < Md_{(3.00)}$) and H_5 ($\bar{X}_{(3.4315)} > Md_{(3.00)}$), it is necessary to determine whether a significant difference exists between the mean of the job involvement and joint median of scale, in order to reach a definitive judgement. Thus, joint median of job involvement scale was compared with mean of job involvement for both labour-intensive enterprises (mechanistic) and

technology-intensive (organic) enterprises separately by using One Sample t-Test. Results are shown in Table – 11 with other defining statistics.

Table – 11: One Sample t-Test Results for Job Involvement

	Labour-Intensive Enterprises (n=255)		One Sample t-Test (df=254)	
	Mean	Std. Dev.	t	p
Job Involvement	2.6788	0.80512	-6.370	0.000
	Technology-Intensive Enterprises (n=232)		One Sample t-Test (df=231)	
	Mean	Std. Dev.	t	p
Job Involvement	3.4315	0.82168	7.998	0.000

Results demonstrate that a considerable difference was found ($p < 0.01$) between mean and joint median of job involvement for employees of both labour-intensive enterprises (mechanistic) and technology-intensive enterprises (organic) separately. On the basis of One Sample t-Test results, H_4 , which stated as employees in a mechanistic organizational structure tend to have low job involvement ($t_{(254)} = -6.370$; $p < 0.01$), and H_5 , which stated as employees in an organic organizational structure tend to have high job involvement ($t_{(231)} = 7.998$; $p < 0.01$) were supported.

In order to determine a difference in job involvement between employees of labour-intensive enterprises and technology-intensive enterprises, Independent Sample t-Test was applied. The comparison results of features of labour-intensive enterprises and technology-intensive enterprises that being made by the Independent Groups t-Test are given (Table – 12).

Table – 12: Independent Samples t-Test Results for Job Involvement

	Labour-Intensive Enterprises (n=255)		Technology-Intensive Enterprises (n=232)		Independent Samples t-test (df=485)	
	Mean	Std. Dev.	Mean	Std. Dev.	t	p
Job Involvement	2.6788	0.80512	3.4315	0.82168	-10.203	0.000

As seen from the results in Table – 12, statistically, a considerable difference was found ($t_{(485)} = -10.203$; $p < 0.01$) in job involvement between labour-intensive enterprises ($n = 255$; $\bar{X} = 2.6788$; $SD = 0.80512$) and technology-intensive enterprises ($n = 232$; $\bar{X} = 3.4315$; $SD = 0.82168$). Thus, H_6 was supported.

Additionally, correlation analyses were performed for labour-intensive enterprises and technology-intensive enterprises separately to determine the relationship between organizational structure and job involvement variables and to determine the direction of this relationship. In Table – 13 the coefficient of correlations between variables and defining statistics are given.

Table – 13: Pearson Correlation Analyses Results

		Mean	Standard Deviation	1	2
Labour-Intensive Enterprises	1. Mechanistic Organizational Structure	2.5910	0.78227		0.633**
	2. Low Job Involvement	2.6788	0.80512	0.633**	
		Mean	Standard Deviation	1	2
Technology-Intensive Enterprises	1. Organic Organizational Structure	3.5394	0.78327		0.750**
	2. High Job Involvement	3.4315	0.82168	0.750**	

According to correlation analyses results, it was found out that there is a significant and positive relationship between mechanistic organizational structure ($n=255$; $\bar{X}=2.5910$; $SD=0.78227$) and low job involvement ($n=255$; $\bar{X}=2.6788$; $SD=0.80512$) in labour-intensive enterprises ($r_{(253)}=0.633$, $p<0.01$), and there is a significant and positive relationship between organic organizational structure ($n=232$; $\bar{X}=3.5394$; $SD=0.78327$) and high job involvement ($n=232$; $\bar{X}=3.4315$; $SD=0.82168$) in technology-intensive enterprises ($r_{(230)}=0.750$, $p<0.01$).

Afterwards, regression analyses were used to test the hypotheses (H_7 and H_8) related to the constructs. Regression analyses results for the models (I and II) developed to find out the effects of mechanistic organizational structure on low job involvement in labour-intensive enterprises' employees and organic organizational structure on high job involvement in technology-intensive enterprises' employees are given in Table – 14 and Table – 15. When F statistic values are taken into consideration, it was determined that the regression coefficients of the estimated models were generally significant ($p<0.01$).

Table – 14: Regression Analysis Results

	Model I			
	Low Job Involvement			
	Coefficient	Std. Error	t-Statistics	Sig.
Mechanistic Organizational Structure	0.633	0.50	13.000	0.000
R Square	0.40			
Adjusted R Square	0.398			
Standard Error of Estimate	0.62463			
Durbin-Watson	1.889			
F	168.994			0.000

Dependent variable: Low Job Involvement; Independent variable: Mechanistic Organizational Structure

The Model I includes the effect of mechanistic organizational structure on low job involvement in labour-intensive enterprises' employees. The results in Table – 14 suggest that the overall model was significant ($R^2=0.40$; $F_{(1,253)}=168.994$; $p<0.01$). That means that 40% of the variance in low job involvement in labour-intensive enterprises' employees was explained by the mechanistic organizational structure. As shown in Table – 14, the regression coefficients that representing the main effects of mechanistic organizational structure ($\beta=0.633$; $p<0.01$) on low job involvement in labour-intensive enterprises' employees is positive and significant, providing support for H₇.

Table – 15: Regression Analysis Results

	Model II			
	High Job Involvement			
	Coefficient	Std. Error	t-Statistics	Sig.
Organic Organizational Structure	0.750	0.046	17.207	0.000
R Square	0.563			
Adjusted R Square	0.561			
Standard Error of Estimate	0.54447			
Durbin-Watson	1.975			
F	296.089			0.000

Dependent variable: High Job Involvement; Independent variable: Organic Organizational Structure

The Model II includes the effect of organic organizational structure on high job involvement in technology-intensive enterprises' employees. The results in Table – 14 suggest that the overall model was significant ($R^2=0.563$; $F_{(1,230)}=296.089$; $p<0.01$). That means that 56.3% of the variance in high job involvement in technology-intensive enterprises' employees was explained by the organic organizational structure. As shown in Table – 14, the regression coefficients representing the main effects of organic organizational structure ($\beta=0.75$; $p<0.01$) on high job involvement in technology-intensive enterprises' employees is positive and significant, providing support for H₈.

4. Discussion and Conclusion

Enterprises, regardless of their goals, attach importance to human resources to reach successful performance outcomes, and to attain a sustainable competitive advantage in the markets. It is necessary for enterprises to take human resources into consideration at every stage of organizational operations to develop core competencies in accordance with the resource-based approach. Additionally, it is also inevitable for enterprises to renew their organizational structure towards more democratic principles in order to adopt strong competitive environment and to integrate with internal processes. Thus, organizational structure and job involvement relation is a key factor for all enterprises to survive.

On this basis, this study, in parallel with its main aim, examined the relationship between organizational structure and job involvement in labour and technology-intensive industrial enterprises. Findings on these issues indicate that there is a positive significant relationship between mechanistic organizational structure and low job involvement, and low job involvement is significantly explained by mechanistic organizational structure of labour-intensive enterprises; and there is a positive significant relationship

between organic organizational structure and high job involvement, and high job involvement is significantly explained by organic organizational structure of technology-intensive enterprises.

Present study, in parallel with its sub-aims, found out the organizational structure types of enterprises and job involvement degrees of employees within these enterprises by taking such economic distinction into consideration. According to findings on these issues, labour-intensive enterprises tend to have mechanistic organizational structure and employees with low job involvement; technology-intensive enterprises tend to have organic organizational structure and employees with high job involvement. Additionally, present study also determined significant differences in both organizational structure and job involvement between labour-intensive and technology-intensive industrial enterprises.

When all findings of the study are taken into consideration, firstly, it is possible to state that the distinction on labour and technology-intensive, which has not been a subject of any research on the relationship between organizational structure and job involvement, is an important contextual factor that allows understanding the differences in organizational structure, job involvement, and the relationship between them. Thus, present study is an attempt to fill the gap in this area, and in this regard it calls scholars of management for more research on the link between such economic distinction and organizational structure, and calls scholars of organizational behaviour for more research on the link between organizational structure and different job attitudes by considering such economic distinction.

On the other hand, present study also shows that the relationship between organizational structure and job involvement has a duality characteristic in such a way that when there is a mechanistic situation for structure, the job involvement of employees occurs as low, and when there is an organic situation for structure, the job involvement of employees occurs as high. Thus, practitioners have to pay more attention when designing their organizational structures with an eye towards job involvement of employees whom they work together.

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