The impact of intangible organizational structure on organizational development centers in Payam e Noor Universities in East Azerbaijan Province

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ABSTRACT: The final goal of this study is investigation the impact of intangible organizational structure on organizational development centers in Payam e Noor Universities in East Azerbaijan Province. The population is East Azerbaijan PNU staff as a community of 180 people is considered. The validity and reliability of the questionnaire was examined them with the community. To analyze the data obtained from the questionnaires collected from descriptive and inferential statistical methods were used. Thus, for classification, summarization and interpretation of statistical data, descriptive statistical methods and assumptions were used to test the analytical level. And the result shows the existence of the impact of intangible organizational structure on organizational development centers in Payam e Noor Universities in East Azerbaijan Province.

Keywords: intangible organizational - organizational structure - Payam e Noor Universities – East Azerbaijan.

INTRODUCTION

An important factor that affects the speed of these changes and ads the complexity of the environment is globalization. The benefits of globalization, organizations are forced to use different parts of the world to achieve a competitive advantage and has to stay in the competition. One of the new approaches to the organization of the competition helped, Process approach and process-based management.

Organizational change process is nothing more but a set of interrelated tasks and together to create value for the organization. So with this introduction it can be found that such intangible organizational structure as an important variable in different areas, especially in East Azerbaijan province PNUs (Payam e Noor Universities).

Therefore, this study intends to question whether or not the two variables relationship at Payam e Noor universities in east Azerbaijan's' branches.

Definition of terms and Methodology
Intangible organizational structure:

The questionnaire is a self-made instruments borrowed from various sources and literature, have been prepared. This questionnaire has been prepared on a five-point Likert. The purpose of this questionnaire is to evaluate the organization's intangibility. This instrument consists of 20 items, from very low to very high scaled. For very low value items to very high.

Organizational change:

The purpose of this questionnaire is a standard tool to measure employees' attitudes towards change in management, using the ideas of consolidated (John Guthrie and Peter Drucker) this is a measure of organizational change in mind Likert five degree This instrument consists of 42 items and is made from totally agree to totally disagree scaled. For items valued the option value of 1 is completely disagree, and the option 4 is I agree completely.

The first question related to the model, the next question is about 5 In the second step, the next three questions related to the third stage, the next question is related to the four 5, 5 next question was related to stage five, the next 5 questions related to the six, seven and 5, the next question is related to the phase 9 The next question is about the eighth stage of development. A total of 42 questions on the subject of organizational change can bring up the general attitude of staff.

Payame Noor University

Is a public university and one of the largest universities in Iran, with its headquarters based in Tehran, 31 provincial centers, 485 local study centers, other campuses all around the country, and one International Study Center located in the headquarters in Tehran. Established in 1988, is a legal body under the Ministry of Science, Research and Technology.

PNU took its first intake at 5 study fields at 28 local study centers. Presently, the university has 3,500 academic members and 1,101,182 national and international students.

Payam-e Noor University (Payame Noor University = Payam Noor University) is one of the largest universities in IRAN, whose name means "The message of Light" in Persian. It was established by decisions based on the meetings (No. 94 & 97) in 1986 by SCCR (Supreme Council of the Cultural Revolution of Iran) and actually accepted the first group of students in Mehr 1367 (September 1987). After the founding of the university, it began its educational activities by accepting the first group of students in five branches and in the remaining 28 centers of the University of Abu Rayhan and Iran Free University. The development of new branches and departments came from the people and local aids and provided by the board founder.

One of the pillars of the scientific development of the country is expanding education, which result social development along with the blossoming of talents, and prepare human creativities. Conventional and current training alone is not sufficient to establish this important point. So new methods of education and training programs, such as training contents, open, remote or virtual education, to achieve development objectives, is necessary.

Research Variables
Description of the variables:
Independent variable:

variable that effects on the dependent variable positively or negatively. In this research, the invisible structure is independent variable.

Dependent variable:

aims to describe or predict the variability of that. The dependent variable of this study is, organizational development.

Eight stages of organizational change

Guthrie and Peter Drucker, a more comprehensive look at various factors are in line with organizational change. The answer to the question of how the organization will make a transition model presented eight (Ray , 2004)
The success of the eight stages of development as follows:
1. Create a sense of urgency and immediacy (AbdulGhani, 2002)
2. Alliance Help (Abraham etal, 2003)
3. Vision and strategy development (Bontis, 2002)
4. Transfer the prospect of change in others. (Kaplan, 2004)
5. Empowerment for sweeping measures. (Klein, 2005)
6. Create short-term wins
7. Wrap victories and change more
8. Instituting new perspective on culture (Purcell, 1999)

Research Hypothesis

We have studies six main hypothesis come as follow;

Research questions

Research Question One: how much is the intangibility in PNU East Azerbaijan province?
Second research question: how much is the organizational Transformation in East Azerbaijan?

Hypothesis

Hypothesis 1. Intangible organizational structure has effect on organizational change at PNU.

1.1 Intangible organizational structure has effect to create a sense of urgency PNU.

1.2 Intangible organizational structure of PNU has effect help on alliance in East Azerbaijan province.

1-3-structure intangible organizational strategy has effect on development prospects in East Azerbaijan province PNU.

1.4 Organizational structure has effect on the transfer of intangible in PNU.

1-5- intangible organizational structure has effect to empower employees at PNU.

6. 1. Intangible organizational structure has effect to create short-term wins in PNU.

1-7- intangible organizational structure has effect to summarize successes and create change in PNU.

1-8- intangible organizational structure has effect on instituting a new perspective on the impact of culture on PNU.

MATERIALS AND METHODS

This project has been done by questionnaire with high reliability and validity among 118 sample (Male and Female) in PNU staff.

Numbering research questions to analyze the total amount of the score of the questionnaire has been numbered in five as following:

Totally disagree = 1, disagree = 2, somewhat = 3, agree = 4, agree = 5

Data Analysis

To assess normal distribution, Descriptive statistics was applied. But the data was not normal and does not have normal distribution then the non-descriptive statistic has been used. To determine the relationship between two variables. Kolmogorov –Smirnov Test was used and for checking the hypothesis' significance Chi –Square have been used. And the number of participants were 180 staff in PNU in Iran.

RESULTS AND DISCUSSION

Results

Below tables shows the results of data analysis for the instrument – citizens' knowledge and service transformation questionnaire which is used in the study.

Table 1. Descriptive statistics for sex status

Marital Status	Profusion	Percentage
Women	72	40
Man	108	60
Total	180	100

In order to evaluate the study of sex status table 1 shows that 40 % of participants are women and 60% are man (see Table 1).

Table 2. Descriptive statistics for employees' Education

Education	Profusion	Percentage
Diploma	42	23
Bachelor of Arts	88	49
Master or higher	50	28
Total	180	100

To evaluate the education of participants, descriptive statistics shows that most of participants have Bachelor of Arts degree (see Table 2).

Table 3. Descriptive statistics for employees' Experiences of work

Experiences	Profusion	Percentage
1-5 years	2	1
5-10 years	7	4
Above 10 years	171	95
Total	180	100

To evaluate the experience of participants descriptive statistics shows that most of participants have 5-10 years experiences and the second rank is for 1-5 years. (See Table 3).

Table 4. Descriptive statistics for participants' Years of old

Years of old	Profusion	Percentage
under 30 years	3	2
30-40 years	83	46
Above 40 years	94	52
Total	180	100

To evaluate the years of old descriptive statistics shows that there is somehow normal distribution in this factor and as Table 4 shows this but less participants are above 40 years.

Table 5. Intangible structure Chi –Square test on organizational development for analyzing hypothesis

Path From Variable	To Variable	significant number (t-value)	Compared with 0.05 With a confidence level of 1.96	Path coefficient (β)
Intangible structure	Organizational development	6.1	Greater than 1.96	0.770
Intangible structure	necessity	7.7	Greater than 1.96	0.50
Intangible structure	Alliance	4.50	Greater than 1.96	0.08
Intangible structure	Development prospects	0.46	Greater than 1.96	0.09
Intangible structure	Prospects Transfer	4.342	Greater than 1.96	0.380
Intangible structure	empowerment	3.5	Greater than 1.96	0.080
Intangible structure	Short term	3.5	Greater than 1.96	0.080
Intangible structure	Win	4.97	Greater than 1.96	4.97
Intangible structure	Totality	4.18	Greater than 1.96	0.17
Intangible structure	culture	4.18	Greater than 1.96	0.17

Level of knowledge varies significantly between invisible structure and the organizational development of new services is 6.1 which is greater than 1.96 and represents the relationship between invisible structure and organizational development is significant in the level of 95 % confidence.

The path coefficient between these two variables is 77.0 and the amount of variable effects on invisible structure variable indicates the development of organizational development. In other words, path coefficient is 0.770.

Discussion and Implications

The result of the hypothesis test showed that with 95% confidence we can judge that between invisible structure and organizational development there is a direct and significant.

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