

A Model for Effective Organizational Structure based Approach Amoeboid Model in Kerman Bank Mellat

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ABSTRACT

The purpose of this study was to design an effective organizational structure based on amoebic model approach at Mellat bank branches in Kerman province. The statistical population of this research consisted of 84 managers working in Kerman Mellat bank, while sampling has not been done due to the limited sample size and it was considered according to sample population. Only 71 of the 84 managers cooperated with researchers to answer questions. In order to describe and analyze the data collected through questionnaires, tables of descriptive attributes mean, standard deviation, variance and statistical charts and Radar and Box diagram, t-Student test, Binomial, Friedman, and Pearson and Spearman correlation were used while all statistical analysis were performed by SPSS software. Data analysis showed:

- 1 - According to the designed Ameba model, in the surveyed organization and its tendency to integrate workforce, human relations model is the significant pattern to improve effectiveness.
- 2 - There is a direct strong and significant relationship between organizational structure and effectiveness, and as the results shows: Managers should adopt a structure correlating with the status and conditions of the organization.
- 3 - Regarding their organizational structure, the Kerman province Mellat branches, are in a structured situation.
- 4 - Organizational Effectiveness of these branches is in good condition.
- 5- There is a significant difference between the eight components of organizational effectiveness of Mellat bank branches in Kerman province.

Keywords: Organizational structure, Organizational effectiveness, Amoeba model.

Introduction

Structures are very effective in achieving the organization's goals and strategies (Māris Martinsons, 1994; pp.15). In this regards,

Nadler and Tushman has known organizational structure as an important resource for gaining competitive advantage

through effective flexibility, adaptability, flexibility and strength (Nadler & Tushman; 1997). From the scratch, organizational structure and proper design of it have been the main concerns among management science scholars; with respect to this perspective, the source of change as one of the important components within the management of organizations has not received attention. Secure environment of business in the early twentieth century justified not paying attention to changes; unlike the early twentieth century, the need for flexibility to accommodate today's changing world is inevitable (Anghard and Simmons 2002, 334). Effectiveness-oriented organizational theory is accounted for all organizational models taken as a dependant variable in most of the organizational studies. On the other hand, this structure has a long controversial and complex history where on several theoretical approaches to measuring organizational effectiveness have been developed. Herman & Renz(1997) stated that, in addition to different organizational models, there are several models for measuring organizational effectiveness. Approaches based on goals, resources, and processes to be used as a theoretical model could not be considered valid and sufficient for measuring organizational effectiveness because one-dimensional orientation has been accounted for them (Sajadi et al, 2011, pp. 14). The approach of competitive values due to its multi-dimensional nature and other approaches coverage taken in such model was selected as a theoretical framework for this study. This approach is based on four models of open systems, rational goal, internal process and human relations, eight factors of flexibility of resources, planning, productivity and efficiency, access to information, stability, cohesive workforce and skilled labor (Robbins, 2011, pp.67).

Main Body

Organizations to achieve any sort of goal or goals have been established. Some of these organizations have been destroyed after the goals came to realize and some have continued their lifetime. Anyhow, the organizations are essential to achieve the goals mentioned so vital, having the role of instruments in order to reach to the goals. In most cases, the organizations appear as cumbersome tool preventing from getting reached to the goals where on the inefficiency stems from a top-heavy management model that is both cumbersome and costly, so, then the type of organization comes fundamental and the type of setting relationships within an organization, appropriate to the circumstances and consistent with the various requirements must be studied. In addition to paying attention to customer demand due to increasing knowledge and awareness of employees and experts' entry to the organizations, the necessity to paying attention to the employees' needs within the organizations has been increased. Specialists need freedom and authority to use their knowledge and expertise. Strict control by the top management affects negatively knowledge-based employee morale, this causes the organization cannot succeed to have those employees. For this, the organizations across country have to think about revitalization and prioritize customer orientation paying attention particularly to the customers' needs. Organizations have to devolve adequate authority and responsibility upon the organizational units let each unit directly respond to the clients and customers. In perspective of Francis S. Collins, effectiveness suggests to what extent policies lead to decisions rather than other alternatives whereby the desired outcome is more likely to happen (Dnhart **2004**, 199). Peter F. Drucker reminds us on the concept of effectiveness as" Effectiveness: Efficiency is doing things right; effectiveness is *doing* the *right things*"(Seid Javadin, 2009, pp. 31).

Defining the organization's goals, mission, demands or goals of organizations can be assumed that represent the desired status or future. Effectiveness suggests that to what extent the organization made effort to specify the missions in order to achieve the goals or the desired status (Daft, 2012, pp. 23). Generally, measuring an organization's effectiveness is not so simple, there are typically large organizations with various activities scattered in various locations; such organizations ask for supplying many goals to get many results. To measure the performance of organizations, a variety of indices and several methods have been proposed, each of them gives a different scale of effectiveness. Hence, to determine the effectiveness of the organization, the multiple goals have to be determined to understand whether they are Official or Operative goals so that these goals have to be measured (Daft, 2012, pp.104). to take into account such facts and also based upon the necessity to address improving the banking system and developing fundamental changes in organizational structure and improving managerial system as well as what mentioned above, this paper intends to find a proper response for all these asking "what type of organizational structure based on Amoeba model is proper for bank Mellat branches in Kerman" where giving response to this needs a research and academic work.

Research Importance

Since organizational structure determines the mode of communication, decision-making position, reporting and hierarchy of authority, identifying it reflect overarching theme at the organization.

Considering the issues that will determine the structure, a structure appropriate to objectives and needs of organization is necessary because all management decisions regarding planning, organizing, coordinating and controlling are performed on the

structure where on the structure has to be empowered to make decision in this relation. If the organizational structure is found with fault, normally the organization would not be provided with efficiency and effectiveness.

Effectiveness and efficiency of the organizations depend on a variety of factors including Knowledge and skills of staff, procedures and work instructions, enhance internal communications and organizational structure where the organizational structure is the most important factor influencing Effectiveness and efficiency of the organizations because these factors also influence other factors. It seems one of the most important causes raises such conditions, is the lack of proper organizational structure to encounter difficulties (Shirani, Sehat, Tem zar, 2013, pp. 170). Organization goals are the ends that an organization seeks to achieve by its existence and operation. Goals are predetermined and describe future results toward which present efforts are directed. Goals serve as guidelines for action, directing and channelling employee efforts. They provide parameters for strategic planning, allocating resources and identifying development opportunities (Hasani & Sameri, 2010, pp. 21).

Since the banking system in order to provide more and better services to the people and resources needed structural change, so designing an effective structure with regard to the competitive values within the society can be helpful for the banking system to achieve its goals; therefore, this paper intends to design an effective organizational structure based on amoebic model approach at Mellat bank branches in Kerman province.

Research Goals

Research Goals Consist of Major and Applied Goals.

Major Goals

Identify and define the effectiveness at bank Mellat branches in Kerman.

Identify and define Dimensions of effective organizational structure at bank Mellat branches in Kerman.

Identify and define Amoeba model at bank Mellat branches in Kerman.

Identify and define Dimensions of organizational structure and organizational effectiveness at bank Mellat branches in Kerman.

Applied Goal

The applied goal is to design an effective organizational structure based on amoebic model approach at Mellat bank branches in Kerman province

Research Hypotheses

Major Hypotheses of Research

The first major hypothesis: bank Mellat branches in Kerman in terms of organizational effectiveness have been categorized in a suitable status.

The second major hypothesis: bank Mellat branches in Kerman in terms of organizational structure have been categorized in a structured status.

There is a significant relationship between organizational structure and organizational effectiveness within bank Mellat branches in Kerman.

There is a significant difference among major components of organizational effectiveness within bank Mellat branches in Kerman.

Sub- Hypotheses of Research

The first sub-hypothesis: bank Mellat branches in Kerman in terms of flexibility have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of attracting sources have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of planning have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of Productivity and Efficiency have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of access to information have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of stability have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of Labor Cohesion have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of Workforce skills have been categorized in a suitable status.

Bank Mellat branches in Kerman in terms of structure have high formalization rate.

Bank Mellat branches in Kerman in terms of structure have high complexity rate.

Bank Mellat branches in Kerman in terms of structure have high centralization rate.

There is a significant relationship between formalization level and effectiveness.

There is a significant relationship between complexity level and effectiveness.

There is a significant relationship between centralization level and effectiveness.

Literature Review

Imran Latif and others (2013) in a research on the relationship between "organizational structure and strategy" and "effectiveness" in universities of Peshawar, stated that there is a significant relationship between organizational structure and strategy; this is influenced by the means of change within organization over the years.

Kamau (2012) in a research entitled "an overview of organizational structure in implementing strategy among food manufacturers in Nairobi", stated that organizational structures are influenced by means of multiple factors where on the effective organizational structures cause the organization perform its strategies

successfully to sustain on the current competitive advantages.

Robert D. Herman, David O. Renz in a research entitled "Nonprofit Organizational Effectiveness: Contrasts Between Especially Effective and Less Effective Organizations", focused on a subset of especially effective and less effective nonprofit organizations (NPOs) from a larger sample and finds that the especially effective have more effective boards (as judged by various stakeholder groups), have boards with higher social prestige, use more practitioner-identified correct management procedures, and use more change management strategies. Practical implications discussed include adopting more correct management procedures and change management strategies.

Anne-Line Balduck and Marc Buelens (2008) in a research entitled "Two-level competing values approach to measure nonprofit organizational effectiveness", stated As the study of organizational effectiveness in profit organizations is complex and muddled, studying the construct in nonprofit organizations may be even more troublesome due to their distinctive nature. This study contributes to the literature by presenting a two-level competing values approach to measuring nonprofit organizational effectiveness. The framework is comprised of two levels of analysis, management and program, which are proposed in the model of Sowa, Selden & Sandfort (2004). Moreover, the framework also captures the Competing Values Approach of Quinn and Rohrbaugh (1983). We apply our model to sports clubs and we discuss the practical implications of our framework.

Cruise *et al.* (2003) addressed an overview of organic and mechanic structures features, where on eight dimensions were identified in their study mentioned as Control, formalization, centralization, complexity,

training, communications, technology and organizational culture.

Kafash poor *et al.* (2013) in a study entitled "an overview of the relationship among organizational culture, structure, leadership style, strategy and organizational effectiveness across Municipalities in Mashhad", stated that there is a significant relationship among the variables of organizational culture, structure, leadership style, strategy and organizational effectiveness, where there is also a significant relationship between variables mentioned above and knowledge management; in the end, they concluded that Knowledge management is a mediator among variables organizational culture, structure, leadership styles, and strategies are effective.

Sajadi *et al.* (2011) in a study entitled "designing organizational effectiveness model within Sports Federation of Iran Islamic Republic based on competing values approach", stated that model of rational goals (efficiency and effectiveness) is an outstanding pattern approach to competitive values which determines the organizational effectiveness across Sports Federation.

Raenaei Kord Showli (2010) in a study entitled "design a model based on competing values framework to manage the organizational culture", stated the culture dominated the organization determines the outcomes and effectiveness of the organization within Individual, group and organizational levels. This study proposes the transformational culture for organizational culture management.

Gowhari poor (2009) in a research entitled "the relationship between organizational structure with organizational effectiveness within Physical offices in selected ministries", concluded that there is a strong significant relationship between organizational structure and organizational effectiveness.

The Research Theoretical Framework

Structure As one of the components of the organization consisted of complexity, formalization and centralization is defined where complexity shows the extent to which separation occurs within the organization, and degree of specialization refers to division of labor and the number of levels in the hierarchy of the organization cites, and formalization shows the extent to which an organization rely on to direct the staffs' behavior towards rules, regulations and procedures, and in the end the centralization refers to the extent to which the decision making is centralized there(Robbins, 2012, pp.22).

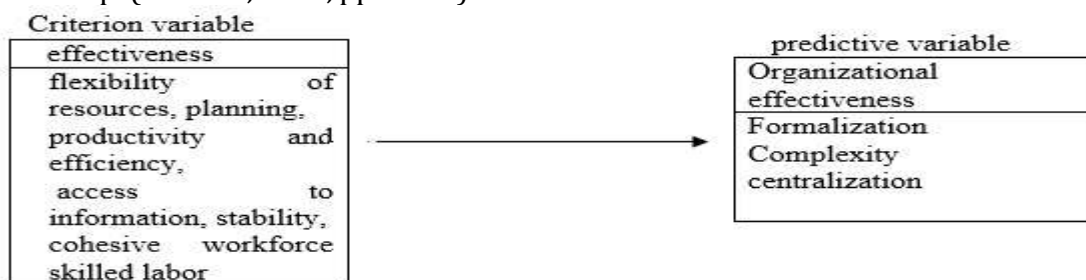
The variables of structure shows the internal features lied in an organization giving a base by which the organizations and their functional features can be measured and compared (Daft, 2012, pp. 103). On the other hand, from the scratch before going though theoretical management topics, the scholars and managers practically addressed the increase of effectiveness within organizations, where the effectiveness of the organizations has been defined in different forms, many perspectives have been proposed about it. In general, the traditional approaches for evaluating the effectiveness entail the goal-based approach, approach based on system resources, approach based on internal process, while the new approaches of effectiveness entail Consent-based approach to stakeholder groups, approach based on competing values in action, mainly focused on Consent from Interest Groups(Robbins, 2011, pp 68-58).

In this study, major axis of research relies on the organizational structure, structure dimensions where on the basis of organizational effectiveness, 8 key areas in which organizations should establish result oriented goals have been proposed.

In point of view of Robbins, being provided with a proper organizational structure affects the organization and the method by which the individuals and jobs integrated with each other within the organization and the rules and relationships get defined, can be accounted as an important factor in success or lack of success in an organization. Organizational effectiveness, Criterion variable, is the first variable drawn into attention in this paper; predictive variable is the other variable for that effort is made to define the changes via variable of organizational structure dimensions. Hence, the research theoretical framework is based on the Stephen Robbins theoretical perspective where designing an effective organizational structure based on 8 key areas in which organizations should establish result oriented goals using Amoeba model is formed.

Conceptual Research Model

Organizational effectiveness, Criterion variable, is the first variable drawn into attention in this paper; predictive variable is the other variable for that effort is made to define the changes via variable of organizational structure dimensions.



Research Method

In this study, it has been attempted to use accurate and logical approach applied by most of scholars and authors, having the features of an academic research. The present paper in sake of its aim is an applied type of research where it is such a correlation research method categorized in descriptive type of research addressed data collection through survey studies.

Statistical Population

The statistical population of this research consisted of 84 managers working in Kerman Mellat bank, where 13 of 84 individuals returned back the questionnaires without a response.

Sample Size and Sampling Method

While sampling has not been done due to the limited sample size, it was considered according to sample population including 84 individuals. So, the sampling was not provided and the sample size taken equal to

the total statistical population where 13 of 84 individuals returned back the questionnaires without a response.

Tools for Data Collection

Because the questionnaire as one of the most useful tools for data collection has been proposed in management, so two questionnaires have been used to collect data, refer to following:

Questionnaire number one used to measure the organizational structure, measuring the organizational structure's three dimensions of formalization, complexity and centralization. The number of questions used in this questionnaire was equal to 18 questions, each question consisted of five options: totally agree, agree, neutral, disagree, and totally disagree where the score for each of them was in range of 1-5. Scale of measurement for total scores dedicated to questionnaire on organizational structure is as follows:

Table 1. Conclusions scale for the organizational structure

Scale	totally agree	agree	neutral	disagree	totally disagree
Sum of scores	75.6-90	75.6-61.2	46.8-61.2	32.4-46.8	18-32.4

Table 2. Conclusions scale for the organizational structure's three dimensions

Scale	totally agree	agree	neutral	disagree	totally disagree
Sum of scores	25.5-30	20.4-25.2	15.6-20.4	10.8-15.6	6-10.8

Scale of measurement for total scores dedicated to questionnaire on organizational structure's three dimensions of formalization, complexity and centralization is as follows. Questionnaire number two consisted of 24 questions and used to measure the organizational effectiveness measuring eight factors of flexibility of resources, planning,

productivity and efficiency, access to information, stability, cohesive workforce and skilled labor. Each dimension consisted of three questions where score of each categorized in range of 1-5.

Scale of measurement for total scores dedicated to questionnaire on organizational effectiveness is as follows

Table 3. Conclusions scale for the organizational effectiveness

Scale	totally agree	agree	neutral	disagree	totally disagree
Sum of scores	84.8-100	84.8-69.6	54.4-69.6	39.2-54.4	24.39.2

Table 4. Conclusions scale for the components of organizational effectiveness

Scale	totally agree	agree	neutral	disagree	totally disagree
Sum of scores	10.6-12.5	8.7-10.6	6.8-8.7	4.9-6.8	3-4.9

Scale of measurement for total scores dedicated to questionnaire on eight factors of flexibility of resources, planning, productivity and efficiency, access to information, stability, cohesive workforce and skilled labor is as follows.

Further, average score on questionnaires of organizational effectiveness and organizational structure throughout the questionnaire regarding the entire components has been calculated as follows.

Table 5. Conclusions scale for the organizational effectiveness and organizational structure and the entire components

Scale	totally agree	agree	neutral	disagree	totally disagree
Sum of scores	4.2-5	3.4-4.2	2.6-3.4	1.8-2.6	1-1.8

Methods of Data Collection

In doing so, the questionnaire has been used. The sample size taken 84 individuals where 90 questionnaires were distributed and then gathered on the whole, and as the result 71 questionnaires were returned back.

Data Analysis Method

In order to describe and analyze the data collected through questionnaires, tables of descriptive attributes mean, standard deviation, variance and statistical charts and Radar and Box diagram, t-Student test, Binomial, Friedman, and Pearson and Spearman correlation were used while all statistical analysis were performed by SPSS software.

Discussion and Results

The findings of research assure that the level of effectiveness in Mellat bank branches in Kerman province is in a high level; on the other hand, Mellat bank branches in Kerman province are set in a structured status regarding their structure whereby a significant relationship has been reported between organizational effectiveness and organizational structure. If the organizational structure is found with fault, normally the organization would not be provided with efficiency and effectiveness, because the organizational structure is of typical influencing efficiency and effectiveness (Shirani, Sehat, Tem zar, 2013, pp. 170). Organizational effectiveness is accounted as theoretical axis in the entire organizational models and the dependent variable in organizational studies; On the other hand, this structure has a long controversial and complex history where on several theoretical

approaches to measuring organizational effectiveness have been developed. The most well-known approaches for evaluating the effectiveness entail the goal-based approach, approach based on system resources, approach based on internal process, Consent-based approach to stakeholder groups, approach based on competing values in action, mainly focused on consent from interest groups. In using the goal-based approach, approach based on system resources and approach based on internal process as the theoretical model, one can assume that they cannot be accounted as an authentic and sufficient measure to measuring the organizational effectiveness (Sajadi *et al.* 2012). The approach of competitive values due to its multi-dimensional nature and other approaches coverage taken in such model was selected as a theoretical framework for this study. Robbins says in an attempt to understand the organizational effectiveness, recognizing the entire key variables in the context of effectiveness and then determining how these variables correlate with each other is worthwhile. The approach of competitive values provides a cohesive framework to come to realize this matter of importance (Robbins, 2011, pp.67). Indeed, the approach of competitive values has been an attempt to recognize the common criterion used by theorists to measure the organizational effectiveness (Anne-Line Balduck and Marc Buelens, 2008). Here, the first category is the Flexibility versus Control where both of these are the maladaptive dimension within an organizational structure, regarding that flexibility prioritizes innovation and adaptation and change of values, while control prioritizes stability, order and predictability of affairs. The second category has been taken as regarding the organization and development of it versus considering the improvement of organizational members, and the third

category associates to values of corporate facilities and tools versus the ultimate results of the organization; the first addresses processes within the organization in the long term and the second addresses the ultimate outcomes in the short term (Robbins, 2012, 68-69). What is clear in the approach of competitive values is that each model shows a specific category of effective values having a different and contradictory perspective rather than its opposite model.

Human relations model with its effectiveness has set value and importance of the individual and the organization's flexibility versus stability and organization focused by rational model. Open system model is defined by the values of flexibility and resources, internal process model is focused on individuals and unstable structures regarding its effectiveness. Applying this approach, the first step is to determine the key factors mentioned vital and important for the survival of the organization in viewpoint of the senior managers. After determining the factors mentioned above and dividing them, it is essential to measure the importance and role of each of them on key eight values. This is not simple required to observe the real situation or interviewing with all the members and getting the views directly. Questionnaire is a tool by which the evaluation can get easy (Robbins, 2012, pp.71).

Amoeba model is based on competing values and Queen Schools which proposes the information on how a key factor with a set of information measures the organization's performance based on eight key measures (Robbins, 2012, pp.72). to achieve the goals of research mentioned as defining the Amoeba model for the studied society, the components of organizational effectiveness were compared so that a comparative survey on them was provided, indicating that the lowest score relates to flexibility and the highest relates to cohesive

workforce; to sum up, Amoeba model regarding the values of organizational

effectiveness components within the organization has been depicted as following:



Amoebic model connects the areas which strategic beneficiaries in its assessment of the organization do not agree with or agree with each other, indicating improving which criteria have known essential by key factors whereby management has received particular attention to effectiveness of organization by Amoebic model so as a deterministic factor exists relying on the fact that at what stage the organization sustain; this specifies to what model of organizational effectiveness the management has to focus (Robbins, 2011, pp.70). Amoebic model shown above obtained from the comparative survey of the components of organizational effectiveness shows the organization's tendency towards cohesive workforce. This means organizational effectiveness increases within an

organization exactly while the organizational structure tends to select the cohesive workforce; on the other hand, according to literature review and the results from Amoebic model, one can see that human relations model specifies the approach of competitive values and determines the organizational effectiveness at Mellat bank branches in Kerman province. As shown above, it is evident that human relations model defines the organizational effectiveness in a form of a cohesive and specialized workforce (Robbins, 2012, pp.70). This model entails the values drawn into attention in a flexible structure in taking into account the internal organizational affairs. To perform this pattern, the management pays attention to the development of human

resources letting the employees to be provided with essential opportunities for freedom of action and achievement. The sub-goals that the management of organization attempts to provide them include unity and cohesion, increase morale and create educational opportunities for staff. The organizations which perform such pattern pay more attention to the employees to make decision to improve their current status (Daft, 2012, pp.19). Since amoebic model followed by human relations model, so the organization, to increase effectiveness and improve its structure, has to address increasing profitability and remain competitive in the current world affairs and its staffs for the purpose of flexibility, striving for developing the human resources and boosting morale and creating opportunities for staff training and unity.

According to comparative analysis of effective indices and prioritization of them, one can say that the most important factors which determine the organizational effectiveness at Mellat bank branches in Kerman province are the very cohesive workforce (the variable existing in human relations model) and stability (Variable in the internal process model). The internal process model focuses on individuals and control addressing adequate dissemination of information (equipment and facilities) and stability (the the final results) in measuring the organizational effectiveness (Robbins, 2012, pp.71). Sajadi and colleagues in designing organizational effectiveness in sport federations Iran, concluded that model of rational goals (productivity, performance and planning) is outstanding pattern of competitive values which determines the organizational effectiveness within sport federations (Sajadi and colleagues; 2011). Organizational effectiveness is related to issues such as the ability of an organization to access and absorb resources and

consequently achieve its aims (Federman, 2006).

The obtained from the research in defining the major variables and components associated to them have been proposed, indicating that organizational effectiveness within organization is in a roughly high level. This is in a situation that the organization has to seek to increase effectiveness in order to come to realize its excellence goals so far to sustain its survival in today's competing world, regarding that organizational effectiveness, to achieve skills and self confidence to control new environment and attain validity and security, has to be address human resources and organizations and helping the individuals (Abd Ghader, Ashraf, 2012). According to data obtained from the present paper, the components of organizational effectiveness contain Flexibility, attracting resources and productivity and efficiency. Yet, the organization has to manage in adapting with changes in different conditions and foreign demands to increase the level of flexibility, attracting resources and productivity and efficiency. Evidence shows the average level for the components of planning, access to information, stability, cohesive workforce and skilled labor is in a high level (over 80%). The organization has to manage to increase the level of the components to improve effectiveness and access to the organizational goals where on in increasing the level of the component "planning", the organization has to specify the steps which would be taken in future involving in the targeting behavior (Robbins, 2012, pp.49).

To increase access to information, the organization has to provide the individuals with information on the associated tasks with providing uniform continuity of operations, increasing the level of trust and respect between staff and personnel, providing necessary training to personnel in order to increase the level of components, access to

information, stability and cohesive workforce and skilled labor. The organizational structure was measured through three components of research, the complexity, centralization and formalization.

Based on the evidence and data obtained from the findings, the entire the components of organizational structure set in a high level, this is in a way that the level of formalization component rather than two other components, complexity and centralization, set in a higher level. This means that clear job descriptions, rules and regulations, and evident guidelines grounded on the working process exist within the organization. On the other hand, according to the high level of centralization, decisions have been centralized in a unique point in the organization (Robbins, 2012, pp.79). Further, since the level of complexity at Mellat bank branches in Kerman province is roughly high, so the number of managerial level within this organization is high (Daft, 2011, pp. 286).

Research Findings

The results from the first major hypothesis and first-eighth sub-hypotheses on the variable of organizational effectiveness and its eight components at Mellat bank branches in Kerman province showed that the level of effectiveness and eight components are in a proper status where the zero hypotheses were rejected. Further, the results from the second major hypothesis and ninth-eleventh sub-hypotheses on the variable of organizational structure and three components showed the unstructured system in the organization and a high level of components throughout the organization; as a result, the zero hypotheses were rejected.

The results from the third major hypothesis show that a strong significant relationship exists between organizational structure and effectiveness. Poorkiani and Hosseini Kahnooj(2013) in a research entitled "the between organizational structure and

effectiveness within Government offices in Rafsanjan", concluded that a significant relationship exists between organizational structure and effectiveness.

Hence, with regard to the result of the present research based on the strong relationship between organizational structure and effectiveness, the organization has to make huge efforts in choosing the organizational structure and choose a structure helps the organization to reach its goals sooner and better. Organizational effectiveness is the main concern of all institutes; organizational effectiveness should focus on human resources and organizations and help individuals to achieve skills and self-esteem in order to control the new environment and find security and support (Robbins, 2012, pp.48).

According to the results from twelfth sub-hypothesis, one can say that a strong significant relationship exists between formalization and organizational effectiveness at Mellat bank branches in Kerman province. This means that the more formalization level is, the level of organizational effectiveness increases where this is totally against with the scholars' studies. Alkenes studies show that the organizations lacked of formalization are more modern and innovative. Further, based on Robbins account, in performing a formal task, the practitioner has sufficient freedom of action to go through all tasks (Robbins, 2012, pp.62).

According to the thirteenth sub-hypothesis, there is a direct significant relationship between level of complexity and effectiveness, i.e. the more level of complexity is, the effectiveness increases. Yet, this is totally against the results of scholars' studies, where the studies by Poorkiani and Hosseini Kahnooj(2013) show that to what extent the division of tasks in organization enhances, the less effectiveness would be realized.

Further, with regard to the studies, the evidences show in large organizations where there are a lot of horizontal and vertical separations and a large number of hierarchy levels, manager responsibility for daily supervision decreases where manager spends more time to interact with top-level managers; further, the studies have shown the large organizations with planar structure would be less effective (Robbins, 2012, pp87).

The results from the fourteenth sub-hypothesis show that there is a direct significant relationship between centralization and organizational effectiveness at Mellat bank branches in Kerman province. This means that the more the centralization level is, the organizational effectiveness increases. While there is essential to adopt an in-depth perspective or a procedure to have cost effective outcomes, the centralization brings about special advantages causing the managers to be provided with the possibility to choose the methods. In addition, centralization causes some activities to be conducted with more efficiency so that the Financial and legal decisions have to be adopted using the centralization. In doing so, this two, financial and legal decisions, influence the entire organizational activities where economic saving would be occurred by using centralization (Robbins, 2011, pp. 103-104). Hence, one can say that within a organization where it is a type of financial and legal entity, the more centralization is, the efficiency appears more.

The results of the fourth main hypothesis show that a significant difference exists among eight components of organizational effectiveness at Mellat bank branches in Kerman province. This means that the eight components of organizational effectiveness of Mellat bank branches in Kerman province are not reported with the same effect where the

workforce cohesion and the flexibility have the highest and least priority, respectively.

Conclusion

As the results of statistical measurements show, there is a significant relationship between organizational structure and effectiveness, so, the managers are obliged to recognize each of the structures to increase effectiveness and then identify the most proper one to implement it within the organization. Since, evidences show the Amoeba model was depicted in order to increase the organizational effectiveness; for this, a particular attention has to be drawn to the workforce cohesion and implement human relations model to come to realize this matter of importance.

Results of research show that a strong significant relationship exists between formalization and organizational effectiveness. To increase organizational effectiveness, it is suggested to codify in-depth principles and guidelines to recognize the purposes of organization by the staffs whereby the organizational effectiveness would be improved.

Results of research show that a significant relationship exists between complexity and organizational effectiveness. Hence, in this organization, Mellat bank, which is from large financial institutions and the effectiveness increase through increasing complexity; it is essential for the management to draw a particular attention to the issues associated to communications, coordination and control. According to the results of research grounded on the significant relationship between centralization and organizational effectiveness, such relationship causes the effectiveness increases at Mellat bank branches in Kerman province. It has to be noted that in important and big financial issues, the decision makings have to be provided using the dimension of centralization whereby the activities have to

be together with efficiency and effectiveness which have gone over measure.

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