



**Studying the effect of organizational structure and quality of work life on employees' loyalty (case study: finance and administration department of tehran municipality)**

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**Studying The Effect Of Organizational Structure And Quality Of Work Life On Employees' Loyalty**

**(Case Study: Finance And Administration Department Of Tehran Municipality)**

**Farzaneh Akbari<sup>1\*</sup>, Amirhossein Amirkhani<sup>1</sup> and Mohammadreza Daraei<sup>1</sup>**

**1 Payame Noor University, Tehran, Iran, farzanehakbari58@gmail.com**

**ABSTRACT**

This research aims at the evaluation of the effect of organizational structure and quality of work life on employees' loyalty to finance and administration department of Tehran municipality. The studied issue is the ambiguity of the structure effectiveness of employees' loyalty. On the other hand, independence between two concepts of the quality of work life and structure in organizations will make organizational disorders and reduce productivity. Methodology: This research was conducted in finance and administration department of Tehran municipality. 170 from 300 specialized employees were sampled by Morgan table, and data was collected using a questionnaire and it was descriptive-surveying. SPSS software was used for analysis, and a parametric statistic were used based on variables normality. On the other hand, there is a reverse relationship between organizational structure and quality of work life, and the effectiveness is weak. The second main hypothesis showed the direct relationship and positive effectiveness of the quality of work life on employees' loyalty. Results: there is a non-interrupted process among hypotheses, and this is a type of organizational turmoil for lack of direct relationship between the structure with the quality of work life and employees' loyalty, and other studies are along with this result. It is suggested that it is essential to use teams and groups in the structure to propound trust and meritocracy, and these groups must be administrated as treasury or matrix in the organization to make competitiveness and loyalty in the group and organization. On the other hand, people can be invited to cooperation by organization efficiency and reinforce the quality of work life in today economic conditions and quality condition of work life in finance and administration department of Tehran municipality by justice and fair toward payments in job classifications and contract type.

**Keywords:** organizational structure, quality of work life, employees' loyalty



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**1. INTRODUCTION**

Plans to reinforce employees, movement toward virtual organizations, increase the effective accountability to customers' needs, and market analysis to have effective accountability are the activities that are done on this path. Organizations must think the vaster area of adaptation with changes in order to face with new changes in today competitive world and try to utilize the potential opportunities (Hamidi, 2008). Quality of work life has been mentioned by many researchers in recent decades and seeks for methods to help to make balance between work life and personal life of employees (Mirkamali and Narenjisani, 2008). Loyalty and commitment toward an organization are called to the status when a person desires to stay in that organization and try for success in the organization and has a sense of satisfaction and content for activity in that organization. Such as person usually believe in organization objectives and values, helps it to reach its objectives, wants to continue with it, obeys organization regulations, has the arrangement in his works, and finally shows double attempts in his works (Taleghani, 2016). Lack of loyalty is costly for the organization, because many resources have been used to train who leaves the organization, and it is also costly for themselves because they must use the high amount of energy to find a new job and adapt with new job condition (Hartmann &, Rutherford, 2015). It can be inferred based on what was stated that employees' loyalty must be increased for more productivity and profitability to reach an ideal organization, and this research can be conducted in finance and administration department of Tehran municipality to know whether organizational loyalty and quality of work life influence on employees loyalty or not? And research objectives are as following:

Determination of the effect of organizational structure on employees' loyalty finance and administration department of Tehran municipality

Determination of the effect of sophisticated on employees' loyalty finance and administration department of Tehran municipality

Determination of the effect of formality on employees' loyalty finance and administration department of Tehran municipality



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Determination of the effect of focus on employees' loyalty finance and administration department of Tehran municipality

Determination of the effect of the quality of work life on employees' loyalty finance and administration department of Tehran municipality

## **2. RESEARCH LITERATURE**

Organizational structure is the dominant relationships framework on jobs, systems, and operational processes, people, and groups to reach an objective. Organizational structure is a collection of ways dividing work to definite responsibility and provides coordination among them. Organizational structure implies the models of organization inside relationship, authorities, and communications, and clarifies reporting, formal communication channels, determination of responsibility, and delegating decision-making authorities. Organizational structure must have a power of accelerating and facilitating decision making, a proper response to the environment, and solving conflict resolution between units (Nayebzadeh, 2014). Organizational structure is a continuous process of surrounding changes, internal factors, and strategy of organization which chronically change with time inevitably. These changes are sometimes deep, rooted, and huge and sometimes limited and permanently or irregularly change that organizations must always have essential readiness to face with them (Aghababaei, Rahimi, 2016).

Quality of work life means mental image and perception of employees about an organization about the physical and mental desirability of workplace and their working condition, and Walton called criterions such as sufficient salary, healthy work environment, creating opportunities for continuous growth and continuous occupational safety for employees, social integration of the workplace, the rule of law in work and the balance and balance of work and life outside the organization for quality of work life (Griffen, 2011). In summarily, it can be stated that the quality of work life I a collection of permanent actions and modifications that accomplishes long-term benefits of an individual, organization, and society by improving working conditions, job enrichment, employee abilities, and increased knowledge, insight and professional skills (Bakhshandeh and Hamid, 2013).



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Dissatisfaction and lack of sense of belonging and loyalty of employees have consequence such as delay, absence (mental and physical), and organization leave that also influence on other employees' spirit besides various costs. Consequently, increasing employees' loyalty is so important issue (Pourezat et al., 2013). Employees' loyalty means an amount of satisfaction that people feel to be part of an organization' employees with more organizational loyalty work more and have the commitment to the organization (Yu et al., 2013). Generally, loyalty in the workforce of an organization provides a proper condition for higher profitability and efficiency (Poureshraf et al., 2014). Loyalty is a resultant of satisfaction that employees feel in an organization, and this satisfaction can be utilized in this path, and all things wanted to occur in an organization to increase satisfaction depend on the workplace (Prabhakar, 2016). Keeping the competent employees and also the development of employees' loyalty to the organization has always been important, has changed to the permanent challenge (Lai, 2013), and there has been more readiness to love work and organization in employees' recruitment. If behavioral indexes and characteristics feature such as emotional stability, conscientiousness, accountability, and compatibility are emphasized in recruitment process, and recruit ones with more ability of proportion with the mentioned responsibility and work regarding inner motivations, more than half of success is passed to recruit employees with high energy and lover of organization and work (Abualaei, 2013). Employees' loyalty is a type of inner commitment defined between what organization gives and what a person offers in response it by activities in that organization (Klopota, Krešimir Buntak and Ivana Droždek, 2016).

### **3. RESEARCH BACKGROUND**

Amirnezhad and Azhdari (2016) studied the effect of organizational structure on organizational agility in Islamic Azad University of district 6 of Khuzestan by professors' view. The relationship between research variable was found by SEM, and results showed that organizational structure and dimensions have the negative and significant effect on organizational agility.

Nasehifar et al. (2010) studied the effective structural factors on innovation and knowledge creation in organizations (case study: state tax affairs organization). Results



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of these studies showed that the existence of formal organizational posts to develop knowledge creation process, social communication networks. Using teamwork besides bureaucratic structure, a flexibility of organizational structure and the existence of informal structures in the organization is considered as the characteristics of the structure of knowledge creation. Among the mentioned factors, the existence of organizational status to develop knowledge creation process has been identified as the most important and effective structural factor on knowledge creation in state taxation organization.

Biglari et al. (2014) conducted a research about "prediction of employees' mental health based on the quality of work life" which aimed at employees of sports organizations in North Khorasan province. Findings of this research showed the negative significant relationship between quality of work life and its dimensions with mental disorders. The variables of a safe and healthy workplace, social dependency of work life, and fairly payment among all dimensions of work life had the maximum effectiveness or prediction of mental health.

Rasouli et al. (2014) conducted a research under the title of "quality of work life of Tehran public libraries" which aimed on awareness of the quality of work life condition of Tehran public libraries and compared the quality of work life in the institution of public libraries of the country and the cultural organization of Tehran municipality. Results showed that the quality of work life components level for public libraries librarians is desirable in two organizations. The difference of 4 components levels of adequate and fair pay, providing opportunities for continued growth and security, overall living space, and development of human capabilities significant in both organizations that probably relate to the management manner. In addition, the difference in the quality of work life of public libraries and attention to the educational background of librarians was significant which signifies the importance of librarian recruitment.

Jenahabadi and Azizinezhad (2014) conducted a research under the title of "studying the relationship between the quality of the working system and hob satisfaction" whose statistical population consisted all employees of Urmia University of Medical Sciences. Results showed the significant and positive relationship between the quality of work life



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and job satisfaction; as though, more attention to the quality of work condition leads to more ascends job satisfaction.

Nadimnezhad (2013) conducted a research under the title of "providing prediction models of organization loyalty" organizational transparency role and organizational trust (case study: employees of Zahedan University of Medical Science". Research results generally showed the relationship between organizational transparency and loyalty is influenced by the dimensions of organizational trust. Dimensions (accountability, information sharing, and participation) of organizational transparency which shows the mediating role of organizational trust between organizational transparency and loyalty. In addition, amount of the determined variance of the attitude dimension of organizational loyalty in the fitted model of this research was 0.21 and for behavioral dimension equal to attitude and behavioral dimensions of organizational loyalty with positive and indirect effect, and (concealment and secrecy) dimension of organizational transparent has a negative and indirect effect on behavioral and attitude dimensions of organizational loyalty. It means dimensions of organizational transparency (accountability, information sharing, participation, and concealment and secrecy) don't have the direct effect on attitude and behavioral dimensions of organizational loyalty, while the indirect effect of four dimensions of organizational transparency on attitude and behavioral dimensions of organizational loyalty is 0.23 statistically.

Bordbar (2015) conducted a research under the title of "quality if work life and effective factors on it". The concept the quality of work life is known as a heavy ethical issue. Commitment to the quality of work life is considered as one of principal and main values of organizational behavior. Some researchers define the quality of work life based on work conditions and job characteristic and state that the main dimension of the quality of work life in the organization is the improvement of employees' productivity and health. The quality of work life is called to any type of activities at any organizational levels and its main objective is increasing the effectiveness of that organization by increasing status and providing the prospering possibility for people. The quality of work life needs workspace in which employees' activities are considered important as managers must try to improve the quality of work life by selecting methods and policies.



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Nasiri Valikyeni and Shaygan (2016) conducted a research under the title of "studying the relationship between organizational structure and development" whose results showed the significant relationship between organizational structure and organizational development. In addition, the dimension of formality and focus except sophistication had a relationship with organizational development.

#### **4. FOREIGN BACKGROUND**

Shirazi et al. (2016) conducted a research under the title of "studying the relationship between job enrichment and the quality of work life in electricity operators". The introduction and result of their research showed that electricity operators have the mean job enrichment with the mean score of 3.54% and also mean a quality of work life with the mean score of 54.48%. Furthermore, based on this research results, there is a direct and significant relationship between job enrichment and the quality of work life. Conclusion: since the job enrichment and the quality of work life in electricity operators was not desirable, these results emphasize attention to the managerial interruptions to improve the mentioned index.

Basol & Dogeralioglu (2014) conducted a research under the title of "the dimensions of the organizational structure and organizational effectiveness". Statistical population of their research was 120. Results showed that software companies in small-scale must stay in their organizational size.

Pelin et al. (2015) in a research under the title of "effects of organizational structure and educational organization on workplace and individual adaptive performance" whose results showed that organizational institutional structure wasn't created to have a direct effect on job embeddedness and individual adaptive performance. Furthermore, organizational machinery-imagined structure influences on job embeddedness positively, but it doesn't influence directly on individual adaptive performance. Nevertheless, educational organization positively influence on the workspace and individual adaptive performance, and this organization has a full mediator role between machinery-imagined structure and individual adaptive performance.

Kanten, & Sadullah (2012) studied the relationship between the quality of work life and job engagement in one of the biggest tiling factories of Turkey whose results showed the



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positive and significant relationship between the components of the quality of work life and job engagement.

## **5. METHODOLOGY**

This research under the title of "the effect of organizational structure and the quality of work life on employees' loyalty" was descriptive-correlational and surveying. The need data about the theoretical bases was collected from librarian studies and surveying method using questionnaires. Analysis level of this research was on employees' welfare and what else related to the structural communications to make employees loyal. The analysis unit is the employees of finance and administration department of Tehran municipality totally as 300 persons. 170 of a sample were selected as research sample by Morgan table.

**Table (1): alpha for each component**

<b>Questions</b>	<b>Alpha</b>
Formality	0.865
Sophistication	0.896
Focus	0.806
Quality of work life	0.902
Employees' loyalty	0.871

Based on findings of Table (1), alpha for all questions and internal consistency of each question are acceptable with all questions and are about 0.7.

## **6. FINDINGS**

Statistical description of research variables are as following:

**Table (2): descriptive data of questionnaire**

	<b>Sophistication</b>	<b>Formality</b>	<b>Focus</b>	<b>Quality of work life</b>	<b>Employees' loyalty</b>
Mean	2.7807	3.0807	3.0541	2.7845	2.1604
Deviation from the mean	.05335	.04204	.05072	.02489	.05326
Middle	2.7143	3.0000	3.0000	2.7778	2.0909
mode	2.57	3.00	3.10	2.78	1.82





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Variance		.484	.300	.437	.105	.482
Skewness		.093	-.016	.120	.297	.926
Deviation from skewness		.186	.186	.186	.186	.186
minimum		1.14	1.57	1.10	2.06	1.00
Maximum		4.86	4.71	4.90	3.94	4.82
quarters	25	2.3929	2.7143	2.6000	2.5556	1.6364
	50	2.7143	3.0000	3.0000	2.7778	2.0909
	75	3.2857	3.4286	3.6000	2.9792	2.4773
		.989	1.175	.971	.830	1.440
		.281	.126	.302	.496	.052

It can be stated based on the descriptive data for each variable that higher than mean or medium size is important based on the Likert spectrum and based on lower than  $-+2$  kurtosis, it can be claimed that distribution is normal and parametric tests can be used. In addition, all descriptive characteristics of questionnaires are observable and figures are as following. If sig. level  $>5\%$ , data is normal. Since  $p\text{-value} > 0.05$  based on Table (2), it is concluded that data distribution is normal.

**One-way analysis to test variables value**

**Table (3): single sample T-test**

components	Error level of 0.05%					
	t-value	DF	p-value	Mean diff	Sig. level of 95	
					Low limit	Up limit
Sophistication	51.188	169	.000	2.73067	2.6254	2.8360
Formality	72.094	169	.000	3.03067	2.9477	3.1137
Focus	59.224	169	.000	3.00412	2.9040	3.1043
Quality of work life	68.160	169	.000	2.92182	2.8372	3.0064
Employees' loyalty	109.876	169	.000	2.73448	2.6853	2.7836



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Organization structure	39.626	169	.000	2.11043	2.0053	2.2156
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Based on the values of single sample t-test, it can be concluded that the limit of all components in finance and administration department of Tehran municipality are in mean size and in minimum distribution range. This range has the interval of 1, and in this case, all components in finance and administration department of Tehran municipality have different values as follows:

In structure sophistication, the value is less than mean. It means the structure in finance and administration department of Tehran municipality is not so sophisticated. The formality of structure is more than a mean size that the majority ideas say this structure have very rigid and administrative bureaucracy. In addition, the focus is on mean size that instruction is flexible, quality of work life is in mean range, and employees' loyalty is less than mean.

**Two variable t-test**

There is a significant difference between mean of two independent variable of organizational structure and quality of work life.

**Table (4): two-variable t-test**

Variable	Mean	St.dev	Mena deviation	Confidence interval of 95%		t-value	df	Sig. (2-tailed)
				Low limit	Up limit			
Organizational structure and quality of work life	-18734	.70299	.05392	-.29378	-.08091	-3.475	169	.001

Based on findings from Table (4),  $H_0$  is rejected in 95% sig. level. Consequently, there is a significant difference between the mean of two independent variables of organizational structure and quality of work life and show inequity of mean and range of two independent variables.

Pearson correlation coefficient of hypotheses

There is a significant relationship between organizational structure and quality of work life with employees' loyalty.



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**Table (5): correlation coefficient of organizational structure and quality of work life with employees' loyalty**

		<b>Sophistication</b>	<b>Formality</b>	<b>focus</b>	<b>Quality of work life</b>	<b>Employees' loyalty</b>	<b>Organizational structure</b>
Sophistication	Pearson correlation	1	.677*	.678**	-.319**	-.383**	.904**
	Sig. level		.000	.000	.000	.000	.000
	No.	170	170	170	170	170	170
Formality	Pearson correlation	.677**	1	.620**	-.133	-.332**	.852**
	Sig. level	.000		.000	.083	.000	.000
	No.	170	170	170	170	170	170
focus	Pearson correlation	.678**	.620*	1	-.088	-.439**	.878**
	Sig. level	.000	.000		.251	.000	.000
	No.	170	170	170	170	170	170
Quality of work life	Pearson correlation	-.319**	-.133	-.088	1	.598**	-.211**
	Sig. level	.000	.083	.251		.000	.006



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	No.	170	170	170	170	170	170
Employee s' loyalty	Pearson correlation	- .383**	- .332* *	- .439**	.598**	1	-.441**
	Sig. level	.000	.000	.000	.000		.000
	No.	170	170	170	170	170	170
Organizational structure	Pearson correlation	.904**	.852* *	.878**	-.211**	- .441**	1
	Sig. level	.000	.000	.000	.006	.000	
	No.	170	170	170	170	170	170

Based on correlation table, correlation in alignment and modeling of each aligned components is accepted for all variables without collinearity, and is accepted based on correlation of the independent variables (organizational structure and quality of work life) with employees' loyalty in all correlation statuses in mean level, and there is a reverse relationship between the quality of work life and employees' loyalty. There is alignment in the used models in this research, and logic of communications in this research is confirmed using general correlation table.

**7. REGRESSION TEST OF RESEARCH HYPOTHESES**

**Table (6): summary of dependent variable regression model (quality of work life)**

Independent component	R	R <sup>2</sup>	Moderated R <sup>2</sup>	Standard error of estimation	Durbin-Watson
Sophistication	.383a	.147	.142	.64340	1.760
Formality	.332a	.110	.105	.65687	1.659
focus	.439a	.192	.188	.62588	1.698
Organization structure	.441a	.194	.189	.62525	1.705
Quality of work life	.598a	.358	.354	.55805	1.900



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Two-variable linear regression test was used to study this hypothesis. Results of this test are as three following tables. A correlation coefficient (R) is 0.383 showing the correlation between organization sophistication and employees' loyalty.  $R^2$  shows the determination of employees' loyalty variance by organization sophistication. The problem of  $R^2$  is that it estimates model success excessively and considers a fewer number of independent variables and sample volume. Therefore, some researchers prefer to use another index called moderated  $R^2$  (Sarukhani, 2011). The moderated  $R^2$  is 0.147 in a table (6) showing sophistication variable could determine 0.142 or 14.2% of employees' loyalty. When variables are studied in one period of time in regression analysis, data changes may obey a specific pattern. Durbin-Watson test was used to discern this. The independence concept means a result of an observation doesn't influence the results of other observations. When often the dependent variable behavior is studied over a period of time in regression, the problem may occur or dependency problem of errors may be faced. This relationship between data is called correlation. If there is the correlation in errors, linear regression can't be used. To study this hypothesis, variable sequence figuring can be used to make it observable. However, the safer way is using Durbin-Watson between 0-4. If there is no serial correlation among residuals, it shows a negative correlation. Totally, if this statistics is between 1.5 and 2.5, there is a good adaptation between two distributions. This statistic in the table is 1.76.

The correlation coefficient (R) is 0.322 showing the correlation between organization formality and employees' loyalty.  $R^2$  shows the determination of employees' loyalty variance by organization formality. The moderated  $R^2$  is 0.105 in Table (6) showing formality variable could determine 0.105 or 10.5% of employees' loyalty. Totally, if this statistics is between 1.5 and 2.5, there is a good adaptation between two distributions. This statistic in Table (6) is 1.659.

A correlation coefficient (R) is 0.439 showing the correlation between focus and employees' loyalty.  $R^2$  shows the determination of employees' loyalty variance by focus. The moderated  $R^2$  is 0.188 in Table (6) showing focus variable could determine 0.188 or 18.8% of employees' loyalty. Totally, if this statistics is between 1.5 and 2.5, there is a good adaptation between two distributions. This statistic in Table (6) is 1.698.



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The correlation coefficient (R) is 0.441 showing the correlation between organization structure and employees' loyalty.  $R^2$  shows the determination of employees' loyalty variance by organization structure. The moderated  $R^2$  is 0.189 in Table (6) showing organization structure variable could determine 0.189 or 18.9% of employees' loyalty. Totally, if this statistics is between 1.5 and 2.5, there is a good adaptation between two distributions. This statistic in Table is 1.705.

The correlation coefficient (R) is 0.598 showing the correlation between quality of work life and employees' loyalty.  $R^2$  shows the determination of employees' loyalty variance by the quality of work life. The moderated  $R^2$  is 0.354 in Table (6) showing the quality of work life variable could determine 0.354 or 35.4% of employees' loyalty. Totally, if this statistics is between 1.5 and 2.5, there is a good adaptation between two distributions. This statistic in Table (6) is 1.90.

Main hypothesis: organizational structure and quality of work life influence on employees' loyalty to finance and administration department.

**Table (7) summary of the first hypothesis regression model**

<b>Model</b>	<b>R</b>	<b><math>R^2</math></b>	<b>Moderated <math>R^2</math></b>	<b>Standard error of estimation</b>	<b>Durbin-Watson</b>
Value	.679a	.461	.455	.51267	1.880

Two variable linear regression test was used to study this hypothesis. Test results are shown in three following tables. Table (7) shows the summary of the related statistics to model fitting. The correlation coefficient (R) is 0.679 showing the strong correlation between two independent variables (organizational structure and quality of work life) and employees' loyalty; as though, employees' loyalty increases by increasing the quality of work life.  $R^2$  shows the determination of employees' loyalty variance by organizational structure and quality of work life. The moderated  $R^2$  is 0.461 showing organizational structure and quality of work life variables could determine 0.461 or 46.1% of employees' loyalty. There is a good adaptation between two distributions. This statistic in Table (6) is 1.880.



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**Table (8): coefficients<sup>a</sup> table**

Model	Non-standardized coefficients		Standardized coefficients	t-value	p-value
	value	St. error	$\beta$		
Constant value	.223	.446		.500	.618
Organization structure	-.409	.072	-.329	-5.662	.000
Quality of work life	1.132	.124	.529	9.104	.000

In order to indicate the level of each variable on employees' loyalty, t-test shows that organizational structure and quality of work life are statistically significant in other words, organizational structure influences on employees ' loyalty and the related  $\beta$  to services innovation variable is -0.329. It means that if one unit is added to the organization structure, 32.9% is reduced from employees' loyalty. Variable of quality of work life influences on employees' loyalty and the related  $\beta$  to services innovation variable is -0.529. It means that if one unit is added to the quality of work life, 52.9% is added to employees' loyalty.

### **8. ANALYSIS OF THE FIRST HYPOTHESIS**

The main hypothesis based on the effectiveness of organizational structure and quality of work life on employees' loyalty was confirmed in an acceptable and significant level, and correlation size and effectiveness was at a good level. Since correlation is high in this research, all organizations need to have loyal employees with a proper structure, and quality of employees' work life. A reverse relationship was found in this hypothesis between structure and loyalty, and this reduction influences on loyalty because of traditional structures in postmodernism era. On the other hand, quality of work life has an increasing relationship that employees have life quality to some extent and know it related to less than average loyalty level. It admits the effect of structure on the accurate accomplishment of tasks in modern governmental management based on Amiri research (2016). On the other hand, inaccuracy of the structural factors is effective in creating



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knowledge- production structures for committed employees which is also in agreement. Shirazi et al. (2016) know job enrichment or job sophistication for employees in proportion to the quality of work life and loyalty that is in agreement with the results of the main hypothesis of this research.

Jenaabadi and Azizinezhad (2014) concluded in a research under the title of "the relationship between quality of work system and job satisfaction" that there is a direct and positive relationship between the quality of work system and job satisfaction; as though, higher quality of work condition ascends higher job satisfaction, and this fact that job path itself is a part of structure confirms this agreement.

Bordbar (2015) conducted a research under the title of "quality of work life and effective factors on it" in which the concept of the quality of work life is known strongly as an ethical load. Commitment to quality of work life is considered as principal values of an organizational behavior, and committed itself precisely develops loyalty in an organization which is in agreement with the result of this hypothesis.

#### **9. ANALYSIS OF THE FIRST SECONDARY HYPOTHESIS**

Analysis of the first secondary hypothesis based on the effectiveness of sophistication on employees' loyalty of finance and administration department of Tehran municipality was reverse and significant, and simple structure with high formality is boring for employees based on Robin's ideas and findings (2009). Organization structure has an incremental relationship because less sophistication is less than possible level to obtain more loyalty and move structures toward teamwork.

There is a significant relationship between organizational development and structure. In addition, the dimensions of formality and focus relate to organizational development except for sophistication, and this development makes other components in the organization if it has agreed on structure (Nasiri Valikyani and Shaygan, 2016); otherwise, the reverse relationship is made and the answer is in agreement with this hypothesis result.

#### **10. ANALYSIS OF THE SECOND SECONDARY HYPOTHESIS**

In analysis of the second secondary hypothesis based on the effectiveness of formality on employees' loyalty of finance and administration department of Tehran municipality each





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component is more than medium formality and less than mean level of employees' loyalty and this formality is extra that influences negatively on employees' loyalty and formality must be reduced to increase employees' loyalty.

Pelin et al. (2015) conducted a research under the title of "organizational structures effects and educational organization on job embeddedness and individual adaptive performance" whose results are in agreement with this hypothesis results that says post-modern structures give more action freedom, and job embeddedness is resulted by more loyalty.

**11. CONCLUSION OF THE THIRD SECONDARY HYPOTHESIS**

In the third secondary hypothesis was confirmed based on the effectiveness of focus on employees' loyalty of finance and administration department of Tehran municipality with a sig. level. It was confirmed because the structure without power doesn't have to mean at all. The focus power negatively influences on loyalty, because loyalty is made from the reliability of people in the organization, and extra power focus in managers reduces employees' loyalty in the workplace.

Ndimnezhad (2013) conducted a research under the title of "providing a causal model to predict organizational loyalty: the role of organizational transparency and organizational trust" that these components are published by organization formal structure. It means it considers trust in a delegation of authority which leads to loyalty. If not, loyalty decreases that is in agreement with the results of this hypothesis.

**12. CONCLUSION OF THE FOURTH SECONDARY HYPOTHESIS**

The fourth hypothesis based on the effectiveness of quality of work life on employees' loyalty to finance and administration department of Tehran municipality was confirmed in sig. level, because employees of finance and administration department of Tehran municipality in spite of all stresses in workplace need work life more than mean level that correlation in this organization is, unfortunately, less than mean level that could make positive correlation, and it is essential for organization to have quality growth of work life and employees' loyalty together which result in productivity in the organization.

Biglari et al. (2014) conducted a research about the prediction of employees' mental health based on the quality of work life that the variables of safety and health work life, social dependency of work life, and fairly studies have the maximum effectiveness with mental



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health, respectively among dimensions of the quality of work life. An organization with high fairness and safety by the quality of work life and makes loyalty and trust that is in agreement with the result of this hypothesis. Rasouli et al. (2014) conducted a research under the title of "quality of work life", and components level of quality of work life in organizations with higher safety and fairness were higher which provides reliability and is in agreement with the results of this hypothesis.

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