



Impact the Organizational downsizing in organizational health: Analytical research in the Directorate of Education in Nineveh

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Abstract:

This research aims to determine the extent of the contribution of organizational downsizing strategies to enhance the health of the researched organization represented by the Directorate of Education in Nineveh, and to achieve this goal, the study provided a simplified intellectual framework for the most important topics covered by writers and researchers for search variables, reinforced by an applied analytical framework for the opinions of (79) individuals responsible for the researched organization. The research adopted organizational downsizing as an independent variable that includes three dimensions represented by (reduction of human resources, job redesign, systemic strategy), while the organizational health represented the variable adopted in the research. The study used the questionnaire as a main tool for collecting data from the practical side of the research, and some statistical treatments were carried out for the data through the use of statistical methods represented by measures of central tendency, correlation coefficients and regression line equation in order to test the hypotheses adopted by the research which expressed the presence of a significant effect between organizational leanness and organizational health. What explains to us is that what shows us that relying on reducing the organizational size through one of its strategies contributes to improving the level of organizational health in the field studied.

Paper type Research paper

Keywords: organizational downsizing, job redesign, systemic strategy, organizational health.

Introduction

On the continuous environmental changes faced by business organizations, it stands before a challenge represented by how to maintain the health of its performance well, (Attaya and Ramadan, 2013: 1072) stated that to improve the organizational health and achieve well-being at work, all efforts exerted in the organization must flow first through the promotion of basic structural and organizational health, and then start the planning stage for organizing and accomplishing work by establishing a coherent structure, organizational stability, and a specific model for work. To maintain good levels of health in organizations that are large in size or that suffer from functional sagging due to a large number of jobs and unjustified procedures, the organizations' resort to adopting a strategy of size reduction is one of the best possible solutions to improve the level of their health and maintain good levels of them continuously. As it is the organizational downsizing that means a process of reducing the numbers of workers in the organization and its size to be able to be adapted to the surrounding environment by reducing costs and increasing its competitiveness (Al-Fadl and Muslim, 2012: 203). Whereas, (Nickels, et al., 2002: 204) concluded that the strategy of downsizing is adopted by organizations when workers become more educated and self-directed better than before. As well as, (Saxena, 2006: 4) believes that developing the organization using one or more of the following operations: 1- Releasing of the new organizational form 2- Increasing expectations and responsibilities 3- The need to redevelop and train the workers in the organization and teach them new skills.

Organizational downsizing

The Interest in the issue of organizational downsizing has increased since the mid-1980s, and it has become the main catalyzer for the activities of many organizations in the world aiming to reduce their costs and increasing their efficiency (Casio, 1993: 96). Many authors and researchers have addressed the concept of organizational downsizing, as some have considered it as a strategy while others regard it as a process. whereas (Cravens & Piercy, 2006: 22) defined it as a vertical disintegrating to reduce the size of the organization by removing some middle management jobs and levels, the hierarchical structure of the organization has been made more flat and more streamlined. While, (Gandoifi,2009:4015) has stated that as: it is the strategy that is designed and implemented by the management of the international organization to improve its efficiency, effectiveness and competitive position. Organizational downsizing is an urgent necessity to compete and survive; it gives the organizations the ability to respond to the continuous change, in addition to use the new opportunities (Young, 2013: 7).

So the organizational downsizing can be defined procedurally as: a set of planned and studied practices by senior management aiming to improve the efficiency and the effectiveness in the organization, in addition to, adapting to external variables and improving the competitive situation.

Organizational Downsizing Strategies

There are a lot of challenges facing organizations during the implementation of downsizing, especially when these organizations adopt untrained strategies, which leads to fail and achieve to negative reversed results due to change resistance which reflects in performance, productivity and competitiveness (Gandoifi, 2009: 471). More, indicated that the most important downsizing strategies are:

1. Human Resources Reduction Strategy

This strategy relies on a set of methods and procedures to reduce the number of workers in the organization, the most important of these procedures, are: (Algore, 1997: 27) and (Evanes et al, 1999: 120) (Chen et al., 2012: 19) (Gandoifi, 2005: 59)

A. Natural decrease: Failure to compensate the workers who left work due to (death, retirement, resignation) by not requesting new appointments.

B. Early retirement: This means accelerating the process of voluntary discontinuation of the organization by its working personnel by motivating them to pay the incentives for early retirement

C. layoffs: means laying off the workers' services with an obligation to observe governmental and union laws and regulations in the layoff process, or firing the workers when their performance is at a low level or as a result of their failure to comply with regulations and instructions

D. workers redeploying: This means redistributing the workers and engaging them to the departments and sectors that suffer from a lack of their staff, after re-training and rehabilitation.

E. Wages Freezing: In order to reduce costs, organizations resort to this approach when they suffer from an acute financial crisis and when their competitive position decreases, this procedure may be for a limited period until the crisis ends, or it may not be limited to a period.

2. Job Redesigning Strategy

This strategy relies on reducing unnecessary jobs, units and managerial levels in order to reduce workloads by making changes in the organizational structure (Cameron & et al., 1991: 62). The organization that uses this strategy achieves a greater degree of efficiency in the work due to the simplification of its organizational structure (Luthans & Sommer, 1999: 47). The actions that the organization takes in implementing this strategy are:

A. Eliminate unnecessary and supportive jobs for the main activity so that the services provided by these jobs can be obtained from external organizations through what are known as subcontracting strategies (Evans et al, 1999: 132).

B. Merging the units with similar activities into a unit that can be carried out by an employee, and forming as known "process team" (Naama and Khalil, 2018: 100).

C. Reducing working hours for workers and work under the flexible working hours' system and this procedure leads to a reduction in the costs of work and its accomplishment with greater flexibility while increasing the organization's ability to improve performance and competition (Gandoifi, 2005: 64).

D. Redesigning jobs using many approaches, including increasing the number of tasks in one job or as known as “job expansion”, or making workers feel the importance and responsibility of the activities assigned to them and this is called (job enrichment). As well as other approaches including: job rotation, flexible time system, style of goal oriented management (Cameron, 1994: 198), job enlargement, and job simplification (Muhammad, 2015: 161).

3. Systemic Strategy

This strategy is more comprehensive than the previous two strategies; as it includes all dimensions and aspects of the organization (Jawad et al., 2006: 204). More, his strategy includes a set of procedures: (Cameron & Quinn, 1999: 6-8) (Naama and Khalil, 2018: 101) (quality, 2004: 181) (Wilkinson, 2004: 7)

- A. Changing the culture of the organization.
- B. Workers participation.
- C. Continuous improvement.
- D. Change from the base to the top.

Organizational health

the first author who has used the concept of organizational health in the educational environment is (Miles, 1969) as an essential element in the improvement and development of the organization's ability to adapt and align with the environment to reach its goals (Arbabisarjou et al., 2013: 314). Furthermore, many definitions of organizational health reflect the organization's ability to create an appropriate, creative and conflict-free environment in which conditions of adaptation, complementarity, and cohesion exist among workers (Akbaba, 1997: 65). Nevertheless, an organization that has organizational health enjoys low rates of absence and satisfactory conditions; because employers' interest in motivating workers and improving their ability to perform, that can be done by searching for the basis of the problem, its causes and remediation (Wolff, 2003: 8).

Basing on the foregoing, the researchers can provide a definition of organizational health as the organization's ability to use its resources, and adapt itself to external variables to become valid and encouraging to perform work by workers and confront problems wisely, relying on a positive approach and promoting behavior that achieves excellence in work.

The importance of organizational health as (Hill, 2003: 28) emphasized it as the primary means of evaluating internal relations, which is one of the most prominent factors in the organization's success; because of its great role in providing managers with the necessary information that contributes to achieving its goals, and raising their ability to address issues and constraints that facing them, instead of letting it get worse without solutions. Also (Al-Sawalmeh, 2011: 32) states a set of benefits that it provides for the organization: (Polatci et al., 2008: 151). (Al Kamali, 2011: 21). (Marash 2015: 31)

- 1- Respecting and developing the individual.
- 2- Encouraging teamwork.
- 3- Trust and leadership support.
- 4- Joint leadership.

The Methodological Framework

The research adopted the descriptive analytical approach for data processing, as this approach is based on describing the phenomenon according to the opinions of authors and researchers, then analyzing its variables in the field of research. The questionnaire was used as a basic tool to collect the data from the participants in the research sample, who were represented by the heads of departments, divisions, units in the Directorate of Education in Nineveh. Furthermore, 100 questionnaires were distributed but the retrieved were (79) which are valid for analysis. Nevertheless, the stability of the questionnaire was tested according to the (Cronbach's Alpha coefficient), as the alpha coefficient for the organizational downsizing variable reached (0.894), and for the organizational health variable reached (0.893), which are good values that are considered within the acceptable proportions of the alpha coefficient in human studies.

Moreover, SPSS V23 was used to process the data. In particular, Measures of central tendency represented by mean and standard deviation, as well as the correlation coefficient and regression line equation to test the research hypotheses. Whereas the questionnaire consisted of two parts, the first one included the questions regarding the organizational downsizing, as it reached (15) questions, while the second part included the organizational health by (15) paragraphs as well, see table (1):

Table (1): The adapted measures for the study

Variables	Dimensions	Measure	Questions	Stability Coefficient Cronbach's Alpha	
Organizational Downsizing	Human Resource Downsizing	Appelbaum, et al, 1999	1-5	0.785	0.894
	Work Re-designing		6-10	0.68	
	Systemic Strategy		11-15	0.76	
Organizational Health		Hoy,2008	16-30	0.893	

Research Problem: Due to the challenges facing public organizations with its datum focusing on agility and speed of response to environmental changes, we find that the Directorate of Education in Nineveh suffers from some functional sagging there are many jobs and multiple administrative layers and organizational levels, that is reflected in the results of its performance affecting its organizational health. Accordingly, the following questions expressing the research problem can be raised:

- Do organizational downsizing strategies play an important role in determining the level of organizational health?
- What is the impact of organizational downsizing strategies in enhancing the organizational health in the studied organization?

Research Hypotheses:

The main hypothesis: There is a significant effect between organizational downsizing and organizational health. The following hypotheses are subdivided:

- There was a significant effect relationship between downsizing strategy and organizational health.
- There is a significant influence relationship between job redesigning strategy and organizational health.
- There is a significant effect between systemic strategy and organizational health.

Research Importance and Objectives:

The importance of research arises from the importance of the topics and the variables that address them, continuous developments in work approaches and the emergence of information and communications technology enforce the organizations to adopt strategies that deal in accordance with an important perspective stems from the organization internally in its focus on its resources. As well as, organizational downsizing is one of the most important of these approaches because it concentrates on reducing the unjustified job overloads. In addition, simplifying and reducing procedures, and removing unimportant jobs that do not add value to the service providing process.

Accordingly, the research seeks to measure the effect of organizational downsizing with its three strategies in enhancing organizational health in the studied organization.

Results:

The results presented in Table (2) indicate that the highest agreement percentage was recorded by the job redesigning strategy, as it reached (50.39%), whereas the human resources downsizing strategy recorded the highest disagreement percentage, as it reached (30.38%).

Furthermore, the highest mean was recorded for the systemic strategy, as it reached (3.6), which is higher than the suggested mean (3). More, the standard deviation of this strategy was (0.89).

The lowest value of the coefficient variation was recorded by the systemic strategy, as it reached (24.6), and it indicates that it is the best strategy that can be adopted to achieve organizational downsizing in the researched field.

Moreover, the recorded mean of organizational health was (2.85) which is lower than the suggested mean, besides a standard deviation (0.82), which indicates the need of the studied organization to make performance improvements to improve the level of organizational health.

Table (2) Statistical Indicators of the Research Variable

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	S. D	Coefficient Variation
Independent Variable Organizational Downsizing	HR Downsizing	13.67	33.67	22.28	22.53	7.85	3.23	0.834	25.8
		47.34		22.28	30.38				
	Job redesigning	18.23	32.15	22.78	17.72	9.11	3.326	0.842	25.3
		50.38		22.78	26.84				
Systemic Strategy		19.75	44.05	18.73	11.39	6.08	3.60	0.89	24.6
		63.80		18.73	17.47				
Dependent Variable Organizational Health		14.18	19.24	22.19	26.41	17.97	2.85	0.82	28.7
		33.42		22.19	44.39				

Hypotheses test

1. Correlation analysis

The data in Table (3) indicates the existence of correlations between organizational downsizing with its three dimensions (human resources downsizing, job redesigning, systemic strategy). Whereas, the correlation coefficient between organizational downsizing and organizational health was (0.716); this leads us to accept the first main hypothesis for research and its three sub-hypotheses that emanate from it, as the strongest recorded correlation was between human resource downsizing strategy and organizational health, as the coefficient of correlation between them (0.693). While, the lowest recorded correlation coefficient was between job redesigning and organizational health, as the correlation coefficient between them was (0.591).

Table (3): Coloration Results Between the Organizational Downsizing and Organizational Health

Independent Variable		Dependent Variable	Coloration	
Organizational Downsizing	HR downsizing	Organizational Health	**0.693	**0.716
	Job redesigning		**0.591	
	Systemic Strategy		**0.644	

2. Influence Relationship Analysis

As it is given in table (4) which clarifies the influence of the independent variable (Organizational downsizing) with its three dimensions on the dependent variable (organizational health). More, the influence relationship between them was significant, due to the calculated (F) values for organizational downsizing with its three strategies were greater than the tabular (F) value is (3.96) at the level of significance 0.05 when DF (1-78). Additionally, it is clear from the coefficient of determination that organizational downsizing explains and contributes to (55%) of the changes that occur in organizational health. Consequently, makes us accept the second main hypothesis and its sub-hypotheses.

Table (4): Regression Analysis of the Influence Relationship between Organizational Downsizing and Organizational Health

Dependent Variable	Statistical Indicators	Organizational Downsizing	HR Downsizing	Job redesigning	Systemic Strategy
Organizational Health	<i>b</i>	0.744	0.612	0.551	0.665
	B	0.739	0.693	0.609	0.702
	R2	0.546	0.480	0.371	0.493
	Calculated (F)	80.422	61.862	39.549	65.21
	Sig	.000	.000	.000	.000
	Influence	Does	Does	Does	Does
	Hypothesis	Accept	Accept	Accept	Accept
	Df	1-78			

Conclusions

Through the results of the research, it is clear that the researched organization suffers from some problems related to the organization and specifically the existence of sagging in its organizational structure due to (a large number of jobs, overlap in jobs, centralization of work, administrative routine, the large number of clients, the complexity of procedures), these things pushed us to conduct the study and search for the best strategies which these problems can be solved. Moreover, organizational downsizing is one of the treatments in which the problems of the organizational structure sagging can be eliminated. Further, organizational downsizing is an administrative strategy to reduce the size and scope of business to improve its performance. Nevertheless, the benefits of the downsizing are achieved through the implementation of one of its strategies represented in reducing the number of human resources (through early retirement, employees movement, firing, wages freeze, or layoffs), or job redesigning (by removing unnecessary jobs, units merging, removing managerial levels, or job redesigning), or a systemic strategy (by employee participation, operations simplifying, changing employee attitudes or norms, or change from the bottom up). Since, the result of this study has proven that the best strategy that can be applied in the research field is the systemic strategy, as this strategy does not follow to abandon of human resources, thus losing their jobs and their livelihood, besides, this strategy represents a continuous improvement process and requires a long-term implementation to get its results, which do not generate a direct improvement in the level of performance.

Besides the results of the statistical analysis have proven the existence of two significant correlation and influence between organizational downsizing and organizational health, which is a logical issue that stems from the conclusion that organizations seek to improve their performance and enhance their health which does not come through a large number of their functions, levels, or the number of workers in them, but rather through the downsizing of all its activities to become more efficient and effective in performance to enhance its organizational health, which is reflected in its ability to properly implement its strategies and moving lightly in the business environment.

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تأثير الترشيق التنظيمي في الصحة التنظيمية دراسة تحليلية في مديرية تربية محافظة نينوى

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هذا العمل مرخص تحت اتفاقية المشاع الابداعي نسب المُصنَّف - غير تجاري - الترخيص العمومي الدولي 4.0
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المستخلص:

يهدف هذا البحث الى تحديد مدى مساهمة استراتيجيات الترشيق التنظيمي في تحسين صحة المنظمة المبحوثة والمتمثلة بمديرية تربية محافظة نينوى، ولغرض الوصول الى هذا الهدف، فقد قدمت الدراسة اطار فكري مبسط لأغلب المواضيع أهمية والتي جرى تغطيتها من قبل الكتاب والباحثين لمتغيرات البحث، والمعززة باطار تحليلي مطبق على اراء 79 من الأفراد العاملين عن المنظمة قيد البحث. وتبنى البحث الترشيق التنظيمي كمتغير مستقل والذي يتضمن ثلاثة ابعاد (تقليل المورد البشري، إعادة تصميم العمل، والاستراتيجية النظامية)، بينما تمثل المتغير المعتمد بالصحة التنظيمية. جرى استخدام الاستبيان في هذا البحث كوسيلة رئيسية لجمع البيانات وتم استخدام العديد من الطرق الإحصائية لمعالجة تلك البيانات من اجل اختبار الفرضية المعتمدة في هذا البحث من اجل إيجاد العلاقة للارتباط الإيجابي وعلاقة التأثير بين متغيرات الدراسة والتي فسرت لنا الاعتمادية على الترشيق التنظيمي عبر احد استراتيجياته المساهمة لتحسين مستوى الصحة التنظيمية في هذا الموضوع.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية: الترشيق التنظيمي، إعادة تصميم العمل، الاستراتيجية النظامية، الصحة التنظيمية