

THE ROLE OF RESTRUCTURING IN ENHANCING THE INFORMATION EXPERIENCE

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ABSTRACT

The information revolution is sweeping our economy; no company can avoid its effects. Information workers collect and interpret information in order to provide valuable information as a basis for making critical decisions and judgments at work, this process is very important for the success of the Organization's process. Information is used to achieve competitive advantage, and employers recognize the importance of the need to involve information in the management of modern technology. This study aims to investigate the role of restructuring in enhancing the information experience. To achieve the purpose of this study and to answer its questions, the researchers develop a questionnaire which was distributed to a sample consisted of 250 employees from Social Security Corporation in Jordan, 187 questionnaires were collected, and that is 74.8% of the total sample. The research results indicated that there is significant impact of applying restructuring in Social Security Corporation on employees information experiences.

Key words: Information Experience, Restructuring, Decision Making, Profiles, Interviews, Internal Environment.

Introduction

We get a lot of information but that's not important, since how to use using such information is even more important. The organization represents an element of the marketing environment when it is active, Implement market strategies and develops long-term action plans aimed at ensuring effective management of opportunities and threats within the marketing environment while considering the strengths and weaknesses of the organization. (Claudiu et al,2011).Organizations offer different forms of rewards to employees for their contribution to the achievement of the Organization's objectives(Tekleab,2005).

Restructuring

The set of strategies and policies set by the state or institution to improve and develop the efficiency of performance. The restructuring is accompanied by a reduction in the size of the organizations and the simplification of their structure. It is also known as a deliberate change of formal relationships between organizational components, meaning the set of strategies, plans, programs and policies developed by the Department to reduce costs and improve efficiency (Abdulfattah, 2015).

The restructuring process depends on the size and nature of the problems facing the institution. The organization may suffer from human resources problems, which forces it to adopt a restructuring program to correct errors and restore the institution's ability to continue. The restructuring program is not an end in itself but rather a means of achieving the institution's objectives (Alqirem, 2014), its a set of strategies, plans and policies set by the organization to reduce costs and improve performance (Abdullah, 2012).

The program aims to enable government departments and institutions to attract and retain qualified staff with the required skills and expertise, and to motivate public sector employees to do more and give more effort and achieve Job satisfaction and minimize the gap between the public and private sectors in the field of salaries and bonuses (Alqirem, 2014). Salaries and bonuses are one of the most important factors in motivating employees to do their jobs and increase their productivity. Both salaries and bonuses depend on the economic level of the country and the impact of the economic conditions on the labor market. Economic prosperity increases the volume of expenditure, which increases the demand for production and the high demand for labor, which help to increase salaries and bonuses (Ibrahim, 1996).

Salaries

It's a means of encouraging staff retention. Among the various types of remuneration offered by the organization to employees, salary is an important factor in any organization(Tekleab,2005), while (Roth, 2006) confirmed that the salary should be based on merit.

Salaries have an important role to play in the performance of employees. They represent the most important incentives for work. Studies show that the relationship between employees' pay and their performance is greater. The more the salary is paid, the more incentive they have for their jobs and the better qualified people are(Robbins, 2011).

Bonuses

It is a plan to pay employees rewards for their current work, and in many jobs to be on an annual basis, a way to motivate employees to do better in performing what they do within their organization (Robbins, 2011). Bonuses are different from salaries in that salaries are distributed according to seniority, while bonuses are distributed according to the efforts made by the employee (Kwon, et al., 2008).

Bonuses are incentive systems used by organizations to motivate employees to improve their performance. At present, bonuses are used to provide the right atmosphere for employees to do their work and satisfy their desires, encouraging employees to do their jobs and providing better services. Its importance to the organization is that it works to improve the quality of services provided and attract efficient human resources, and show its importance to employees that incentives help satisfy the employee's material and moral needs and achieve high levels of productivity. (Assad, 2001).

Bonuses are usually provided by the law as it is granted to all employees regardless of their performance. In reviewing the literature of management, we find many studies that discussed the issue of bonuses as one of the important things for employees, and because it is a positive change in the motivation of employees and guidance of their behavior (Aguinis, 2013).

Information Experience

There are continuous improvement programs throughout the organization to improve them and get the edge (Garvin, 1993). Through the use of informational experience we can achieve many goals, like, communicate with information positively, use flexible methods to work and perform functions, experience the new media at work, raising awareness among employees in daily work and innovation and raise creativity to different levels in productivity and efficiency (Belhomme, 2012)

Decision Making

Decision making is the process of taking decisions by collecting information and evaluating alternative decisions, a step-by-step decision-making process makes decisions more deliberate and increases the likelihood of making the most satisfactory decisions¹. In figure 1 we can see the 7 steps to Effective Decision Making in University of Massachusetts

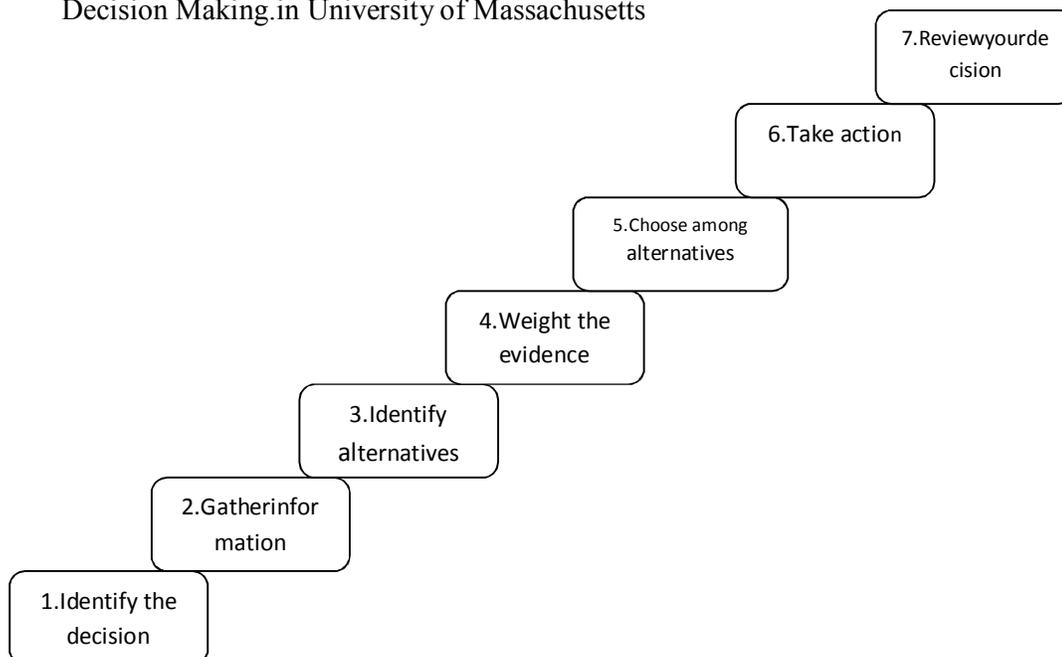


Figure 1 (7 steps to Effective Decision Making in University of Massachusetts)

¹This information was obtained from http://www.umassd.edu/media/umassdartmouth/fycm/decision_making_process.pdf on 31st/3/2017

The important step is the first one; the second step involves internal and external work. In the third step we include all possible and desirable alternatives. In step six we begin implement the alternative we choose. In the final step, we consider the outcomes of the decision, and see whether it is solved the need or not.

Profiles

Profiles are considered as a valuable source of information for decision-making in research and development, human resources development, and the R & D team, And they provide information about the technology to inventors (Moehrle, et al., 2005).

Visits and Interviews

Structured work interviews are resistant to the impact of demographic similarity. In the performance of the interviews, the evaluation is influenced not only by the information obtained by the interview but also by the congruence between the demographic structures of the two parties for the interview. Highly structured occupational interviews are resistant to demographic differences (McCarthy et al,2010).

Internal Environment

The internal environment includes all elements associated with the organization that are largely affected and controlled by the organization, it is refers to the factors inside the organization that impact on its performance. The potential outcome of the internal environment is analysis is to identify the strengths and weaknesses of the organization's structure and culture (Claudiu et al,2011) (Rouse et al,2013). When the internal environment is properly managed, the organization can achieve its objectives (Rouse et al, 2013).

The Study Hypotheses:

H01 – There are negative attitudes toward applying restructuring in Social Security Corporation.

H02 – There are no significant impact of applying restructuring in Social Security Corporation on employees ‘information experiences.

H03 – There are negative attitudes toward the availability of employees’ ‘information experiences.

Methodology

The researchers use the descriptive analytical approach, where theoretical framework depends on books, periodicals, and electronic articles, while fieldwork is covered by designing a questionnaire to serve the study objectives.

Data Collection Methods

1 – Primary source: the study questionnaire that was designed and distributed to sample subjects.

2 – Secondary sources: books, references, previous studies on that handle study topic.

Population and Sampling

The study population includes employees working in Social Security Corporation in Jordan. The study convenience sample consisted of 250 employees. 187 questionnaires were collected, that is 74.8% of the total sample.

Reliability Test:

A Cronbach Alpha test was used to ascertain instrument reliability. The value was = 0.963 for the questionnaire. All values are accepted since they are more than 0.60 (Malhotra, 2004).

Analysis and discussion

Frequency and percentages were computed for the sample's characteristics.

Table 1**Sample's Distribution According to Demographic Information**

Category	Frequency	Percentage%
Education		
High School or less	7	3.7
Diploma	32	17.1
Bachelor	123	65.8
High studies	25	13.4
Total	187	100.0
Gender		
Male	110	58.8
Female	77	41.2
Total	187	100.0
Experience		
10 years or less	70	37.4
11-15 years	71	38.0
16-20 years	26	13.9
More than 20 years	20	10.7
Total	187	100.0
Age		
30 years or less	39	20.9
31-40 years	98	52.4
41-50 years	44	23.5
More than 50 years	6	3.2
Total	187	100.0

The table above indicates that 3.7% of the sample has high school or less, 17.1% of the sample has Diploma, 65.8% of the sample has bachelor degree, and the rest have higher studies. With respect to Experience, the table shows that 37.4% of the sample has experience 10 years or less, whereas 38% of the sample has experience 11-15 years. Finally, it is found that the majority of the sample (83.6%) is less than 40 years old.

Discussion of the Study's Results:

Means and standard deviations of statements that measure study's variables as follows:

Table 2
Means and Standard Deviations of sample's responses regarding the Salary variable

	Minimum	Maximum	Mean	Std. Deviation
1. I receive the same wage as my organization employees who do the same work and have the same years of experience	1.00	5.00	3.3797	1.03187
2. My salary is proper to my academic qualifications	1.00	5.00	3.2888	1.14160
3. Salary provides proper social security for me and my family	1.00	5.00	3.1765	1.00316
4. My monthly salary is proper with my workload	1.00	5.00	3.2674	1.07920
5. The salary scale is applied according to ladder of categories and functional grades in force	3.00	5.00	3.9091	.76007
6. My salary has increased significantly	1.00	5.00	2.2193	1.08264
7. The Civil Service Law takes into account a reasonable salary scale	1.00	5.00	2.6043	1.11374
8. My salary is more than most employees' salaries in other institutions who have the same qualifications	1.00	5.00	2.7059	.99683
Grand Mean	1.50	5.00	3.0689	.75303

Table 2 indicates that there are positive attitudes towards salary variable statements since their means are more than the virtual mean (3) except Q(6,7,8) because their means are less than the virtual mean. The grand mean also reflects that there are positive attitudes toward the variable.

Table 3
Means and Standard Deviations of sample's responses regarding the bonuses variable

	Minimum	Maximum	Mean	Std. Deviation
9.Allowance for job nature is sufficient	1.00	5.00	2.8556	1.10498
10. I get financial rewards that match with what I do	1.00	5.00	2.8342	.93286
11. The amount of work I do is appropriate for my salary and other incentives	1.00	5.00	2.9465	1.10099
12. Financial incentives are given to employees regardless of their race, religion and ethnicity	1.00	5.00	3.2353	1.31910
13. I am rewarded by my superiors for the extra effort I make in my work	2.00	5.00	3.2460	1.02308
14. The level of difficulty of work shall be taken into consideration when distributing rewards among employees	1.00	5.00	2.5294	1.11343
15. There are stable and fair bases for awarding bonuses and rewards among employees	1.00	5.00	3.2727	1.09518
16. In my opinion, the relationship between the salary and the allowance is fair	1.00	5.00	2.8770	1.05792
17. My performance and duties are very appropriate	1.00	5.00	3.2193	1.04215
18. Remuneration is distributed to employees fairly	1.00	5.00	3.3316	1.23010
19. The outstanding employees are considered in Rewards System	1.00	5.00	3.0000	1.10229
20. The amount I get from an annual increase improves my economic situation	1.00	5.00	2.1818	1.10672
21. The annual increase I receive is proper with the level of effort I am making	1.00	5.00	2.2246	1.29633
Grand Mean	1.62	5.00	2.9042	.86876

Table 3 indicates that at there are positive attitudes towards salary variable statements since their means are more than the virtual mean (3) except Q(9,10,11,16,20,21) because their means are less than the virtual mean. The grand mean also reflects that there are positive attitudes toward the variable.

Table 4
Means and Standard Deviations of sample's responses regarding the Information Experience variable

	N	Minimum	Maximum	Mean	Std. Deviation
22. There is a clear sequence in the decision-making process	187	1.00	5.00	4.0107	.93894
23. Sequence is taken into account in the decision-making process	187	1.00	5.00	4.0160	1.00790
24. Focus on information available in decision making	187	1.00	5.00	3.8075	1.03454
25. The employee's previous experience shall be taken into consideration when making decisions	187	1.00	5.00	3.8182	.95551
26. There is an interest in improving the working experience of staff	187	1.00	5.00	3.7273	1.18024
27. There is an interest in following up all the aspects related to the employee's personal file	187	1.00	5.00	3.6203	1.20045
28. Attention is paid to training employees to improve their performance according to previous information	187	1.00	5.00	3.7219	1.18126
29. There is an interest in automating (computerizing) employees' profiles according to their prior information	187	1.00	5.00	3.8342	1.13085
30. Periodic visits to staff offices are carried out to monitor their performance	187	1.00	5.00	3.5882	1.11513
31. Individual interviews shall be conducted for each employee to identify his problems and work to address them	187	1.00	5.00	2.6898	1.27425
32. There is an interest in the task rotation process	187	1.00	5.00	3.1337	1.17697
33. There is a positive interaction between all employees	187	1.00	5.00	3.6150	1.05819
34. There is an interest to provide all work needs according to previous employees needs	187	1.00	5.00	3.7807	1.14538
35. Cooperation spirit is prevailing between employees in the same department due to their common objectives	187	1.00	5.00	3.8128	1.07376
Grand Mean	187	1.00	5.00	3.6555	.88345

Table 4 indicates that there are positive attitudes towards salary variable statements since their means are more than the virtual mean (3) except Q(31) because their means are less than the virtual mean. The grand mean also reflects that there are positive attitudes toward the variable.

HYPOTHESES TESTING

H01 – There are negative attitudes toward applying restructuring in Social Security Corporation.

Table 5
Test of hypothesis (1)

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean	Error	
H01	187	2.9669	.79323	.05801		

One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
H01	-.571	186	.569	-.03310	-.1475	.0813

One sample t test is used to test the above hypothesis; it is found that a calculated value of (t) is not significant at (0.05) level. This means that null hypothesis is accepted, which means that there are negative attitudes toward applying restructuring in Social Security Corporation.

H02 – There is no significant impact of applying restructuring in Social Security Corporation on employees' information experiences.

Table 6
Test of hypothesis (2)

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.619 ^a	.383	.376	.69765

a. Predictors: (Constant), bonus, salary

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.615	2	27.807	57.134	.000 ^b
	Residual	89.554	184	.487		
	Total	145.169	186			

a. Dependent Variable: dep

b. Predictors: (Constant), bonus, salary

Coefficients ^a						
Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
	(Constant)	2.334	.215		10.870	.000
1	Salary	-.424	.123	-.361	-3.430	.001
	Bonus	.903	.107	.888	8.434	.000

Multiple regression is used to test this hypothesis, It was found that R= (0.619) is the correlation of the independent variables and the dependent variable. Also it was found that the F value of (57.134) is significant at (0.05) level. Thus, there is a significant impact of applying restructuring in Social Security Corporation on employees 'information experiences. Also it was found that t value for each dimension is significant at (0.05) level .

H03 – There are negative attitudes toward the availability of employees' information experiences

Table 7
Test of hypothesis (3)

One-Sample Statistics						
	Mean	Std. Deviation	Std. Error			
information experiences	3.6555	.88345	.06460			

One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Interval Difference	Confidence of the
					Lower	Upper
information experiences	10.146	186	.000	.65546	.5280	.7829

One sample t test is used to test above hypothesis; it is found that a calculated value of (t) is significant at (0.05) level. This means that null is rejected, which means that there are positive attitudes toward the availability of employees 'information experiences.

Conclusion

This study provided a good opportunity to study government sector employees and their views on the restructuring program that aimed to investigate the role of restructuring in enhancing the information experience. The findings from this research show that the employees attitudes on restructuring salaries were positive, while it was negative when the issue was concerned that the increases were rewarding. And it was negative toward award bonuses variable. The trends were positive towards the variable information experience and in terms of application in the work, while it was negative towards conduct individual interviews for each employee to know the problems he faced.

Depending on the results of the statistical analysis and hypothesis testing, we recommend to consider the increases given to employees, and their suitability to the high cost of living, reviewing the granting of bonuses and their amount, and paying attention to be granted fair and according to the burdens of the employee. The study also noted that there is interest in the follow-up of employees in their offices, as well as the importance of training employees to improve their performance. However, there was no interest in conducting individual interviews for employees and identifying and solving their problems.

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Web sites

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