Full Length Research Paper

Survey of the relation between organizational structure and informational overload in commercial units: A case study of Iran tractor manufacturing company

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Increasing mass information is one of uppermost puzzles for managers who forced to confront with them. On one hand there is also deficient correct information. They may find it difficult to determine which information constitutes corporations' strategic sources and lead to assets. But that is the question, what a proper solution is. Partly related to design and performance of management information systems. Another part of the solution can be found in design and establishment of appropriate organizational structure and management of organizational information sources. This research surveys the link between organizational structure informational overload in commercial Strategic Business Unit (SBU) of tractor manufacturing of Iran. Robbins theory was the basis in assessment of organizational structure made. Three dimensions to organizational structure: centralization, formalization, complexity, with some indicators for each one, has been evaluated by the theory. This research which by purpose, method, nature of the subject and specified directions is applied, is kind of correlational research (concordance or relational). Moreover data collecting has been done through survey and questionnaires that are in common use for evaluation. Population universe was 74 in people included all of managers and experts of the SBU. Reliability of the questionnaires applying Retest technique, the indicator of reliability coefficient which is kind of correlational coefficient, distinguished by Statistical Package for the Social Sciences (SPSS). This research has one major and three minor hypothesis. Final analysis of data verified the result: the first hypo (centralization) with 0.95 confidence level and the second hypo (formalization) with 0.99 confidence levels. But the third hypo (complexity) rejected. The major hypo (organizational structure) has been verified with 0.99. It is mentioned that the most impact on changes of informational overload variable caused by changes of formalization variable.

Key words: Organizational structure, centralization, formalization, complexity, informational overload.

INTRODUCTION

We live in the information era, scientific and technical progress has put an incredible amount of pressure on modern societies. The information produced in the world is so much that makes us face with “information explosion”, “information pollution” and “overgrowth of information”. Today, because of the incredible rise in the existing information mass, information management is known as a very complex concept. All persons, in any position they are, deal with information and try to manage it in some ways (Lively, 1996). In the 1980s and 1990s we experienced the acceleration of the companies to get rid of the bureaucracy derived from organizational hierarchy which was getting worse by the process of transmitting written information. Now, this structure has generally become much more even and the new structures have less levels between the top and the bottom of the hierarchy. We can say by experience that in hierarchical structures, the inappropriate management strategies causes overload of the information. On the other hand, free and less hierarchical structures decrease the rate of overload (Norton, 2003).
Research question

The organizational structure clarifies that how should we allocate the organizational responsibilities like who should give reports and who should receive them; and also what are the interactive patterns that should be held. We define “structure” as one of the components of organization which consists of complexity, formalization and centralization. Complexity indicated the inter-organizational separation limits. It also refers to specialization, division of labor, and the amount of levels in the organizational hierarchy. The limitation that an organization considers for directing its employees to behave toward rules, instructions and procedures is called formalization. Centralization refers to the department which is the center of decision making authority. In this information era, the value of information is getting more and more obvious everyday and the more we focus on it the more information we produce and try at the same time to make it more exact and comprehensive. This can be the key to organizational success, but also can make some problems. The information should include as less details as possible. The existence of any extra word means more processing, more analysis and taking more space and so will result in taking much more useless decisions (Melgoza et al., 2002). To stay and improve in the business market, all of us need information. But at the same time, too much information can confuse us and eventually lead to the individual employee’s and the organization’s failure. Information overload happens at a time that the amount of received information precedes our ability of effective and meaningful processing. The information overload may be a result of organizational factors like organizational structure (centralization, formalization, and complexity), (Griffiths and Norton, 1999). In this present research we are about to study the effect of the three factors of: organizational centralizing, organizational formalization and organizational complexity on information overload by using Robin’s model. So this research will study the relation between information overload and organizational structure with its three components (complexity, formalization and centralization) in the trading departments of Iranian tractor manufacturing company.

The importance and necessity of the present research

The organization requires a clear and codified structure to function efficiently, effectively and optimally. Organizational structure is an adherent of missions, targets, plans, history of activities, division of tasks and the methods of management’s decision making and the information and connections they need. For proper decision making and planning and also to have supervision on doing tasks and activities management needs to have information and special connections (Melgoza and Mennel, 2006). We can see the important role of information through vast contexts of vital human activities. As the activity of companies and organizations have expanded a lot, the access to exact and correct information to use for management’s decision making is becoming a very vital and essential need. With the increase in the amount of information in different organizational levels and the importance of proper decision making in a limited time, it is more obvious nowadays that the managers need more updated information. Formalization, complexity and the degree of centralization are some components of an organizational structure which should necessarily be compatible with the information management method (Chard, 2002).

Aims

The main objective of this research is “to study the relation between the organizational structure and the information overload in the trading units of Iranian tractor manufacturing company”. To gain this general objective, we will follow these scientific aims:

1. To determine the relation between organizational centralization and information overload in trading units of Iranian tractor manufacturing company.
2. To determine the relation between organizational formalization and information overload in trading units of Iranian tractor manufacturing company.
3. To determine the relation between organizational complexity and information overload in trading units of Iranian tractor manufacturing company.

Research theoretical framework

The theoretical frameworks for this research for measuring the independent variable - the organizational structure- in trading units of Iranian Tractor manufacturing company is extracted from the theory of Stephen P. Robins. And the theoretical framework for measuring -the dependent variable of overload- is extract from Joseph Ralph and Opler.

The research hypothesis

H₁: There is a meaningful relation between information overload and the organizational structure in the trading units of Iranian tractor manufacturing company.
H₁₁: There is a meaningful relation between information overload and the organizational centralization in the trading units of Iranian tractor manufacturing company.
H₁₂: There is a meaningful relation between information overload and the organizational formalization in the
trading units of Iranian tractor manufacturing company. 

H13: There is a meaningful relation between information overload and the organizational complexity in the trading units of Iranian tractor manufacturing company.

LITERATURE REVIEW

The organizations have a major role in our modern world. The organizations pervasive presence in all of the aspects of our lives makes it inevitable to study and know about them not only as a scientific subject but as an inseparable part of our social lives. It is not easy to know the concept of organization to an extend which is enough to help our managers in not only their personal lives but also in their organizational lives and to equip them with knowledge to lead and control their personnel. Because nowadays both the organizations and the individuals who work in them are really complicated, the network of relations and structures derived from interactions between these individuals and organizations becomes that much complex and intertwined that we can understand it only by means of theory. The challenge which managers are faced with is that they should be able to understand the organizational structures and patterns and so be able to (successfully) reach the company’s objectives (Daft, 1998). The three components that we apply to make the organizational structure are complexity, formalization and centralization. Although it is common to accept these three components as main and the most important parts of the organizational structure, but it is not universal and pervasive. It contains a range of the most common to the least common in different parts. In addition to including a group of people who work in them, the organizations are also a kind of decision making and information processing systems. The organizations make it easier to gain the objectives through coordinating group work; and decision making and information processing are key factors to this coordinating. Despite all these, the information itself is a scarce source in the company. The advanced information technology, equips the managers with a big mass of data in order to take decisions. We are bombarded with information in today’s world. So the scarce source is our ability to process selected set of data. A manager’s ability for data processing is limited. If we give the manager more information than her capacity, it will result in information accumulation. To avoid such phenomenon, some parts of the decision making should be given to other people and the centralization of decision making should spread from one single point to all over the organization. This act of spreading or transmitting is called decentralization. To prepare information for making decisions the managers trust their staff. The information is sent from the bottom levels to the top and is first refined by the employees. If the filtration and refining process would not happen, the manager had been bombarded with different information. But this process needs the staff that can interpret and explain the information required by the manager (Meyer, 1998). The second component of organizational structure is formalization. Formalization is a set of rules, methods and written documents which determine the responsibilities, instructions and orders for employees and members of the organization (Daft, 1998). Complexity refers to the amount of differentiation in an organization. Horizontal differentiation refers to the amount of differentiation between organizational units based on members’ positions, nature of their responsibilities and the amount of their achieved education and trainings. Existence of several professions in an organization which all need specialized knowledge and scientific skills makes the organization more complex. The most important factor associated with horizontal differentiation is specialization and internal classifying. Specializing is the accurate grouping of one person’s responsibilities. Specializing has two forms. Its most common form is functional specializing in this form; the professions are divided to simple and repetitive categories. Social specializing takes place by hiring people who have skills but can not use them easily.

The informational overload – concept, causes and symptoms

We all need information to survive in the business market and to compete, meanwhile excessive information may make us drown in. If you let yourself inundate in the informational swamp, the organization and yourself will face corruptive consequences. Existence of repetitive and wrong information somehow makes the managers disappointed, and prevents them reaching the useful information. The more useful information exists, the more analysis is required and sometimes the excessive analysis leads in paralysis and hurt the accurate decision making (Debely et al., 2007). As expected, individuals who have little or no information for processing make weak decisions. When the information amount is increased, the information processing and the decision making quality is increased too. However, the decision maker could have access to more information by determining a specific point rather than by processed the information. Now, the informational overload occurs and the decision making ability is declined and subsequently, the extra information cannot be processed and just interferes the decision making ability (Ruff, 2002).

The signs of the informational overload

Someone asked, how do the employees and managers of an organization work under the too much anxiety resulted from informational overload and the related consequences? The informational overload can be identified
through these symptoms:

(a) Weak concentration due to overload of the short term memory.
(b) The illness of hurriedness so the person starts to believe that they should race with time.
(c) Multilateral behavior which is usually resulted from the power of too much production or the power of too few production.
(d) Hostility due to an acute mood, a state of sensitivity or easily being irritated angrily.
(e) Too much motivation or accustomedness, so the brain functions improperly or stops working.

Investigating these seven types of answers, has disclosed the existence of informational overload at the organizations.

Accumulator – accumulates the information for information.
Eliminator – eliminates the information without evaluating it.
Time waster – requests and searches the information but does not do anything with it.
Analyzer – tries everything but cannot decide.
Anti-technology – opposes with innovation.
Strong user – uses the information to find the opportunities, but …
Leader – knows the value of the critical information and uses it for maximum exploitation and acknowledges how much we benefit from the information (he/she sees the full half of the glass not the empty half of the glass; that is he/she is optimistic).

The reasons why informational overload emerges

The modern technology has increased the speed of information production and has made lots of information available to us. Nevertheless, there are also some other reasons why we encounter informational overload. We have categorized the reasons in four types however it is necessary to mention that the informational overload is the result of a set of factors not a single one.

Individuals

One of the definitions to the informational overload poses that the informational overload occurs when the information amount is more than the ability of the processing person within the available time (Jackson, 2001). The followings are the reasons of informational overload:

(1) Limitation of individuals’ information processing capacity.
(2) Motivation – attitude and viewpoint – satisfaction.
(3) Personal characteristics (experience – skill – attitude – age)
(4) Personal mood (day time – voice – temperature – sleeping amount).
(5) Inability to prioritize, classify and organize the input information.
(6) Useless utilization of time.
(7) Lack of organizational skills.
(8) Wanting to obtain too much information.
(9) Willing to do all the works without assistance.
(10) Being attracted to technology and using it for increasing instead of decreasing the information.

**Technology**

Technology plays a significant role in information. Technology not only supports us in providing the informational contents but also helps us to have access to abundant amount of information. The capabilities of the information management have undoubtedly progressed and these progresses will be conducted faster day by day. However, although the advances and intelligent systems promise a future without informational overload, the users currently should adopt a very precise approach. Some of the main resources of informational overload; E-mail, intranet, extranet and internet, demonstrate the technological reasons related to the informational overload as follows:

(1) The designed informational systems which are so weak or so complex.
(2) Introducing the information more than required.
(3) Excessive trust to technology.
(4) Completing various deficient technologies.

**Organization**

A successful organization should be dynamic. A fundamental need for change demands strong relation and coordination. When change process is not performed correctly, the following factors may be the factors of informational overload:

(1) Lack of policy for internal communication of the organization
(2) Lack of the informational training required in the organization.
(3) Trusting some special champions who have made and implement their decisions.
Moreover, lack of ability in replying the following questions may be one of the reasons informational overload at your organization
4) Do you know your status in the organization and do you know what they expect you?
(5) Do you know what information is significant from transmission aspect?
(6) Do you undertake the responsibility of the information you produce or are the illness prevalent in the organization to say “It’s not up to me” or “This is not my problem”?
(7) Do the individuals from various sections cooperate to produce and send information?
(8) Do the groups communicate with each other’s fast, easily and simply to transfer the information?
(9) Are the Informational forms of the organization written according to standards?
(10) Do the employees actively participate in decision making processes?
(11) Is there a suitable atmosphere to “research and investigate” and patience to solve the faults?

**Specification of the information**

The final reasons of the informational overload are the specifications of the information itself. As an instance, the information quality improvement can decrease the informational overload. Eppler and Mengis (2002) has expressed the reasons of informational overload, depending on the informational specification:

(1) Unspecified information (The required information vs. the existing information)
(2) Variety of information and growth of its types
(3) Informational vagueness
(4) Freshness of the information
(5) Complexity of the information
(6) Concentration of the information
(7) Quality – value of the information and its being middle aged
(8) Excessive frequency of the irrelevant information (informational pollution).
(9) Unknown credibility of the information resource
(10) Growth of the information aspects.

The informational overload occurs when the volume of the information is more than our ability to process it valuably and meaningfully. This might be due to some personal factors such as the followings:

(1) Lack of time
(2) Unsuitable personal organizing activities
(3) Inefficiency
Also, it might be due to organizational factors including the factors which come afterwards as follows:
(1) The organizational culture which is not equipped for dealing with the information suitably.
(2) Too much bureaucracy
(3) Unsuitable conditions for communication
(4) Useless utilization of the information technology.

**The results of the informational overload**

It’s obvious that if the leading factor of a society (The highest centralized information system of the society which is resulted from organizing the information of economy and politics) cannot identify the information evolution factor or cannot utilizes them through a suitable rationale, will be afflicted with local or general informational cancers. The informational cancer is a condition in which information aimlessly and in an anarchist manner wanders through the society and wastes the related energy. In other words, in such a society the information...
is exchanged anarchically and not on suitable and compliant rationales, since such groups are not able to exchange with each other's or the foreign world, it will ultimately turn to uncontrollable informational tumors and lead in reverse effects. Lack of communication amongst the informational groups finally leads in informational downfalls and irregular pulses. Gradually separated islands emerge due to lack of compatible rationales and these un harmonious pulses naturally neutralize each others' effects. This subject is of a great significant with respect to the organizations. The information surplus is one of issues that the managers suffer from in organizations. Various organizational groups accumulate some information according to their needs. This information is accumulated according to their immediate needs under no unique rationale. The informational cancer phenomenon is created in this condition and the information seems to be aimless and corruptive and wastes the resources, equipment and man power of the organization. Therefore these organizations or their subsets should avoid accumulating the information disorderly and without coordination and should follow a unique and natural rationale. Under such inappropriate conditions, the unique organization is divided in the components which are not complying with other groups or organizations and may even move against the aims and missions of the organization. Therefore controlling the information and the related processes are amongst the most significant duties especially today deemed for the managers and the related authorities. Accordingly, the type of controlling is important too. Should the information be controlled on a centralized style or should we approach the information in another way? Various methods of approaching the information are suggested too especially with respect to the large systems. Generally a large system is a controlling system in which the correlated subgroups are unified on the basis of a unique aim. Also, the subject of method of approaching the information controlling is related to "The logical structure of the controlling system". In 1998, Reuters Report news agency classified the informational overload in two categories of personal and organizational groups:

(A) The consequences of the personal informational overload:

(1) Tension and illness: One third of the managers get afflicted with illnesses related to tension and stress as a result of informational overload.
(2) Less free time: Two third of the managers should work late after official times to deal with too much amount of information.
(3) Less occupational satisfaction: around 70% of the managers are not satisfied with their occupation due to informational overload.
(4) Inappropriate decisions: Around 43% of the managers believe that too much information affects their decision making process negatively.

(B) Organizational consequences of the informational overload:

(1) Missing the productivity
(2) Wasting the resources
(3) Losing the advantages for competition
(4) Repeated works and frictions at work.

Ackoff (1967, 1989) suggests that most of the managers suffer more from the extra amounts of raw and inappropriate data than lack of the appropriate and useful data, and this means that most of the managers gain too much information and data and need a lot of time to extract useful data out of this mass. Ackoff calls this problem which has in the first place happened because of the extension of information technology especially in recent years- "the information overload". So in order to develop the process of decision making in the organization, we need to reduce the information overload that most of the decision makers are faced with. This practice concludes "filtration" and "condensation". Filtration is a process through which the (raw) data according to its relevance with the desired subject is classified, refined and purified. In other words the required, relevant and necessary data is separated from the irrelevant and unnecessary ones. And condensation is a process through which the (raw) data is cleared from frills, the repeated data is removed and all the received data is compressed and condensed. In this way, a compress and an abstract of the data will be offered to the decision maker (the manager) and prevents "information pollution" so that the manager will not receive extra and unnecessary data neither inadequate, inappropriate nor incomplete ones (Klaussegger and Sinkovics, 2007).

RESEARCH METHODOLOGY

This present research is focuses on nature and the applied method is co-relational, and the process of gathering data from the statistical population is through survey. And according to objective is considered practical. The statistical population of this research is 74. To gather data from them and in order to test the adjusted hypothesis, a questionnaire is used that has been adjusted according to variables of this research and the process of bringing them into practice based on Parasuraman et al (2000) theory. The questionnaire of research is formed of two categories of questions. The first category is adjusted to determine the characteristics of statistical population like education, work experience, age, sex, and relevant trading unit; and the second category is to test research hypothesis. The applied scale in the questionnaire is Likert Scale. This Likert is a five- itemed one (very little, little, average, a lot, too much). In the present research, the formal or symbolic validity was used to determine the validity of data gathering instruments. For this purpose, a primary questionnaire was given to some professors and experts so that they can comment on the questionnaire and see if the given questions can measure the desired qualities or not. Afterwards their comments were considered in the questionnaire and required changes were made. Although the present questionnaire is based on personal service values (SERVQUAL) instrument and so is considered a standard one the only difference between this and the original questionnaire is the five- itemed scale.
Instead of the seven-itemed one (Dubosson and Fragniere, 2007; Herbig and Kramer, 1994). For final checking of the questionnaire the test-retest method was used. For this purpose, the measuring instrument (the questionnaire) was given to the members of the statistical population two times (with at least two weeks interruption) and the correlation of 35 members’ answers was counted in both two times. The output gained from SPSS software by means of Pearson correlation coefficient which its results indicate a high correlation between the two groups is given in Table 1.

After testing the validity of the questionnaire, deductive and descriptive methods were used to analyze the gathered data. For this purpose distribution tables and the calculated percent of answer to each question were used. And column charts were used to show the statistical data in a coherent way. At the analytical level, to test hypothesis 1 to 3, after gathering data, first the Kolmogorov-Smirnov test was taken to test the normality of the data. And because gained data follows the normal distribution, the Pearson test (Pearson correlation coefficient) to find out the degree of correlation between the two variables. A simple linear and multiple variable regression test was also used to determine and predict the dependent variable which is calculated based on the independent variable.

RESULTS, CONCLUSION AND PROPOSAL

In Table 2, the correlation coefficient between the centralization variable and information overload in the first hypothesis is assumed “P = -0.239 “, and whereas the significance level of that test is “p-value = 0.040 “, it can be claimed that the mentioned correlation coefficient is meaningful and valid with 5% of calculation error or calculation confidence level of 95%. And the correlation coefficient between the formalization variable and information overload is assumed “P = -0.482 “, and whereas the significance level of that test is “p – value = 0.295 “, it can be surely claimed that, according to gained information, there is no meaningful relation between complexity and information overload in the trading units of Iranian tractor manufacturing company.

In Tables 3 and 4, according to coefficient of determination R² which equals the rate of mentioned changes of the dependent variable X divided to the total changes. It can be said that in the hypothesis 1 about 6% of changes of the dependent variable (Y), can be justified according to changes in the independent variable (x₁), this amount in the hypothesis 2 can be 23% of changes of dependent variable (Y), according to changes of the independent variable (X₂). And in the hypothesis 3 because the amount of significance is more than significance level of 0.01 and 0.05, it can be claimed that according to the gained information there is no meaningful relation between complexity and information overload. Therefore the mathematical relation between organizational centralization and information overload will be “Y = 49.644 – 0.172X₁ “. So it can be said that one unit increase in the organizational centralization variable will cause 0.172 decreases in the information overload variable. With mentioning the algebra symbol of correlation coefficient we can say the relation between these two variables is linear and negative. Also the mathematical relation between organizational formalization and information overload will be “Y = 56.199 – 0.513X₂ “. So it can be said that one unit increase in the organizational formalization variable will cause 0.172 unit decrease in the information overload variable. With mentioning the algebra symbol of correlation coefficient we can say the relation between these two variables is linear and negative. In testing the main hypothesis of this research with mentioning Table 4 whereas the significance level of this test is “p- = 0.000 value”, so the H₀ assumption is failed with calculation confidence level of 99%. So it can be said that according to gained information, there is a meaningful relation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson correlation coefficient</th>
</tr>
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<tr>
<td>Organizational centralization</td>
<td>0.841</td>
</tr>
<tr>
<td>Organizational formalization</td>
<td>0.981</td>
</tr>
<tr>
<td>Organizational complexity</td>
<td>0.918</td>
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<tr>
<td>Information overload</td>
<td>0.807</td>
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</table>

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Significance level</th>
<th>Pearson correlation coefficient</th>
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<tr>
<td>1</td>
<td>0.040</td>
<td>-0.239</td>
</tr>
<tr>
<td>2</td>
<td>0.000</td>
<td>-0.482</td>
</tr>
<tr>
<td>3</td>
<td>0.295</td>
<td>0.123</td>
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</tbody>
</table>
The main hypothesis

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Significance level</th>
<th>Coefficient of determination</th>
<th>The adjusted coefficient of determination</th>
<th>Standard error</th>
<th>F</th>
<th>The result of test</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.4</td>
<td>0.057</td>
<td>0.044</td>
<td>4.6176</td>
<td>4.355</td>
<td>Assumption H0 failed</td>
</tr>
<tr>
<td>2</td>
<td>0</td>
<td>0.232</td>
<td>0.221</td>
<td>4.16681</td>
<td>21.77</td>
<td>Assumption H0 failed</td>
</tr>
<tr>
<td>3</td>
<td>0.295</td>
<td>0.015</td>
<td>0.002</td>
<td>4.7189</td>
<td>1.112</td>
<td>Assumption H1 failed</td>
</tr>
<tr>
<td>The main hypothesis</td>
<td>0</td>
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</tbody>
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between organizational structure (centralization, formalization, complexity) and information overload in the trading units of Iranian tractor manufacturing company. In addition, according to coefficient of determination $R^2$ in the above-mentioned regression model, which equals the rate of mentioned changes by the independent variable $X$ divided to the total amount of changes, it can be said that about 25% of changes of the dependent variable ($Y$) can be justified according to changes in the independent variable($X$). It should be said that the most effective changes of independent variable ($Y$), can be justified by changes in the independent variable ($X_2$). So it can be concluded that in the mentioned regression model, the independent variables ($X_1$) and ($X_3$) have had the least effects on changes of the dependent variable ($Y$).

The direct participant of senior managers in analysis and interpreting of gained information.

The result of testing hypothesis 2, to decrease information overload in the trading units of Iranian tractor manufacturing company, the amount of formalization should get increased. So to increase formalization of the organization, these suggestions are offered:

1. Extension of rules, instructions and orders in written and codified form.
2. Not to deviate from the existing organizational rules, standards and instructions.
3. Determining a codified explanation for existing professions.
4. Controlling and adapting the operation of employees with the explanation of the existing professions.
5. Giving clear and required orders to employees about their responsibilities and work process in the organization.
6. Using formalization techniques to increase formalization in the process of organizational works and standardization the act of employees which includes selection, role requirements, rules, procedures, policies and training.

### Table 3. Analysis of variance related to the regression model of the information overload variable.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Significance level</th>
<th>Coefficient of determination</th>
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<td>7.699</td>
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</tbody>
</table>

### Table 4. Coefficients of parameters related to the variable information overload.

<table>
<thead>
<tr>
<th>The title of the variable</th>
<th>Latitude of origin</th>
<th>Line gradient</th>
<th>Calculated t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational centralization</td>
<td>49.644</td>
<td>-0.172</td>
<td>-2.087</td>
</tr>
<tr>
<td>Organizational formalization</td>
<td>56.199</td>
<td>-0.513</td>
<td>-4.666</td>
</tr>
<tr>
<td>Organizational complexity</td>
<td>41.367</td>
<td>0.146</td>
<td>1.054</td>
</tr>
</tbody>
</table>

**REFERENCES**


