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## Organizational Structure

Gholam Ali Ahmady<sup>a</sup>, Maryam Mehrpour<sup>b,\*</sup>, Aghdas Nikooravesh<sup>b</sup>

<sup>a</sup>Associate Professor of Rajai University, Humanistic science department, Educational management, Tehran, Iran

<sup>b</sup>Azad University, Garmsar branch, Humanistic science department, Educational management, Garmsar, Iran

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### Abstract

Conceptualization of organizational structure is the manifestation of systematic thought. The organization is composed of elements, relations between elements and structure as a generality composing a unit. Structure is high combination of the relations between organizational elements forming existence philosophy of organizational activity. Systematic view of organization to structure shows that structure is composed of hard elements on one side and soft elements on the other side. The review of literature views structural relations from various aspects. Organizational structure is a way or method by which organizational activities are divided, organized and coordinated. The organizations created the structures to coordinate the activities of work factors and control the member performance. Organizational structure is shown in organizational chart. The present study is descriptive and library method is used for data collection.

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### 1. Structure

Structure refers to the relations between the components of an organized whole. Thus, structure concept can be used for everything. For example, a building is a structure of the relationship between foundation, skeleton, ceiling and wall. The body of human being is a structure consists of the relations between bones, organs, blood and tissues (Jo. hatch, 2014). Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task to determined duties and coordinates them (Monavarian, Asgari, & Ashna, 2007). Organizational structure is a

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\* Corresponding author. Tel.: +98-912-619-2931; fax:+0-000-000-0000 .

E-mail address: [m.mehrpour83@yahoo.com](mailto:m.mehrpour83@yahoo.com)

method by which organizational activities are divided, organized and coordinated. The organizations create the structures to coordinate the activities of work factors and control the members' actions (Rezayian, 2005).

## 2. Organization structure definition

Mintzberg (1972): Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task to determined duties and coordinates them. Hold and Antony (1991): Structure is not a coordination mechanism and it affects all organizational process. Organizational structure refers to the models of internal relations of organization, power and relations and reporting, formal communication channels, responsibility and decision making delegation is clarified. Arnold and Feldman (1986): Helping the information flow is one of the facilities provided by structure for the organization (Monavarian, Asgari, & Ashena, 2007). Organizational structure should facilitate decision making, proper reaction to environment and conflict resolution between the units. The relationship between main principles of organization and coordination between its activities and internal organizational relations in terms of reporting and getting report are duties of organization structure (Daft, Translated by Parsayian and Arabi, 1998).

### 2.1. Conceptualization of organizational structure

Conceptualization of organizational structure is the manifestation of systematic thinking. Organization consists of elements, relations between elements and structure of relations as a generality composing a unit. Structure is high combination of the relations between organizational elements forming existence philosophy of organizational activity. Systematic view of organization to structure shows that structure is composed of hard elements on one side and soft elements on the other side. At the end of hard dimension, there are tangible elements as groups and hierarchy organizational units. The relations between these units and groups show soft element in organization structure. At the end of soft continuum dimension, judgment of organization people to structure can be observed. The review of literature views structural relations from various aspects. According to the study of Schine (1971, 1988) regarding the identification of three dimensions: Hierarchy, functional and inclusion, it is a unique study. Three dimensions of his study are as followings:

- Hierarchy dimension: It shows relative ranks of organizational units by similar method of organizational chart.
- Functional dimension: It shows different works performed in organization.
- Inclusion dimension: The close or far distance of each person in organization to central core of organization. The proper combination of mentioned dimensions shows formal structure as manifested in organizational chart. The reality is that there are many organizational forms and they cannot be easily explained by organizational chart (Foruhi, 2004).

## 3. Dimensions of organizational structures

Organizational structure is manifested in organizational chart. In planning organizational structure, there are three principles:

- 1- Organizational structure determines formal relations and reporting in organization and it shows the number of levels in the hierarchy and it defines the span of the control of managers.
- 2- Organizational structure determines the position of people as working in group in a unit and it divides the units in the entire organization.
- 3- Organizational structure includes the design of systems by which all units are coordinated and effective relation in organization is guaranteed.

Organizational structure can be affected by goals, strategy, environment, technology, organization size. These variables are key and content-based and indicate the entire organization and its position between the organization

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