

Organisational Structure: Introduction



The structure of an organisation is a formal framework for making decision through which division; coordination and grouping of tasks are done. It defines the organization units and policies explicitly and states the procedures and objectives of the organization.

A representation of the organisational structure can be done using a chart which shows relationship between different jobs, departments and leaders. The structure of an organization shows the hierarchy in responsibility and management of the organisation. It is essential for management during implementation of changes to an organization and acts as a guide to new recruits in the organization.

Meaning :-

An **organizational structure** defines how activities such as task allocation, coordination, and supervision are directed toward the achievement of **organizational** aims. ... **Organizational structure** can also be considered as the viewing glass or perspective through which individuals see their **organization** and its environment.

Definition :-

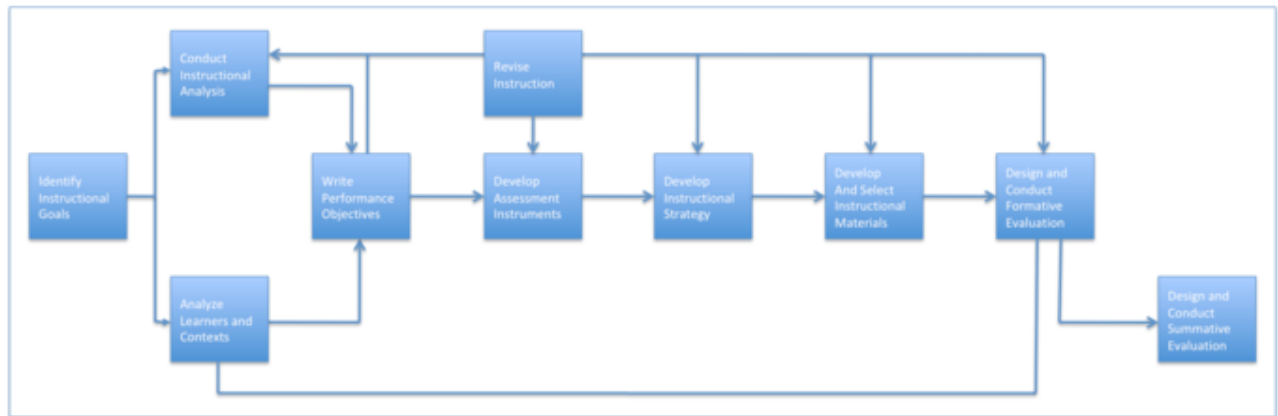
Organizational Behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.

Job design :

Job design is the systematic and purposeful allocation of tasks to individuals and groups within an organization.

Job Design Overview

Job design is the allocation of specific work tasks to individuals and groups. Allocating jobs and tasks means specifying the contents, method, and relationships of jobs to satisfy technological and organizational requirements, as well as the personal needs of jobholders. of jobs to satisfy technological and organizational requirements, as well as the personal needs of jobholders.



Dick and Carey Systems Approach Model (Instructional Design): The figure shows how an instructional system is designed. It represents a model of a job design with a specific application (instruction).

Key Elements of Job Design

To understand job design, it is helpful to identify some key elements and their relationship with job design processes.

- A *task* can be best defined as a piece of assigned work expected to be performed within a certain time. Job designers must strictly and thoroughly identify tasks that need completion.
- *Motivation* describes forces within the individual that account for the level, direction, and persistence of effort expended at work. Individuals need to be compelled, excited, and passionate to do their work. Managers should design jobs that motivate employees.
- *Resource allocation* occurs when an organization decides to appropriate or allocate certain resources to specific jobs, tasks, or dilemmas facing the organization. In job design, it is necessary to identify and structure jobs in a way that uses the company's resources efficiently. Appropriate resource allocation allows large organizations to foster and develop innovation in their workforce and underscores strategy through distribution.
- *Reward systems* also play a role in job design. Reward systems include compensation, bonuses, raises, job security, benefits, and various other

reward methods for employees. An outline or description of reward packages should be established when constructing jobs.

Theoretical Models of Job Design

Organizations may employ various theoretical approaches for job design. These include Taylorism, Socio-Technical Systems Approach, Core Characteristics Model, and Psychological Empowerment Theory. Each approach emphasizes different aspects to be considered in effective job design.

Taylorism

Taylorism, also known as scientific management, is a foundation for systematic job design. Frederick Taylor developed this theory in an effort to develop a “science” for every job within an organization according to the following principles:

- Create a standard method for each job.
- Successfully select and hire proper workers.
- Effectively train these workers.
- Support these workers.

The Socio-Technical Systems Approach

The Socio-Technical Systems Approach is based on the evolution from individual work to work groups. This approach has the following guiding principles:

- The design of the organization must fit its goals.
- Employees must be actively involved in designing the structure of the organization.
- Control of variances in production or service must be undertaken as close to their source as possible.
- Subsystems must be designed around relatively self-contained and recognizable units of work.
- Support systems must fit in with the design of the organization.
- The design should allow for a high-quality working life.
- Changes should continue to be made as necessary to meet changing environmental pressures.

Core Characteristics Model

Another modern job design theory is the Core Characteristics Model, which maintains five important job elements that motivate workers and performance:

- Skill variety
- Task identity
- Task significance
- Autonomy
- Job feedback

The individual elements are then proposed to lead to positive outcomes through three psychological states:

- Experienced meaningfulness
- Experienced responsibility
- Knowledge of results

Psychological Empowerment Theory

Psychological Empowerment Theory posits that there is a distinction between empowering practices and cognitive motivational states. When individuals are aware of the impact they have, they benefit more than if they cannot attribute positive impact to any of their actions.

Overall Trend

Many more iterations of job design theory have evolved, but general trends can be identified among them: job design is moving towards autonomous work teams and placing added emphasis on the importance of meaning derived from the individual.

Job stress

A healthy job is likely to be one where the pressures on employees are appropriate in relation to their abilities and resources, to the amount of control they have over their work, and to the support they receive from people who matter to them. As health is not merely the absence of disease or infirmity but a positive state of complete physical, mental and social well-being (WHO, 1986), a healthy working environment is one in which there is not only an absence of harmful conditions but an abundance of health-promoting ones.

These may include continuous assessment of risks to health, the provision of appropriate information and training on health issues and the availability of health promoting organisational support practices and structures. A healthy work environment is one in which staff have made health and health promotion a priority and part of their working lives.

What is work-related stress?

- Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.
- Stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues, as well as little control over work processes.
- There is often confusion between pressure or challenge and stress and sometimes it is used to excuse bad management practice.

Pressure at the workplace is unavoidable due to the demands of the contemporary work environment. Pressure perceived as acceptable by an individual, may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage an employees' health and the business performance. Work-related stress can be caused by poor work organisation (the way we design jobs and work systems, and the way we manage them), by poor work design (for example, lack of control over work processes), poor management, unsatisfactory working conditions, and lack of support from colleagues and supervisors.

Research findings show that the most stressful type of work is that which values excessive demands and pressures that are not matched to workers' knowledge and abilities, where there is little opportunity to exercise any choice or control, and where there is little support from others.

Employees are less likely to experience work-related stress when - demands and pressures of work are matched to their knowledge and abilities - control can be exercised over their work and the way they do it - support is received from supervisors and colleagues - participation in decisions that concern their jobs is provided

Organisational culture

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the **organization** and dictate how they dress, act, and perform their jobs.

Characteristics of organizational culture are;

- Innovation (Risk Orientation).
- Attention to Detail (Precision Orientation).
- Emphasis on Outcome (Achievement Orientation).
- Emphasis on People (Fairness Orientation).
- Teamwork (Collaboration Orientation).
- Aggressiveness (Competitive Orientation).
- Stability (Rule Orientation).

Let's examine each of these seven characteristics.

Innovation (Risk Orientation)

Companies with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs.

Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.

Attention to Detail (Precision Orientation)

This characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work.

A culture that places a high value on attention to detail expects its employees to perform their work with precision. A culture that places a low value on this characteristic does not.

Emphasis on Outcome (Achievement Orientation)

Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture.

A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristics.

Emphasis on People (Fairness Orientation)

Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations.

For these companies, it is important to treat their employees with respect and dignity.'

Teamwork (Collaboration Orientation)

Companies that organize work activities around teams instead of individuals place a high value on this characteristic of the organizational culture.

People who work for these types of companies tend to have a positive relationship with their coworkers and managers.

Aggressiveness (Competitive Orientation)

This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete within the marketplace.

Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

Stability (Rule Orientation)

A company whose culture places a high value on stability is rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

These are the seven characteristics that are common in the context of organizational culture.

Reasons why organizational culture is important

1. It defines your company's internal and external identity

Here's a thought exercise: write down on a piece of paper five attributes that best describe your organization's culture. You might write something like "good work-life balance" or "lots of meetings" or maybe "team-oriented."

Now, spend a few minutes thinking about why each of those attributes is important to your organization in particular. Why is it significant that your company has a good work-life balance? What makes these culture attributes valuable to your people and customers?

Peter Ashworth explains that your organizational culture “defines for you and for all others, how your organization does business, how your organization interacts with one another and how the team interacts with the outside world, specifically your customers, employees, partners, suppliers, media and all other stakeholders.”

In other words, your organizational culture will reverberate across all aspects of your business because it represents the *way* you do business. It’s simultaneously your identity and your image, which means it determines how your people and customers perceive you.

2. Organizational culture is about living your company’s core values

Your culture can be a reflection (or a betrayal) of your company’s core values. The ways in which you conduct business, manage workflow, interact as a team, and treat your customers all add up to an experience that should represent who you are as an organization and how you believe a company should be run. In short, your culture is the sum of your company’s beliefs in action.

But if your espoused values don’t match your culture, that’s a problem. It could mean that your “core values” are a list of meaningless buzzwords, and your people know it.

A strong organizational culture keeps your company’s core values front and center in all aspects of its day-to-day operations and organizational structure. The value of doing so is incalculable.

3. Your culture can transform employees into advocates (or critics)

One of the greatest advantages of a strong organizational culture is that it has the power to turn employees into advocates.

Your people want more than a steady paycheck and good benefits; they want to feel like what they do matters. And when your people feel like they matter, they’re more likely to become culture advocates—that is, people who not only contribute to your organization’s culture, but also promote it and live it internally and externally.

How do you achieve this? One way is to recognize good work. A culture that celebrates individual and team successes, that gives credit when credit is due, is

a culture that offers a sense of accomplishment. And that's one way to turn employees into advocates.

Then again, if your company culture doesn't do this, you may be inviting criticism.

4. A strong organizational culture helps you keep your best people

It should come as no surprise that employees who feel like they're part of a community, rather than a cog in a wheel, are more likely to stay at your company. In fact, that's what most job applicants are looking for in a company.

Ask any top performer what keeps them at their company and you're bound to hear this answer: the people. It's because a workplace culture focused on people has profound appeal. It helps improve engagement, deliver a unique employee experience, and makes your people feel more connected.

One way to attract top performers that are natural culture champions is to hire for cultural fit.

Want to **learn how to build** a strong organizational culture?

5. A well-functioning culture assists with onboarding

Organizational culture also has the potential to act as an aligning force at your company. This is particularly the case with new hires who, more often than not, have put some considerable thought into the type of culture they're entering into.

The culture at your organization is essentially a guiding force for them, so it's important that it starts with onboarding.

Writing in Forbes, George Bradt explains further: "People fail in new jobs because of poor fit, poor delivery or poor adjustment to changes down the road. Assuming you've aligned the organization around the need for your new employees and acquired them in the right way, your onboarding program should accommodate their needs (so they can do real work), assimilate them into the organization (so they fit culturally) and accelerate their progress (so they can deliver and adjust)."

6. Your culture transforms your company into a team

A successful organizational culture brings together the people at your company and keeps them aligned. When your culture is clear, different perspectives can gather behind it with common purpose. The culture at your organization sets

expectations for how people behave and work together, and how well they function as a team.

In this way, culture can break down the boundaries between siloed teams, guide decision-making, and improve workflow overall. On the flip side, a toxic organizational culture has the capacity to do just the opposite.

7. Culture impacts performance and employee wellbeing

Reports show that organizational culture has a direct impact on performance and, more importantly, your employees' wellbeing. A healthy culture addresses both of these areas by finding an appropriate balance based on company values.

Does your company stress performance to such a degree that you feel like your physical and mental health are being overlooked? There *might* be instances when that may not be a problem, but for the vast majority of cases, it'll have a negative effect on your company.

Paul Barrett sums it up nicely, writing that “Employee wellbeing strategies have the potential to bring huge benefits to employees and employers alike but they need to be introduced in the right way for the right reasons, and at the right time. To be properly effective they need to be developed in a holistic way, consistent with a business culture that is conducive to their success. That means supportive management behaviours, flexible working options and an open culture that allows employees a voice and some say in shaping the working environment.”

Conclusion

These are just a smattering of reasons why organizational culture is important, but they're a good starting point to get you thinking about what your own organization brings to the table. What's important at your company might be totally different depending on the situation.

So what are your next steps? Find out what aspects of your organizational culture are most important to your people, and think about performing a culture audit. Your goal is to discover what your people value most and support that. Congratulations, you're one step closer to creating an extraordinary workplace.