



**ST.MARY'S UNIVERSITY  
SCHOOL OF GRADUATED STUDENTS**

**ASSESSMENT OF ORGANIZATIONAL STRUCTURE:  
THE CASE OF BIRHANINA SELAM PRINTING ENTERPRISE**

**BY:  
TEKLEMARYAM HABTE BERTA**

AUG, 2020 G.C

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE  
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ADDIS ABABA, ETHIOPIA

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## **DECLARATION**

I, Teklemariam Habte Berta, declare that this thesis is my original work, prepared under the guidance of Dr. Solomon Markos. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Teklemariam Habte Berta

\_\_\_\_\_

Name

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## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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Advisor

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## ACRONYMS

AK: Arat Kilo

BSPE: Birhanina Selam Printing Enterprise

COVID 19: Corona Virus Disease 2019

HO: Head Office

HR: Human Resource

HRM: Human Resource Manger

SPSS: Statistical Package for Social Science

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## ABSTRACT

*The purpose of this study was to assess the organizational structure. Organizations strive to be the best competitor in the environment they are competing in. The structure they are using can have an influence on how employees are productive. Contemporary literature reveals various reasons for organizations to reorganize their operations through a structuring process. Organizations should have a strategy to structure their businesses to increase the performance, attitude and motivation of their staff. This study examined how employees feel about the organizational structure at BSPE. The objective of this study were to assess the organizational structure of Birhanina Selam Printing Enterprise (BSPE). Both quantitative and qualitative approaches were chosen as methods of inquiring for this study. With regard to Primary data, 221 responses were collected through a questionnaire from a total sample of 239 respondents drawn by employing simple random sampling and Stratified sampling. In addition, interview was made with selected managerial position. The descriptive analysis of data was made using SPSS version 24 Software as a tool. The findings of the study are concurred with the literature reviewed and revealed that organizational structure of BSPE. The organization used pyramidal type of organizational structure and under this structure the organization has specialized work force and different types of departments while they are incorporated. The chain of command is one way. At the time of decision making operational employees has no a say. In addition the findings of the study reveal that BSPE employees were not involved in the structural dimensions. Hence the organizations should accelerate their business by considering employee's involvement in the structural dimensions and its activities.*

***Keywords: Organizational Structure, Structural Dimensions, Organizational Performance***

# CHAPTER ONE

## INTRODUCTION

### 1. BACKGROUND OF THE ORGANIZATION

Before the introduction of printing technology to Ethiopia, there was lack of sufficient copies of books and texts which had been produced by hand. As a result, people had been learning by heart and scholars were teaching their knowledge from memory. It was through this condition, therefore, that Ethiopian scholars succeeded in preserving and transferring the most valuable old books of church such as the four versions of “Gospel”, “Senksar,” “Henok” and Kufale” to the present users.

Berhanena Selam, which is the first modern printing press in Ethiopia, was established in 1914 by the Emperor Haile selassie. It had started printing with pedal machine. In Ethiopia today, there are more than 886 printing enterprises.

In the year 1917, the Regent, Leul Ras Tafari Mekonen formulated a body responsible for the production of books by hand. Thus, distinguished scholars from various churches and monasteries across the country were invited to Addis Ababa. Scribes and Geez professionals were also employed to translate the books of the Holy Scriptures from Geez into Amharic version. In the years to come, the increasing need for reading materials and the progressive efforts made by the scribes and other scholars gave a way for the search for modern printing methods.

Having desired to see a greater production of religious and educational works that might help create an enlightened and open society, the young Regent imported modern printing machines comparatively new to Ethiopia from Germany. The printing press was located in the present compound of Addis Ababa University that was also the palace (“Genete Leul”) in September 1921.

The machines were a hand and pedal-operated to accomplish multipurpose activities and were set up in a small two-room building called Yechew Bet” (House of Salt). The first book of Holy Scripture produced in the press was called “Yohannes Afework” with its Amharic translations in 1921.

The printing press stepped up into a new chapter of development when it started printing of the first newspaper called “Berhanena Selam” (Light and Peace) on December 1924. The name “Berhanena Selam” for the present printing press was also adopted from this newspaper. In addition to “Berhanena Selam”, the press was printing a newspaper entitled “Atibia Kokeb” launched in 1926 E.C. and continued to appear until it finally ceased during the Italian invasion. It was a weekly issue both in Amharic and French. “Berhanena Selam” newspaper went out of publication in Miazia 22, 1928 E.C. during the Italian Invasion until later reappeared in the post liberation Berhanena Selam Printing Enterprise, which is the first modern printing press in Ethiopia, was established in 1914 (during the reign of Zewditu) by the then Crown Prince Teferi Mekonnen (Emperor Haile-Selassie). Birhanina.S, (2019)

## 2. BACKGROUND OF THE STUDY

An organizational structure defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims, (Pugh, 1990). Michael, (2007) states that organizational structure affects organizational action in two big ways. It provides the foundation on which standard operating procedures and routines rest and also determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization’s actions. A deficiency in an existing organizational pattern implies the need for a change in the existing one.

Organization structure may be considered the anatomy of the organization, providing a foundation within which the organization functions. (Ansoff and McDonnell, 1990). Organization structure is believed to affect the behavior of organization members. This belief is based on a simple observation. Buildings have halls, stairways, entries, exits, walls, and roofs. The specific structure of a building is a major determinant of the activities of the people within it (Hall 1977). According to Miles and Snow (1986), the alignment mechanism is strategy, with structure being the firms’ functional activities. Ghosal (1996), postulates the traditional view of organizational structure describes structure as the way an organization is configured as work groups and the reporting and authority relationship that interlink members of the organization. According to Ansoff and McDonald’s (1990), organization structure and process should fit or match its environment in order for a company to attain its desired performance.

Structure is typically described on different aspects: some school of thought have sought to describe structure as a formal configuration of roles and procedure (Hall, 2013, Mabey et al, 2001). Yet according to Alvesson and Wilmot (2002), structure is patterned regularities and process of interaction in an organization for evaluation and control. in tandem with Maxweber's theory of bureaucracy structure can be define as formal dimension of frame work , depicted by precise and impersonal , task rules and authority relations. Hall (2013), as further echoed by Busienie, 2013, Underscored the hierarchical dimension of structure typologically, as complexity, formalization and centralization.

Many scholars including Ghosal et al, 1994, Mabey et al,2001,Keith et al 2003, and Busieniei , 2013 ,described centralization as rigid hierarchical structural orientation where power and authority are concentrated at the upper echelon of the organization. Ghosal et al, 1994, describes organizations structure by differentiating between organization on dimension of centralization or decentralization depending on relationship with corporate head office. Organic model on the other hand, enjoys considerable autonomy and has a high degree of discriminability in same decisions making, (Butrney 1997, David et al 2002, Grinder et al 1980). Various structures include machine bureaucracy characterized by centralized by centralization, control and formal hierarchy, de-layer, divisional, strategic business unit, de-structured forms, team structure.(Mabey et al 2001)

According to Chandler 1962, structure has two aspects namely; line of authority and communication between the different administrative offices and officers and the information and the data that flow through these lines of communication and authority. According to Mabey et al, 2001, an organization can achieve optimal performance, when its structure matches with the change in its environment.

Studies by Geeraets, 1984, used specialization to define how tasks are distributed among employees and distinguished specialization and differentiation sometimes referred to departmentalization which entails complexity of organizational structure. Thus it is expected that members in an organization of this type of structure find it difficult to agree on goals their decision making process tend to be interactive and political which may hinder firm performance.

Formalization refers to as an organization structure where there are explicit job descriptions. Numerous organizational rules and clearly define procedures covering work process (Burns and Stalker, 1961). Formalization has significance consequences for organizational members because it specifies how, where and by whom which tasks are to be performed. Chandler, 1962, posits that formalization defines rules succinctly and unequivocally, but conversely, it might impede proactive behavior, creativity and innovation, thereby discouraging pursuit of opportunities which might negatively impact performance.

According to Hall, 1997, centralization refers to the extent to which the decision making and evaluation of activities is centralized. To a certain extent, centralization is suitable for coordination of decision making and installing cognitive capacity in an organization.(Mintzberg ,1997)

Mechanistic structure exhibit authoritative communication patterns, formalized process and rules and centralized decision making processes. The mode may be suitable for large organizations and routing and stable business environments. They are formalizing structure to reduce variability and ambiguity. However decision making becomes difficult for very large centralized descriptive organizations. (Hall 2013, Chandler 1962, Kizomba 2007, Ogolla 2012, Busienei 2013). According to Ansoff and Sullivan 1993, the profitability of firm is optimized when its strategic behavior is aligned with its environment. Miller and Friesen, 1986, posited that specialization and formalization are essential in decision making as regards assigning rules and regulations.

Additionally Burns and Stalker's, 1961, typology distinguishes between organic and mechanic organization structures. Miller and Friesen, 1982, demonstrate that changes in organizational structure dimension tend to occur together or follow another after brief intervals in order to maintain an appropriate balance or configuration of organizational structures. A number of scholars including Ansoff, 1991, Chandler 1962, Hall 2013, have pointed out the importance of organizational structure and it's relationships to organization's size, strategy, technology, environment and culture. Minzberg, 1989, has written extensively and significantly on the importance of organizational structure. Miller, 1989, explored the importance of configurations of strategy and structure. Burns and stalker, 1961, concluded that if an organization is to

achieve maximum performance then its structure must fit with or match the rate of change in its environment.

According to Miles, (1978), an organization is both its purpose and the mechanism constructed to achieve the purpose. It means that the concept of organization is embracing both goals and all the elements that represent unique combination. Miles, (1978) draws the conclusion that structure and the processes taking place inside the organization are closely aligned; it is hard to speak about one without mentioning the other. It is important to understand the conclusion drawn by Miles, (1978). It illustrates how the structure is interconnected with such concepts as leadership and communication, and how this mutual connection influences the processes of life cycle of an organization.

Mintzberg (1979) defines Organizational Structure as the sum total of the ways in which it divides labor into distinct tasks and then achieves coordination between them. Schemerhorn et al (1991), define structure as the intended formal framework that shows the general planned configuration of positions jobs and duties and the lines of authority within an organization. Coffey and Athos (1968), refer to structure as the way interconnection between people the way that people relate and work in an organization so that desired output can be realized. They further advance that organizational structure is necessary because work is divided and people socialize and are separated in this framework. Organizational structure should not be seen as a static and rigid framework but more as a framework through which various elements such as decisions, goods, materials and influence flow through. Organizational structure therefore refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be achieved effectively and efficiently. McShane and Von Glinow (2005), advance that Organization Structure includes two fundamental elements: The division of labor into distinct tasks its coordination so that employees are able to accomplish common goals. Any type of Organizational Structure should be able to allocate authority and ensure that all employees know whom they have to report to and what tasks they have to perform this makes the division of labor in a firm manageable, Cranson (1987). It defines the official relationships of people in an organization. According to Greenberg and Baron (2003), they define organization structure as the formal configuration between individuals and groups with respect to the allocation of tasks, responsibilities and authority within organizations. It



involves both the division of work into logical tasks and its allocation to staff and the structural arrangement of staff into departments and organizational relationships. It shows the flow of authority from the top management to the support staff official relationship among employees. Organization structure should be designed and deployed to facilitate the development and deployment of organizational strategy. It must be subject to adaptability.

### 3. STATEMENT OF THE PROBLEM

Organizational structure refers to the formal system of work roles and authority relationships that govern how associates and managers interact with one another. The structure of an organization can be described in two different but related ways. First, structural characteristics refer to the tangible, physical properties that determine the basic shape and appearance of an organization's hierarchy, where hierarchy is defined in terms of the reporting relationships depicted in an organization chart. Essentially, an organization's structure is a blueprint of the reporting relationships, distribution of authority, and decision making in the organization. These characteristics influence behavior, but their effects are sometimes subtle. Second, structuring characteristics refer to policies and approaches used to directly prescribe the behavior of managers and associates. (Hitt, Miller and Colella, 2011). Organizational structure is the way in which job tasks are formally divided, grouped, and coordinated. (Robbins and Judge, 2018).

Organizational performance as a variable dependent on structure has been envisioned and measured in various ways. In this study, the researcher will relies heavily on "hard" performance criteria: production, sales, gross profit, and services render. Supervisor appraisals, self-perceptions, and similar measures will be considered "soft" and less indicative of "bottom line" organizational performance. Empirical research that does not explicitly identify either individual or organizational performance as a dependent variable will not be considered. Both organization and subunit levels of performance as variables dependent on structural dimensions will be considered in this study. As necessary, studies using organization versus subunit levels of analysis will be distinguish. Structure has been atomized into component parts, referred to as structural dimensions. Their exact natures, and the question of whether they are proper atomization, have been subject to discussion and disagreement.

Managers should address seven key elements when they design their organization's structure: work specialization, departmentalization, chain of command, span of control, centralization/ decentralization, formalization, and boundary spanning. (Robbins and Judge, 2018).

As per the researcher knowledge, there were no prior researches on this topic locally specifically on printing industry and based on researcher assessment and observation, in the context of BSPE, there were several elements of the problem such as uneven and uncoordinated division of labor and unreasonable work procedure, improper departmentalization like physical distance and work interactions among different departments, ineffective flow of communication regarding report and losing of the right decision at the right place and time.

#### 4. RESEARCH QUESTION

In order to address the stated problem properly the following research questions were drawn:

1. What kind of structure is installed at the organization?
2. What are the reasons of subdivided activities into separate jobs?
3. At what bases jobs are grouped together?
4. How do individuals and groups report?
5. At what point of the structural hierarchy the decisions are made?

#### 5. OBJECTIVE OF THE STUDY

This research were conduct on the basis of the following general and specific objectives.

5.1. GENERAL OBJECTIVE: The objective of the study were to assess organizational structure of BSPE, to identify the main elements of structure of the organization.

5.2. SPECIFIC OBJECTIVE: The addressed specific objectives were:

1. To assess current structure of the organization.
2. To determine the degree of activities in dividing/specializing of each separate jobs/Works.
3. To examine reasons and grounds for classification/ departmentalization of similar jobs.
4. To assess chain of command in the flow of communication and reporting of individuals and groups.
5. To identify centralized and decentralized decision-making of the organization.

## 6. SIGNIFICANCE OF THE STUDY

After conducting this study the many benefits were be achieved. Basically this study were help to understand organizational structure of BSPE. At the same time this study were help to understand degree of activities for dividing each separate job, support to know reasons and grounds for classification of similar jobs, assist to analyze flow of communication and reporting of individuals and groups, help to identify situations where by decisions are made. And also an important for the researcher in the fulfillment of Masters of Business Administration as the requirement of St.Marry's University. Finally the study introduces and evaluates the facts regarding the assessment of organizational structure which give directions towards the development of effective measures for BSPE better productivity.

## 7. SCOPE OF THE STUDY

Based on conceptual frame work and applicability/assessment area, the scope of study were describes as follows. Due to the organization current real problem, this study have been focused only on four dimensions/elements of organizational structure (Work specialization, Departmentalization, Chain of command and Decision–making approach /Centralization Vs decentralization) by excluding the rest three dimensions/elements of organizational structure (Span of Control, Standardization and Formalization).

Birhanina Selam Printing Enterprise (BSPE), having its Head Office (HO) at Addis Ababa, around Arat Kilo (AK) it has two Hub Offices and around one (Hawasa) Area Field office over region of Ethiopia.

However, this research were focused only on HO, Addis Ababa staffs which is located at AK. If the research will done on all BSPE intervention areas, perhaps better results will be gained; however, due to time and resource constraint, the research scope is limited.

## 8. LIMITATIONS OF THE STUDY

The current world wide death (COVID 19) has a great influence to distribute the questionnaire and conducting an interview questions for BSPE employees and managers. Since it stays on papers for 4-5 days peoples are afraid to receive and return the hard copy questionnaire. To minimize the risk and to save the time the researcher were distributed the soft copy questionnaire through email and telegram.

## 9. ORGANIZATION OF THE STUDY

The report have been organized under five chapters. The first chapter dedicates to the background, statement of the problem, basic research questions, objectives of the study, significance of the study, and delimitation of the study. Chapter two is concern all about the related literature on the research subject and parts that define some concepts in the research. The third chapter explores the methodology used for the research and the data analyse in the fourth chapter of the report. Finally, there is summary of the major findings, conclusions and recommendations in the fifth chapter of the study.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 INTRODUCTION

This chapter mainly focuses on theoretical explanation on the organizational structure. Organizational structure is inevitable and organizations need to learn how to appropriately manage this process. The different theoretical and practical approaches and strategies that organizations can apply organizational structure will be addressed. Research shows that individuals, groups and organizations tend to perceive organizational structure as a threat to their well-being and existence. Individuals associate structure with loss of jobs, whilst organizations see structure as carrying costs and risk to them.

An organization is both its purpose and the mechanism constructed to achieve the purpose. It means that the concept of organization is embracing both goals and all the elements that represent unique combination. There is drawn conclusion that structure and the processes taking place inside the organization are closely aligned; it is hard to speak about one without mentioning the other. It illustrates how the structure is interconnected with such concepts as leadership and communication, and how this mutual connection influences the processes of life cycle of an organization. Miles, (1978).

#### 2.2 THEORETICAL LITERATURE

Organization structure is a pattern of relationships many interwoven, simultaneous relationships through which people, under the direction of the managers. The goal the managers develop through planning are typically ambitious, far-reaching, and open-ended managers of an organization need a stable, understandable framework within which they can work together toward organizational goals (Gilbert, 1998).

#### 2.3 HISTORY OF ORGANIZATIONAL STRUCTURE

Taylor et al : cited in Mohr (n.d) the early theorists of organizational structure realized structure is important for efficiency and effectiveness. They assumed organizational members would function accordingly irrespective of the type of structure they have. Before the 1930s, when rebellion began, organizational structure was considered a matter of choice. When the rebellion started, it got to be known as human relations theory, and there was still no denial

that structure was seen as an artefact rather an advocacy of the creation of a different sort of structure, one in which the required, knowledge, and views of employees might be given greater recognition. In 1960s however, a different view came up, recommending that the organizational structure is "an externally caused phenomenon, an outcome rather than an artefact." Organizational theorists Lim et al (2010), in the 21<sup>st</sup> century, are once again suggesting that organizational structure development is very much dependent on the expression of the strategies and behavior of the management and the workers as constrained by the power distribution between them, and influenced by their environment and the outcome.

#### 2.4 DEFINITIONS OF ORGANIZATIONAL STRUCTURE

Various definitions have been given for Organizational structure and a few are outlined here. Robbins & Coulter, (2009) defines organizational structure as the formal arrangement of jobs within an organization. The above definition implies that an organization in order to prevent chaos in duty and also to ensure that employees work together mostly in their area of specialization to achieve its goals lay down a hierarchical structure to formalize employees duty. Jacobide (2007) sees an organizational structure as the viewing glass or perspective through which individuals see their organization and its environment. This definition implies that an individual in an organization perception or view about their organization and its environment is based on the its structure. They determine what is expected from them looking at the structure.

Mintzberg (1979) defines Organizational Structure as the sum total of the ways in which it divides labor into distinct tasks and then achieves coordination between them. Schemerhorn et al (1991), define structure as the intended formal framework that shows the general planned configuration of positions jobs and duties and the lines of authority within an organization. Coffe and Athos (1968), refer to structure as the way interconnection between people the way that people relate and work in an organization so that desired output can be realized. They further advance that organizational structure is necessary because work is divided and people socialize and are separated in this framework. Organizational structure should not be seen as a static and rigid framework but more as a framework through which various elements such as decisions, goods, materials and influence flow through. Organizational structure therefore

refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be achieved effectively and efficiently. McShane and Von Glinow (2005), advance that Organization Structure includes two fundamental elements: The division of labor into distinct tasks its coordination so that employees are able to accomplish common goals. Any type of Organizational Structure should be able to allocate authority and ensure that all employees know whom they have to report to and what tasks they have to perform this makes the division of labor in a firm manageable, Cranson (1987). It defines the official relationships of people in an organization. According to Greenberg and Baron (2003), they define organization structure as the formal configuration between individuals and groups with respect to the allocation of tasks, responsibilities and authority within organizations. It involves both the division of work into logical tasks and its allocation to staff and the structural arrangement of staff into departments and organizational relationships. It shows the flow of authority from the top management to the support staff official relationship among employees. Organization structure should be designed and deployed to facilitate the development and deployment of organizational strategy.

As Rbbin (1990) Organization structure by analogy can be defined as networks of formally sanctioned and relatively durable relationship between individual and organization arrangements. They define patterns of control and coordination, authority, and workflow and communication that influence the activities of its employees.

An organization is a structure which is used to arm people with specific relations and authority. Within the structure, people work to achieve the desired objectives. It is the skeleton around which an organization is built. Structure has a formal character. It is an arrangement for relationships, power, roles, functions and objectives. The structure is well-defined and formulated for grouping tasks, jobs, delegating authority, allocating responsibility and accountability, along with the number of persons involved in the managerial hierarchy and at the shop-floor level. The organizational structure helps management tasks to be done easily and smoothly through the identification of different tasks, grouping together of similar activities and assigning tasks to individuals. The allocation, supervision and functions are essentially designed under organizational structure. The formal relationship among persons working at different levels, well defined authority and responsibility and individual actions

and interactions are the bases of the structure of an organization. The structure concentrates on the division of work, specialization, departmental delegation, formal relations, authority and responsibility, coordination of work, job design, grouping of jobs and work allocation. Mishra, MN, (2003)

In order to understand the broad term „organizational structure“ we will use the work of different researchers; it will help us to enhance our knowledge and understanding. Bloisi et al. (2007) defines organizational structure as a grouping of people and tasks into different units to boost coordination of communication, decisions, and actions. Realizing the close connection between the processes taking place inside an organization makes it is easier to understand the intricate task of directing an efficient organization.

**2.5 FUNDAMENTAL DIMENSIONS/ELEMENTS OF ORGANIZATIONAL STRUCTURE**  
A fundamental article concerning organizational structure is Pugh, (1969) “Dimensions of structure”, which has changed the way of viewing an organization. Pugh, (1969) described six different dimensions of organizational structure; specialization, standardization, formalization, centralization, configuration and traditionalism. Furthermore, the authors stated that an organization should not be denoted as bureaucratic without taking four following underlying dimensions into consideration. The first underlying dimension mentioned is structuring of activities, and it refers to what extent there is formal regulation within the organization that controls employees’ behavior through the process of specialization, standardization and formalization. Second dimension, concentration of authority, concerns to what extent the decision making is conducted at the top of the organization Third one, the line control of workflow, explains to which extent the managers are controlling the workflow themselves or if it is done through more impersonal 9 procedures. Finally, the fourth dimension is support component; it suggests that the size of the administrative and other auxiliary non-workflow staff determines to what extent the organization can be viewed as bureaucratic. (Pugh, 1969)

By using these dimensions, we understand conclusion that an organization has its own unique “fingerprint” and therefore cannot simply be denoted as bureaucratic. This classical study was a major breakthrough at the time because it has illustrated the multidimensional aspect of an organization’s structure. It remains one of the most popular researches about organizational structure. By using Pugh’s et al. (1969) underlying dimensions, we can determine which type



of structure is currently adopted by Laboratorial medicine VLL and hopefully not step into the trap of simply calling the organization bureaucratic.

According to Hitt ,Miller and Colella,(2011), elements of organizational structure can be classified as Structural characteristics and structuring characteristics. Under structural characteristic span of control and departmentalization are incorporated and under structuring characteristics; Centralization, Standardization, Formalization, Specialization are discussed.

### **2.5.1 Structural characteristics**

Structural characteristics; as mentioned, relate to the basic shape and appearance of an organization's hierarchy. The shape of a hierarchy is determined by its height, spans of control, and type of departmentalization.

Height refers to the number of levels in the organization, from the CEO to the lower level associates. Tall hierarchies often create communication problems, as information moving up and down the hierarchy can be slowed and distorted as it passes through many different levels. Managers and associates can be unclear on appropriate actions and behaviors as decisions are delayed and faulty information is disseminated, causing lower satisfaction and commitment. Tall hierarchies also are more expensive, as they have more levels of managers. (Hitt ,Miller and Colella,2011).

#### **2.5.1.1 Span of control**

Is to the number of individuals who report directly to managers. A broad span of control is possible when a manager can effectively handle many individuals, as is the case when associates have the skills and motivation they need to complete their tasks autonomously.

Broad spans have advantages for an organization. First, they result in shorter hierarchies, thereby avoiding communication and expense problems. Second, they promote high-involvement management because managers have difficulty micromanaging people when there are larger numbers of them. Broad spans allow for more initiative by associates. In making employment decisions, many individuals take these realities into consideration.

Spans of control can be too broad, however. When a manager has too many direct reports, they cannot engage in important coaching and development activities. When tasks are more

complex and the direct reports more interdependent, a manager often requires a relatively narrow span of control to be effective. It has been argued that a CEO's span of control should not exceed six people because of the complexity and interdependency of work done by direct reports at this level.

The total number of persons in an organization a manager can supervise effectively is referred to as span of control, (Robbins and Coulter, 2009). This implies that in order to make control and supervision effective, the number of subordinates reporting directly to a superior should be sizeable. The degree of decentralization can determine the span of control. Executives that are able to make own decisions on many organizational issues do narrow supervision and vice versa. The creation of either a tall or flat organizational structure is influenced by the span of control. Other factors considered in designing organizational structure include the following.

Managers simply cannot monitor and control and more subordinates closely enough. (Mc Shane, Steven L, (2004) Choosing the Span In every organization, It must be decided how many subordinates a superior can manage, students of management have found that this number is usually four to eight subordinates at the upper level of organization and eight to fifteen or more at lower levels. For example the prominent British Consultant Lyndall Urwick found the ideal number of subordinates for all superior authority. To be found "while" at lowest level of organization, where what is delegated in responsibility for the performance of specific tasks and not the supervision of others, the number may be eight to twelve others find that a manager may be able to manage as many as twenty to thirty subordinates in actual experience, one finds a wide variety of practices even among admittedly well managed enterprises. Koontz, Harold (1986) Mc. Shane, Steven L, (2004) recommended there is two span of control that is narrow span of control and wide span of control. Narrow span of control no more 20 employees per supervisor and 6 supervisors per manager. Wide span of control the best performing manufacturing facilities currently have an average 31 employees per supervisor. These operation plans to stretch this span to an average of 75 employees per supervisor. It is very difficult to directly supervise 75 people. It is much easier to oversee 75 subordinates who are grouped or self-directed in to several self-directed work teams. Koontz Harold, 1986:166 recommended that 4 to 8 subordinate at the upper level and 8 to 15 or more at lower levels.

### 2.5.1.2 Chain of command

While the chain of command was once a basic cornerstone in the design of organizations, it has far less importance today. But managers should still consider its implications, particularly in industries that deal with potential life-or-death situations when people need to quickly rely on decision makers. The chain of command is an unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom.

**Authority:** We can't discuss the chain of command without also discussing authority and unity of command. Authority refers to the rights inherent in a managerial position to give orders and expect them to be obeyed. To facilitate coordination, each managerial position is given a place in the chain of command, and each manager is given a degree of authority in order to meet his or her responsibilities.

**Unity of command:** The principle of unity of command helps preserve the concept of an unbroken line of authority. It says a person should have one and only one superior to whom he or she is directly responsible. If the unity of command is broken, an employee might have to cope with conflicting demands or priorities from several superiors, as is often the case in organization charts' dotted-line reporting relationships depicting an employee's accountability to multiple managers.(Robbins and Judge, Pearson Education Limited 2018).

### 2.5.1.3 Departmentalization

Describes the approach used in grouping resources within an organization. As highlighted in the opening case, one of the two basic options is the functional form of departmentalization, in which resources related to a particular functional area are grouped together. The functional form provides several potential advantages, including deep specialized knowledge in each functional area (because functions are the focus of the firm) and economies of scale within functional areas (resources can be shared by all individuals working within each functional area).

This form, however, also has a potential major weakness: managers and associates in each functional department can become isolated from those who work in other departments, which harms coordinated action and causes slow responses to major industry changes that require two or more functional areas to work together.

If an organization has multiple products or services or operates in multiple geographical areas, it can group its resources into divisions. The divisional form offers several benefits, such as better coordination among individuals in functional areas. Functional resources have been divided among the divisions, and associates and managers in the smaller functional departments within each division tend to coordinate with one another relatively easily. With smaller departments, people tend to be closer to one another, and there are fewer barriers (formal or informal) to direct communication. A second, related benefit is rapid response to changes in the industry that call for a cross functional response. Because associates and managers in the various functional areas coordinate more effectively, response times are often faster. A third benefit is tailoring to the different product/service or geographical markets. This occurs because the people in each division are dedicated to their own markets.

The divisional form is not without its drawbacks, however. Two of the most important are (1) lack of collaboration across the product/service or geographic markets (individuals in one division can become isolated from those in other divisions) and (2) diseconomies of scale within functional areas (individuals in a given functional area but working on different markets cannot share resources as they can in the functional structure). As described in the Exploring Behavior in Action feature, FedEx developed a diverse set of businesses offering a portfolio of services. To manage these businesses efficiently and to offer customers the most effective services, FedEx implemented a divisional structure.

Hybrid forms also exist, with some functional areas divided across divisions, while others remain intact at the corporate level, often for cost reasons. Network organizations are another option, where many or most functional areas are outsourced to other organizations. Home builders are usually network organizations, as they often do not complete their own architectural work and typically outsource to subcontractors much of the actual construction work. Nike is generally considered to be a network organization because it outsources manufacturing and other types of work.

The network approach has been emphasized by a number of firms in recent years, at least to some degree. Its chief benefit lies in allowing a firm to focus on what it does best while outsourcing the rest. Quality control, however, is sometimes an issue, and coordination of

internal and external efforts is often a substantial problem. Effective information technology that facilitates coordination across organizational boundaries is crucial. (Hitt ,Miller and Colella,2011).

Departmentalization specifies how employees and their activities are grouped together. It is a fundamental strategy for coordinating organizational activity because it influences organizational behavior in the following ways. Departmentalization establishes the “chain of command,” that is, the system of common supervision among positions and units within the organization. It establishes formal work teams. Departmentalization typically determines which positions and units must share resources. Thus, it establishes interdependencies among employees and subunits. Departmentalization usually creates common measures of performance. Members of the same work team, for example, share common goals and budgets, giving the company standards against which to compare subunit performance. Departmentalization encourages coordination through informal communication among people and subunits. With common supervision and resources, members within each configuration typically work near each other so they can use frequent and informal interaction to get the work done. There are almost as many organizational charts as there are business, but we can identify five pure types of departmentalization: simple, functional, divisional, matrix, and team based. Few companies fit exactly into any of these categories, but they are a useful framework for discussing more complex hybrid forms of departmentalization. Mc Shane, Steven L. (2004) Once you’ve divided jobs up through work specialization, you need to group these jobs together so common tasks can be coordinated. The basis by which jobs are grouped together is called departmentalization. One of the most popular ways to group activities is by functions performed. A manufacturing manager might organize his or her plant by separating engineering, accounting, manufacturing, personnel, and purchasing specialists into common departments. Of course, departmentalization by function can be used in all types of organizations. Only the functions change to reflect the organization’s objectives and activities. A hospital might have departments devoted to research, patient care, accounting, and so forth. A professional football franchise might have departments entitled player personnel, ticket sales, and travel and accommodations. The major advantage to this type of grouping is obtaining efficiencies from putting like specialists together. Functional departmentalization

seeks to achieve economies of scale by placing people with common skills and orientations into common units. Tasks can also be departmentalized by the type of product the organization produces. Procter & Gamble, for instance, recently reorganized along these lines. Each major product-such as Tide, Pampers Charmin, and Pringles-will be placed under the authority of an executive who will have complete global responsibility for that product. The major advantage to this type of grouping is increased accountability for product performance, since all activities related to a specific product are under the direction of a single manager. If an organization's activities are service rather than product related, each service would be autonomously grouped. For instance, an accounting firm could have departments for tax, management consulting, auditing, and the like. Each would offer a common array of services under the direction of a product or service manager. Another way to departmentalize is on the basis of geography or territory. The sales function for instance, may have western, southern, Midwestern, and eastern regions. Each of the regions is, in effect, a department organized around geography. If an organization's customers are scattered over a large geographic area and have similar needs based on their location, then this form of departmentalization can be valuable. Stephen Robbins,(2001) and Robbins (2001) recommended that the jobs are grouped together so common tasks can be coordinated, Like Engineering, accounting, manufacturing, personnel, and purchasing specialists into common departments.

### **2.5.2 Structuring Characteristics**

Whereas structural characteristics indirectly affect behavior, structuring characteristics relate to policies and approaches used to directly prescribe the behavior of managers and associates. This second category of structure includes centralization/decentralization, standardization, formalization, and specialization.

#### **2.5.2.1 Centralization /Decentralization**

**Centralization:** refers to the degree to which decision making is concentrated at a single point in the organization. In centralized organizations, top managers make all the decisions, and lower-level managers merely carry out their directives. In organizations at the other extreme, decentralized decision making is pushed down to the managers closest to the action or to workgroups. The concept of centralization includes only formal authority that is, the rights inherent to a position. Robbins and Judge, (2018).

Centralization refers to the amount of decision-making authority that is held at the top of the organization. In centralized organizations, top-level managers retain most authority, leaving less for mid- and lower-level managers and very little for associates. This is not consistent with high-involvement management, and research suggests that centralized organizations generally perform less well. There are several conditions, however, that call for a significant degree of centralization. (Hitt ,Miller and Colella,2011).

Centralization and decentralization represent a second element of organizational design. Centralization means that formal decision making authority is held by a small group of people, typically those at the top of the organizational hierarchy, most organization begin with centralized structures, because the founder makes most of the decisions and to direct the business to ward his or her vision. But as organizations grow, they diversity and their environments become more complex. Senior executives aren't able to process all the decisions that significantly influence the business. Consequently, larger organizations end to decentralize, that is, they disperse decision Authority and power throughout the organization. Although larger firms tend to decentralize, this is not necessarily true of every part of the organization. Nestle's marketing department is decentralized, yet some 16 parts of the giant Swiss food company are centralized. "If you are too decentralized, you can become too complicated-you get too much complexity in your production system," explains Nestle CEO Peter Brabeck. Nestle centralizes it production, logistics, and supply chain management to leverage the economies of scale of a large organization. Also, firms tend to rapidly centralize during times of turbulence and organizational crisis. When the problems are over, leasers tend to decentralize decision making slowly, if at all. Mc Shane, Steven L, (2004)

**Decentralization:** Decision-making is delegated as far down the organization as possible. This enables decisions to be made by those with relevant technical expertise, who are closer to customers. One version of decentralization in the private sector is the creation of strategic business units (SBUs) that are smaller than divisions. The possible advantages of decentralization are that decisions are made at the point of operation and delivery; and the possible disadvantages are that the center may lose control and there may occur a degree of anarchy. Cowling, A. and Phillip, (1994)

### **2.5.2.2 Standardization**

Refers to the existence of rules and standard operating procedures. When standardization is high, managers and associates are expected to follow prearranged approaches to their work. Under these circumstances, their behavior is very predictable. Although standardization is sometimes necessary for efficiency and safety, it reduces opportunities for individual initiative, creativity, and self-directed collaboration with others inside and outside the organization. Thus, it can negatively affect motivation and satisfaction for many. (Hitt ,Miller and Colella,2011).

### **2.5.2.3 Formalization**

Is a closely related phenomenon; it is the degree to which rules and procedures are documented. (Hitt ,Miller and Colella,2011). Formalization is the degree to which organizations standardize behavior through rule, procedures, formal training and related mechanisms. In other words formalization represents the establishment of standardization as a coordinating mechanism. Mc Shane Steven L. (2004)

Formalization refers to the degree to which jobs within the organization are standardized. If a job is highly formalized, the employee has a minimal amount of discretion over what to do and when and how to do it, resulting in consistent and uniform output. There are explicit job descriptions, lots of organizational rules, and clearly defined procedures covering work processes. Formalization not only eliminates the possibility of employees engaging in alternative behaviors; it removes the need for them to consider alternatives. Conversely, where formalization is low, job behaviors are relatively unprogrammed and employees have a great deal of freedom to exercise discretion in their work. The degree of formalization can vary widely between and within organizations. Research from 94 high-technology Chinese firms indicated that formalization is a detriment to team flexibility in

decentralized organization structures, suggesting that formalization does not work as well where duties are inherently interactive, or where there is a need to be flexible and innovative.<sup>13</sup> For example, publishing representatives who call on college professors to inform them of their company's new publications have a great deal of freedom in their jobs. They have only a general sales pitch, which they tailor as needed, and rules and procedures governing their behavior may be little more than suggestions on what to emphasize about



forthcoming titles and the requirement to submit a weekly sales report. At the other extreme, clerical and editorial employees in the same publishing houses may need to be at their desks by 8:00 a.m. and follow a set of precise procedures dictated by management. (Robbins and Judge, Pearson Education Limited 2018).

#### **2.5.2.4 Specialization**

Is the degree to which managers and associates have narrow jobs that use focused skills; usually these jobs offer little variety. Narrow jobs can negatively affect motivation, satisfaction, and performance for individuals who want to be challenged and to grow in the workplace. Yet, in some self-managed teams with associates having higher levels of specialization, some degree of formalization can produce positive results. (Hitt ,Miller and Colella,2011).

Early in the twentieth century, Henry Ford became rich by building automobiles on an assembly line. Every worker was assigned a specific, specialized task such as putting on the right front door. By dividing jobs into small standardized tasks that could be performed repeatedly and quickly, the Ford Motor Company was able to produce a car every 10 seconds, using employees with relatively limited skills. Work specialization, or division of labor, describes the degree to which activities in any organization are divided into separate jobs. The essence of work specialization is to divide a job into a number of steps, each completed by a separate individual. Individuals thus specialize in doing part of an activity rather than the entirety. Overall, specialization is a means of making the most efficient use of employee skills and even successfully improving them through repetition. Less time is spent changing tasks, putting away tools and equipment from a prior step, and getting ready for another. (Robbins and Judge, Pearson Education Limited 2018).

## **2.6 TYPES OF STRUCTURE**

Weber (1948), and other contributors to management have revealed the existence of numerous organizational structures. They are either tall or flat and include pre-bureaucratic, bureaucratic, post-bureaucratic, functional, divisional, matrix, flat structures, hybrid, flexible and modernity has introduced the virtual, network and team structures. Basically, they are 12 group into either a hierarchical or Pyramidal and flat structure. Mintzberg (1979) notes that each structure has its own merits and drawbacks. Ultimately, there may be no ideal structure for a company.

### **2.6.1 Pyramidal / Hierarchical Structure**

In the 21<sup>st</sup> century, even though most, if not all, organizations are not of a pure hierarchical structure, many managers are still blind to the existence of the flat community structure within their organizations, (Butler,1986). Schein's (1988) hierarchical dimension. The representation of an organization in a hierarchy which is occupied on the top level by the executive of the organization, the middle management and the lower levels of management in a descending order respectively is call a pyramid organizational structure. The functioning of the executive level is enhanced both by the middle management and the lower levels on the pyramid. It is characterized by bureaucracy owing to the fact that the executives exercise full control of the organization including operations, vision and operational strategy. Organizational vision emanates from the top (Kanter, 1986; Kanter, Stein & Jock, 1992;Wright & McMahn, 1992).The pyramid organizational structure is composed of three major levels which are the executive, managers and staff respectively. The supervision of activities of staff in the various departments are done by the managers who in turn report to the executives. The lowest level which is the staff support managers in carrying out tasks that fulfill the directives from executive level. In some organizations, there could be another level beneath the manager level which is the assistant manager level before the staff level. The responsibilities of each employee are clearly spelt out in a well-executed pyramid organizational structure. For a corporation to become successful, the individuals must stick to 13 their assigned obligations and be submissive to upper level employees, accepting the policies being developed by them. Organizational task are well-defined among its member in the pyramid structure for career advancement and takes the path, staff to manager to executive. The common path is to move from staff level to manager and executive. There has been a reflection of criticism on the pyramid organizational structure in the recent models of organizational structure developed, condemning the bureaucracy in the pyramid structure. The new forms permit greater employee involvement in decisions at the departmental level since the views of individuals differ on specific issues of the various departmental.

### **2.6.2 Flat Organizational Structure**

This type of structure is team based. There is a shift from vertical decision making to horizontal collaboration and cross-functional cooperation (Hedlund & Rolander, 1990; George, Freeling & Court, 1997; McCalman, 1996). The type of organizational structure made

up of mostly the staff and the executive without or with a few levels of middle management is referred to as the flat organizational structure. Organizations with flat structures believe well-trained workers without close supervision by levels of management can be productive but are only used by smaller organizations.

### **2.6.3 Matrix Organizational Structure**

An organizational structure that in which the entire organization is made up of work groups and teams is called matrix structure (Robbins and Coulter, 2009). It is the combination of the project organization structure and the functional organization structure.

## **2.7 ORGANIZATIONAL PROCESS**

An organization is an operation within the structure. It is just like a body structure where the functions of each organ of the body are defined and specifically performed. An organization like the human body is an ongoing process of structure. It is a process of managerial function. It aims at organizing work, arranging people and systems, developing technology, designing communication and providing an organizational climate. The organization is concerned with the organizing process, including the decision of the course of action, division of various activities, assignment of tasks to proper persons, delegation of authority and responsibility, coordination of the various tasks and the decisions of the management, It is a means to an end and is a dynamic and adaptive process to coordinate a suitable process of management functions with the 7 changing environment. The organizational process includes breaking up the entire work into different segments, assigning a definite role to each person, and coordinating and integrating the different functions to achieve the corporate objective with minimum effort and resources. Many authors have therefore defined organization as “a process of division of labor and function, coordination through authority and responsibility and putting people at place to work.” (Mishra, MN, 2003). Processes Hersey Paul 2001 recommended to build peak performing mg team, work rules and work processes have to be established, and team must agree with them. How should decision be communicated? Who should report to whom and how should information be communicated? How should disagreements or conflicts be handled? All sorts of routines and work processes must be discoursed. To reach goals and enable the team to peak perform, the team leader should help create what anthropologists call a “productive work scope” The culture and set of inter connecting and mostly unwritten rules that organize behavior define a work scope.

The organization process is the forming of structural inter- personal relationship. The process involves eight steps.

- i. Determination of organizational goal or objectives to be strived for
- ii. Determination of the task requirements necessary to achieve the goals.
- iii. Division of tasks in to different job to find out how many personnel will be needed for the complete tasks.
- iv. Integration of job into departments or other work group to take advantage of the specialization and efficiency.
- v. Selection of personnel to fill jobs.
- vi. Assignment of work positions to the individuals
- vii. Granting the authority to the people to carry out the duties of their jobs.
- viii. Determination of superior subordinate relationships for facilitating the performance evaluation

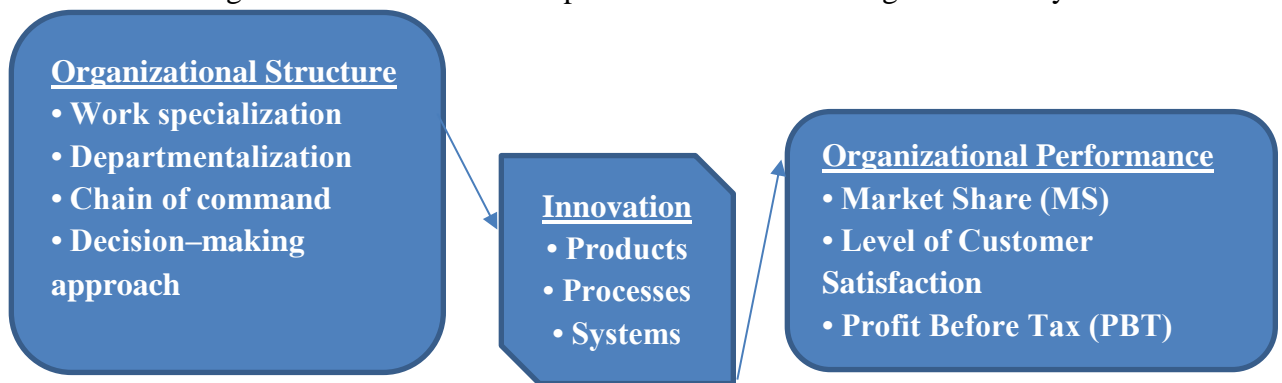
(C.B Mamoria .S.V. Gankar,1998: 108)

## 2.8 ORGANIZATIONAL RELATIONSHIP

The organization set up certain forms of relationship to enable workers to perform their jobs harmoniously. Relationships are defined and designed as per the needs of the organization. Functional relations are developed to perform the activities of the organization. An established relationship is useful for training and development of human resources. The organizational relationship is established on the basis of process, geography, department and product. The relationship is developed in such a way that there is a scope of adaptability to the changing environment to avoid complacency, stagnation and inefficiency. An organization is a group wherein people work. Therefore, person-to-person relationships need to be defined clearly. Superior-subordinate relations, the superior relations and subordinate-subordinate relations are established for the smooth functioning of organizational activities. The group interaction model has direct impact on the motivation and productivity. The organizational structure presents the different types of relationships as unified whole for achieving the common goal of the organization. Hierarchical relationships bind persons operating at different levels of the organization for achieving the common goals of the organization. (Mishra, MN, 2003:3)

## 2.9 EMPIRICAL REVIEW

Central to Knowledge Management is the development of strategic knowledge capability. The effective development of this capability gives the firm sustainable competitive advantage. To develop this capability, the firm must possess four key enablers or influencers. These enablers are the overall organizational activities or mechanisms that can stimulate knowledge creation, protect knowledge, and facilitate the sharing of knowledge in an organization (Lee & Choi, 2003; Migdadi, 2005). These can be realized through the firm's organization structure and evidenced through innovations that drive performance. This is diagrammatically summarized



*Figure 1. Organizational structure and Organizational Performance*

## 2.10 STRUCTURE AND PERFORMANCE

Organizational structure has been the subject of the study by various researchers (Pugh Et Al. 1968; Child, 1975; Grinyer and Yasai- Arderkani, 1980). Van de Ven (1976) highlighted the importance of structure both at the organizational and subunit levels for the performance of the organizations, in terms of efficiency, moral, and effectiveness. However, the association between structural variables and performance has not been subject to rigorous review (Dalton, Taodor, Spendolini, Fielding and Porter, 1980), even in the manufacturing industry. With reference to the hospitality industry, one recent study is Schaffer's (1986) empirical analysis of strategy, structure, and performance which focused upon the lodging industry.

There is little empirical work in this area that utilized performance as a dependent variable. Several investigations reported positive associations (Baldrige and Burnham, 1975; Hage and Dewar, 1973); Vredenburgh and Alutto (1977) found no association between structure and performance; while Vinson and Holloway (1977) reported negative associations. Specially, Dalton et al. (1980) suggested that there is curvilinear relationship between formalization and performance wherein there may be an optimal level of formalization/standardization that

reduces role ambiguity yet maintains reasonable levels of job scope. Furthermore, previous empirical studies (Pennings, 1976; Khand-Walla, 1973; Reimann, 1975), in both subunit and organizational level analysis, generally indicate that centralization is negatively associated with performance.

A good performance by employee is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008). Even though employee productivity and employee job performance seems to be related, performance is in some cases measured as the number and value of goods produced. However, in general, productivity tends to be associated with production-oriented terms (e.g. profit and turnover) while employee performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments. Organizations need good employees and appropriate structure that will enhance their performance. According to Kostiuk et al (1989) most organizations performance is measured by supervisory ratings, supervisory ratings quality, and quantity, dependability and job knowledge and goal accomplishments even though they are highly subjective.

According to Dammen (2001), a significant relationship exists between the structure of organization and overall levels of both trust and job satisfaction. Ledbetter (2003) investigated the effect of organizational structure on Organizational effectiveness in Texas Grand Prairie Fire Department. The results have shown that environment, technology, size, strategy, goals, culture and philosophy impact on organizational structure and a definite connection is between organizational effectiveness and organizational structure. Hao and colleagues (2007) studied about the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. The findings have shown that in a hi-technology or knowledge intensive industry, organizational structures affect organizational performance mainly through innovation and organizational learning. But in traditional industry, such as labor- or capital-intensive industry, organizational structure impacts organizational performance mainly through innovation. In 2009, Seykora showed that the edge organization operating in a high trust environment produces the most accurate results in the least amount of time. Additionally, accuracy performance in the rigid hierarchy was more resilient than the flexible edge structure to change in trust level. Kasrai

and Alirahimi (2009), in an investigation which conducted in retirement organization in Iran, showed that there is a significant and negative relationship between complexity and effectiveness of communication. Also this result is similar to the relationship between centralization and effectiveness of communication. Zhang and others (2010) studied the possible mediating role of knowledge management in the relationship between organizational culture, structure, strategy and organizational effectiveness. The results suggest that knowledge management fully mediates the impact of organizational culture on organizational effectiveness and partially mediates the impact of organizational structure and strategy on organizational effectiveness. According to Vineburgh (2010) higher levels of empowerment, higher levels of support for innovation, and lower levels of interpersonal conflict were associated with higher levels of organizational trust. Lewis (2011) conducted a study in order to examine the effects a bureaucratic organization on communication capacity of management information system. The results identified traditional organizational structures create vertical and horizontal boundaries impeding communication. The findings determined the critical aspects to improve communication through the reduction of boundaries was direct leadership support for a centralized management information system team with clear responsibility, accountability and authority to facilitate organizational communication. Veisi (2012) in an investigation which conducted in Bank found out that the positive relationship is between organic structure and participatory culture. Also there is significant relationship between mechanical structure and bureaucratic culture. Powley and Nissen (2012) examined the effect of trust levels and organizational design on performance. The results have shown that trust and organizational design have strong interactions and that hierarchical organizations experience performance levels well below flexible organizational structures.

Aghajani and others (2013) found the significant relationship between organizational structure and employee creativity in Saveh Pars Company. Also the results have shown the significant relationship between the level of formalization, complexity, centralization and creativity of employee. Shaemi Barzoki and colleagues (2013) determined organization's structure dimensions' effect on organizational trust. They found that formalization, standardization, hierarchy of authority, centralization and professionalism dimensions had affected organizational trust and complexity, specialization, and employee ratio and management ratio dimensions didn't affect organizational trust in this company.

## **CHAPTER THREE**

### **3.1 RESEARCH DESIGN AND METHODOLOGY**

The research design in this study is descriptive design. Descriptive research is used to obtain information concerning the current states of phenomena with respect to variables or conditions in a situation. It is an appropriate choice when the research aim is to identify characteristics, frequencies, trends, and categories. The respondents have been expecting to give responses on the structure of organization in its performance at BSPE. The method is crucial for this study because the issue at hand requires being described and the phenomenon analyzed for conclusions. According to Mugenda and Mugenda (2003), descriptive research design enables subjects to give more information on the issue of interest to the researcher. This study was adapted to descriptive research design because it seeks to understand the current status of BSPE regarding the organization's structure for its performance. The research was designed in the way that questionnaires and interviews were conducted to BSPE's HRM. The purpose of descriptive surveys, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. Both qualitative and quantitative methods of data collection were used for this research. This is because the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone (Creswell & Clark, 2007:5). In addition, there has been a growth in the interest in mixed methods research as well as authors advocating for mixed methods research as a separate design in its own (Creswell & Clark, 2007:16).

### **3.2 POPULATION AND SAMPLE**

Birhanina Selam Printing Enterprise is a large organization working and has 1,053 total numbers of staff. It is quite difficult to make the study cover the whole organization. Therefore, the study was limited to the permanent employees of main staffs since they have more recently critical information rather than contract and temporary employees from main staff and all supportive staffs have no essential information since they work on the organization at a few periods of time.

Hence, the target population for this study was depicted in the table below.



Table 1, Target Population

MAIN STAFFS				SUPPORTIVE STAFFS				GENERAL TOTAL
PERMANENT	CONTRAT	TEMPORARY	TOTAL	PERMANENT	CONTRAT	TEMPORARY	TOTAL	
593	9	148	750	213	3	87	303	1,053

Birhanina.S, (2019)

### 3.3 SAMPLE AND SAMPLING METHOD

The sample for this study were calculated using the Slovin's formula (Serakan, 1992) cited in Unam (2012). The total number of staff under the study area (the sample frame) is 1,053. Out of the total population 750 are main staffs' among those 593 are permanent, 9 are contract and 148 are temporary employees. On the other dimension from the total population 303 employees are supportive staffs and from those 213 are permanent, 3 contract and 87 temporary employees. Equipped with this, the researcher will exclude contract and temporary employees from main staffs and all of supportive staffs.

By using Slovin's (Serakan, 1992) formula;  $n = \frac{N}{1 + Ne^2} = \frac{593}{1 + 593(0.05)^2} = \underline{\underline{239}}$

Where: N: is the population size which is 593  
e: is the margin of error taken as 0.05

The sample sizes were two hundred thirty nine (239). Hence this sample size were represent the population and it is 41%. The sampling method is both simple random sampling and stratified sampling. The reason for usage of simple random sampling is to give equal chance for all population. Stratified sampling will select because the employees under the different organizational units/departments are different and their difference can be taken as strata. In addition by stratified sampling, visibly diverse groups within a population were represent.

Hence as seen in the below table, the proportion from each strata is calculate and sample take using simple random sampling.

Table 2, Sample Size

DEPARTMENTS	NO OF STAFF (POPULATION)	PROPORTION (41%)
Board of directors	16	6
Chief executives	39	15
Human Resource	42	17
General service	56	22
Accounting and finance	66	27
Production	203	83
Marketing	104	42
Layout design	67	27
<b>TOTAL</b>	<b>593</b>	<b>239</b>

Birhanina.S, (2019)

### 3.4 SOURCE OF DATA

Both primary and secondary source of data used in conducting the research. In getting primary data there are several approaches available to gathering data. The method were used in collecting the primary data is Questionnaire and Interview. Under secondary source of data the researcher used books, any relevant literature available from the organizations on the Company profile, strategies and organization's database, appropriate journals, magazines, company brochures and articles, web sites also used to demonstrate the identified objectives.

### 3.5 TOOLS/INSTRUMENTS OF DATA

**3.5.1 Questionnaire:** As a data collection technique, questionnaires were sent to respondents via printed papers with a sampled population using a combination of stratified sampling and random sampling. The questionnaire prepared using a 5 point Likert scale with responses ranging from Strongly Agree= SA; Agree = A; Neutral=N; Disagree = D; and Strongly Disagree = SD.

**3.5.2 Semi Structured Interview:** This technique used mainly because of its strength in providing detailed idea of the respondent. Hence, using this technique select managers and supervisors were purposively be select and interview.

### 3.6 PROCEDURE OF DATA COLLECTION

The study used quantitative and qualitative data to identify and analyze the organizational structure of BSPE, through using close-ended questionnaire and interview. The questionnaire developed to obtain understanding about organizational structure. The questionnaire was two category for leaders as well as employees. In order to make

convenient and relevant for respondents, the questionnaire translated in to Amharic by professional translator office.

### 3.7 DATA ANALYSIS

Quantitative data was analyze statistically using Statistical Package for Social Sciences (SPSS) version 24. Qualitative data also analyzed using descriptive analysis by detail discussion/description. The data obtained from respondents with the help of chosen instruments were presented, analyzed and interpreted with the help of descriptive statistics and described, analyzed and synthesized in tables; percentage, frequency distribution and mean with the help of SPSS as applicable to the research question.

### 3.8 VALIDITY AND RELIABILITY

#### 3.8.1 Validity

Validity is the degree to which a test measures what it intend to measure (Creswell, 2009:190-92). Validity defined as the accuracy and meaningfulness of the inferences which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. He contends that the validity of the questionnaire data depends on a crucial way the ability and willingness of the respondents to provide the information requested.

A pilot study was conducted to refine the test instrument which is a sample of 20 respondent's questionnaires before administering the final phase. Issues raised by respondents were corrected and questionnaires were refined. Finally, the improved versions of the questionnaires were used to ensure the validity.

#### 3.8.2 Reliability

The reliability of instruments measures the consistency of instruments. Creswell (2009:190-92) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates.

In this study each statement rated on a 5 point Likert response scale which includes strongly disagree, disagree, neutral, agree and strongly agree. Based on this reliability test was made with a sample of 20 respondents and the Cronbach's alpha coefficient for the instrument was found as 0.96 which is highly reliable. Cronbach alpha provides a measure of internal consistency of a test or scale. It is expressed as a number between 0 and 1 and the higher the score of Cronbach alpha, the more the reliable the generated scale is and

the closer the alpha coefficient is to 1.0, the greater the internal consistency and the reverse is true. In this case, the researcher used the rule of thumb developed by George and Mallery (2003), where an alpha value  $\geq 0.90$  is excellent,  $\geq 0.80$  is good,  $\geq 0.70$  is acceptable,  $\geq 0.60$  is questionable,  $\geq 0.50$  is poor,  $\leq 0.50$  is unacceptable.

Typically an alpha value of 0.80 or higher is taken as a good indication of reliability, although others suggest that it is acceptable if it is 0.70 or above (Cohen et al., 2007:506).

The research instruments were developed by adopting from related studies and contextualizing based on research questions and objectives, and hence instruments are consistent with the objectives of the study and reliable.

**Table 3. Reliability Level of Each Variables**

<b>Reliability Statistics</b>		
<b>Major Variables</b>	<b>Cronbach's Alpha Value</b>	<b>No of Items</b>
Structure	.841	9
Specialization	.751	9
Departmentalization	.730	9
Chain of Command	.821	26
Decision Making	.759	19
<b>Total/All Variables</b>	<b>.883</b>	<b>72</b>

Source: Own questionnaire survey, 2020

# **CHAPTER FOUR**

## **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

### 4.1 INTRODUCTION

As it was described in Chapter One, the main objective of this study is to assess the organizational structure Birhanina Selam Printing Enterprise. Both quantitative and qualitative data pertinent to the major objective were collected.

This chapter deals with the presentation, analysis and interpretation of the collected data. Questioners are sent to 239 respondents via hard copies, and when respondents were not willing to use hard copies questioners are sent via emails and telegram. However some respondents were not willing to respond though, follow-up is made via telephone and telegram.

Hence data was collected 221 out of 239 respondents. Out of the 239 copies. Therefore, 221 copies considered for the study. This makes the response rate 16(94%) for management group and 205(93%) for operational employee /non-management group. Therefore; the overall response rate was 92.4 percent. In this chapter findings from the research tool were presented and discussed. Here the findings from all the research tools are explained. Moreover, supportive literature pertinent to the research objective is also, where necessary, referred to. It is expected that this has made the discussion and analysis of the findings more thorough and exhaustive.

The chapter consists of two major sections. The first section deals with the characteristics of the respondents and the second section presents the analysis and interpretation of the main data.

#### 4.1. Demographic Characteristics of the Respondents

**Table 4. Demographic Information of Respondent**

No.	Description	Respondents		
		Frequency	Percentage (%)	
1	Gender	Male	111	50.2
		Female	110	49.8
		<b>Total</b>	<b>221</b>	<b>100</b>
2	Age	18-27	81	36.7
		28 -37	86	38.9
		38-47	52	23.5
		48 and above	2	0.9
		<b>Total</b>	<b>221</b>	<b>100</b>
3	Marital Status	Single	89	40.3
		Married	112	50.7
		Divorce	4	1.8
		Widow	16	7.2
		<b>Total</b>	<b>221</b>	<b>100</b>
4	Educational Qualification	Certificate	62	28
		College Diploma	47	21.3
		BA/BSC	91	41.2
		MA/MSC and above	21	9.5
		PhD	0	0
		<b>Total</b>	<b>221</b>	<b>100</b>
5	Year of service in the organization	2-5 years	109	49.3
		6-10 years	96	43.5
		11-15 years	16	7.2
		above 15 years	0	0
		<b>Total</b>	<b>221</b>	<b>100</b>
6	Employment Group	Management	16	7.2
		Non-Management	205	92.8
<b>Total</b>		<b>221</b>	<b>100</b>	

Source: Own questionnaire survey, 2020

In the first part of the survey, questions on the demographics of gender, age, Marital Status, Educational Qualification, Year of service in the organization and Employment Group were asked. The data served as a demographic profile of the respondents in the study. Details of demographic characteristic of the respondents are shown in the above table. The results in Table 4 show that (n=111, 50.2 percent) of the respondents were male and (n=110, 49.8 percent) of the respondents were female. This indicates that there is no gender discrimination. Ages of the respondents range from 28 to 37 is (n=86, 38.9 percent) and from 28-27 is (n=84,

36.7 percent). Majority of the respondents are younger. This implies that BSPP have energizer workforce. The age category 38 to 47 years is (n=52, 23.5 percent) and Age categories 48 and above (n=2, 0.9 percent).

Among 221 respondents (n=89, 40.3 percent) are single, (n=112, 50.7 percent) are married, n=4, 1.8 percent) are divorced and the remains (n=16, 7.2 percent) are widow.

Regarding employees educational qualification, 9.5 % of the respondents have Master's Degree while 41.2 % have BA Degree. In addition 21.3% and 28% of the respondents are College Diploma and Certificate holders. There is no PhD holder among 221 respondents.

The respondents year of service in the organization (n=109, 49.3%) of the respondents stay in the organization from 2 up to 5 years, (n=96, 43.5%) of respondents are stay in the organization from 6-10 years. The remains (n=16, 7.2%) of respondents have 11-15 years of work experience.

This implies that most of employees comprise of junior and medium staff which helps for knowledge transfer. Hence it can be said that majority of the respondents are leave the organization when they were more experienced/ adapt their job

Among the 221 respondents, 7.2 percent of respondents were management group employees and the remains 92.8 percent of respondents are non-management group of employees.

#### **4.2. Opinion of Employees regarding organizational structure**

The researcher defined the criteria to measure the level of variables using five Level-Likert's scale. In the discussion of the results, the variable value was defined by utilizing width of class interval (Lind, Marchal, & Wathon, 2003) as follows:

$$\begin{aligned} \text{Interval width of each level} &= \frac{\text{the highest score} - \text{the lowest score}}{\text{Interval number}} \\ &= \frac{5-1}{5} \\ &= 0.80 \end{aligned}$$

Therefore, the result of the data analysis regarding each variable was done by founding the means and interpreting them using width of class interval.

- 1.00-1.80 Strongly Disagree (1)
- 1.81-2.60 Disagree (2)
- 2.61-3.40 Neutral (3)
- 3.41-4.20 Agree (4)
- 4.21-5.00 Strongly Agree (5)

**Table 5. Employee’s response regarding “ Organizational structure of the BSPE”**

ITEMS		Frequencies & Percentiles	Level of Agreement					Descriptive Statics		
No	STRUCTURE		SD	D	N	A	SA	Total	Mean	Aggregate Mean
			1	2	3	4	5			
1	Individuals and groups are organized or their tasks are divided and coordinated.	Frq.	0	20	45	85	71	221	3.94	3.68
		%	0	9	20	39	32.1	100		
2	My organization has a headquarters that coordinates company-wide production and is responsible for financial control of all company divisions.	Frq.	1	20	35	105	60	221	3.92	
		%	0.5	9	16	48	27.1	100		
3	Occasionally the organization allows me to change things about my job.	Frq.	5	30	35	70	81	221	3.87	
		%	2.3	14	16	32	36.7	100		
4	The division of labour of this organization is flexible.	Frq.	24	42	55	67	33	221	3.19	
		%	10.9	19	25	30	14.9	100		
5	My organization depends on partnerships with several other organizations to produce its product or perform its service.	Frq.	25	27	39	79	51	221	3.47	
		%	11.3	12	18	36	23.1	100		
6	The division of labour of this organization is intended to help it reach its goals	Frq.	10	22	51	81	57	221	3.69	
		%	4.5	10	23	37	25.8	100		
7	The structure of my work-unit is well-designed	Frq.	12	33	52	59	65	221	3.60	
		%	5.4	15	24	27	29.4	100		
8	The division of labour in this organization actually helps to reach its goals	Frq.	16	28	24	89	64	221	3.71	
		%	7.2	13	11	40	29	100		
9	This organization has the ability to change	Frq.	9	39	14	96	63	221	3.75	
		%	4.1	18	6.3	43	29	100		

Source: Own questionnaire survey, 2020

Note: SD= strongly disagree, D= disagree, N= neutral, A= agree, SA= strongly agree, F r q = Frequency

The above table shows eemployee’s response regarding “ Organizational structure of the BSPE”. Nine questions were asked to assess this theme. Accordingly, it has been found that 20 (9%) strongly disagree and 85(38.5%) and 71(32.1%) tended to agree and strongly agree respectively with the first item. The mean score was also 3.94. This implies that the respondents have a modest sense about organizational structure. The



pattern of response in the case of the 2<sup>nd</sup> item (about overall controlling of headquarter) is also almost similar and the mean score is 3.92. In the cases of the 3<sup>rd</sup>. Item (about organizational willing in allowing employees to change things about their job.) it has been found 70(31.7%) tended to agree and 81(36.7%) tended to strongly agree, here, the mean score is 3.87. this indicates that employees can lead their job by themselves. The 4<sup>th</sup> item (The flexibility of division of labor of the organization) it has been found, 67(30.3%) tended to agree and 33(14.9%) tended to strongly agree while 55(24.9%) and 42(19%),and 24(10.9%) tended to neutral, disagree and strongly disagree respectively. The means scores were 3.19. This implies respondents have low sense of confidence.

The 5<sup>th</sup> item (about organizational partnership) it has been found 79(35.7%) and 51(23.1%) tended to agree and strongly agree respectively. The means scores were 3.47. This implies organizational dependency on others partners is highly known.

The 6<sup>th</sup> item (about the division of labor of the organization is intended to help it reach its goals) it has been found, 81(36.7%) tended to agree and 57(25.8%) tended to strongly agree while 51(23.1%) and 22 (10%), and 10(4.5%) tended to neutral, disagree and strongly disagree respectively. The means scores were 3.69. This implies that the organization can achieve its goal through divisional labor.

The 7<sup>th</sup> item (The structure of work-unit) it has been found, 65(29.4%), 59(26.7%), 52(23.5%), 33(14.9%) and 12 (5.4%) tended to strongly agree, agree, neutral, disagree and strongly disagree respectively. The means scores were 3.60. This implies that each work unit has well designed structure.

The 8<sup>th</sup> item (about actual success of organization due to division of labor) it has been found, 89(40.3%) tended to agree and 64(29%) tended to strongly agree while 28(12.7%) and 24 (10.9%), and 16(7.2%) tended to disagree, neutral, and strongly disagree respectively. The means scores were 3.71. This implies that the organization is actually successful.

The 9<sup>th</sup> item (about organizational ability to change) it has been found, 96(43.4%) tended to agree and 63(28.5%) tended to strongly agree while 14(6.3%), 39 (17.6%), and 9(4.1%) tended to neutral, disagree and strongly disagree respectively. The means scores were 3.75. This implies that the organization as an ability to change. The aggregate mean score is 3.68. This indicates that the organization structure is moderately good. Even though, this organization has the ability to change by having good organizational structure which is pyramidal, the division of labour of this organization is not flexible.

As per the HR manager of BSPE “the structure of the organization is well developed and it has shown from the organization survival for a long period of time (for 98) years.” But, survival without flexible labour division may cause for incapability to fit the current and future challenges. Here, the implication is the organization has Hierarchal/pyramidal structure. The pyramid organizational structure is composed of three major levels which are the executive, managers and staff respectively. (Kanter, 1986; Kanter, Stein & Jock, 1992;Wright & McMahn, 1992).

**Table 6. Employee’s response regarding “specialization of the BSPE”**

ITEMS		Frequencies & Percentiles	Level of Agreement					Descriptive Statics		
No	SPECIALIZATION		SD	D	N	A	SA	Total	Mean	Aggregate
			1	2	3	4	5			
1	I am given clear guidelines for my job.	Frq.	0	2	49	121	49	221	3.98	3.68
		%	0	0.9	22.2	54.8	22.2	100		
2	The manner in which work tasks are divided is a logical one	Frq.	0	8	46	110	57	221	3.98	
		%	0	3.6	20.8	49.8	25.8	100		
3	In time of need, coworkers support one another.	Frq.	2	86	91	35	7	221	2.81	
		%	0.9	38.9	41.2	15.8	3.2	100		
4	The degree to which departments and workers are functionally specialized versus integrated in their works, skills, and training (Use Of Specialized Workforce)	Frq.	0	7	50	111	53	221	3.95	
		%	0	3.2	22.6	50.2	24	100		
5	My organization increases profits and productivity by grouping together people who perform specialized tasks.	Frq.	0	5	62	90	64	221	3.96	
		%	0	2.3	28.1	40.7	29	100		
6	In my workplace, employees often report to their direct supervisor as well as a supervisor who is leading a special activity for the company.	Frq.	0	7	45	109	60	221	4.00	
		%	0	3.2	20.4	49.3	27.1	100		
7	My organization is grouped into divisions according to products, customer type or geographical region.	Frq.	0	5	53	107	56	221	3.97	
		%	0	2.3	24	48.4	25.3	100		
8	In my organization, task allocation is informal and based on mutual agreement.	Frq.	25	86	99	11	0	221	2.43	
		%	11.3	38.9	44.8	5	0	100		
9	Members of my organization are assigned to work teams based on their specialized abilities to complete the task at hand.	Frq.	0	5	51	98	67	221	4.03	
		%	0	2.3	23.1	44.3	30.3	100		

Source: Own questionnaire survey, 2020

*Note: SD= strongly disagree, D= disagree, N= neutral, A= agree, SA= strongly agree, Fr q = Frequency*  
 Table 6 shows eemployee’s response about “Specialization of the BSPE”. Nine questions were asked to assess this theme. Accordingly, it has been found that 121 (54.8%) agree and 49(22.2%) and 49(22.2%) tended to strongly agree and neutral respectively with the first item. The mean score was also 3.98. This implies that the

respondents have clear guidelines for their job. The pattern of response in the case of the 2<sup>nd</sup> item (The manner of logical division work tasks) is also almost similar 110 (49.8%) agree and 57(25.8%) and 46(20.8%) tended to strongly agree and neutral respectively and the mean score is 3.98. In the cases of the 3<sup>rd</sup> item (about coworkers support one another.) it has been found 91(41.2%) tended to neutral and 86(38.9%) tended to disagree., here, the mean score is 2.81. this indicates that employees cannot support each other. The 4<sup>th</sup> item (Use Of Specialized Workforce) it has been found, 111(50.2%) tended to agree and 53(24%) tended to strongly agree and no one was strongly disagree about this theme. The means scores were 3.95. This implies the organization use specialized workforce. The 5<sup>th</sup> item (organizational productivity by grouping together people who perform specialized tasks.) it has been found 90(40.7%), 64(29%) and 62(28.1%) tended to agree, strongly agree and neutral respectively. The means scores were 3.96. This implies organizational the organization can increase its profit and productivity by grouping together people who perform specialized tasks.

The 6<sup>th</sup> item (about the employees - supervisor interaction) it has been found, 109(49.3%) tended to agree and 60(27.1%) tended to strongly agree while 7(3.2%) respond disagree and no one respond strongly disagree. The means scores were 4.00. This implies that employees and supervisors are highly interacted.

The 7<sup>th</sup> item (about the organizational grouping into divisions according to products, customer type or geographical region.) it has been found, 107(48.4%), 56(25.3%), 53(24%), tended to agree, strongly agree and neutral respectively. The means scores were 3.97. This implies organizational grouping is very strong.

The 8<sup>th</sup> item (about task allocation) it has been found, 99(44.8%), 86(38.9%) and 25(11.3%) tended to neutral, disagree, and strongly disagree respectively. The means scores were 2.43. This implies that the task allocation is formal.

The 9<sup>th</sup> item (about specialized abilities to complete the task at hand) it has been found, 98(44.3%), 67(30.3%) and 51(23.1%) tended to agree, strongly agree and neutral. The means scores were 4.03. This implies that the organization has specialized abilities.

6As shown on the table 5, frequency and percentiles distribution of item 3 (about coworkers support one another) and item 8 (about task allocation) has get a response of disagree and neutral. But the others question items are mostly agreed and strongly agreed by the respondents. The implication of this is the organization uses highly specialized work forces while coworkers are not support each other.

Even though the aggregate mean is held on 3.68 and its implies there was strong specialization within the organization, mean score of coworkers support one another (Item 3) and task allocation (Item 8) has scored 2.81 and 2.43 respectively. This implies that the degrees of activities are subdivided into separate jobs and this leads to employees to focus only on their job rather support one to the others.

Based on the HR manager information the BSPE has a great belief on specialization. Since the organizational activity need different types of specialized work force, the organization gave emphasis for this kind of structural dimension. For this, the researcher found the organization’s specialization forgotten employee’s collaboration and employee’s assistance one to the others. Due to this employees are reluctant for other’s activity at the time of work.

Narrow jobs can negatively affect motivation, satisfaction, and performance for individuals who want to be challenged and to grow in the workplace. (Hitt ,Miller and Colella,2011).

**Table 7. Employee’s response regarding “ Departmentalization of the BSPE”**

ITEMS		Frequencies & Percentiles	Level of Agreement					Descriptive Statics		
No	DEPARTMENTALIZATION		SD	D	N	A	SA	Total	Mean	Aggregate Mean
			1	2	3	4	5			
1	The groupings of jobs in a way that most effectively serves the needs of the organization	Frq.	12	74	83	33	19	221	2.88	3.334
		%	5.4	33.5	37.6	14.9	8.6			
2	The path for organization success is clearly outlined.	Frq.	10	15	73	78	45	221	3.60	
		%	4.5	6.8	33	35.3	20.4			
3	When at work, I feel like I am part of the team.	Frq.	13	60	81	41	26	221	3.03	
		%	5.9	27.1	36.7	18.6	11.8			
4	Work Groups And Units Are Inadequate For Implementing	Frq.	26	58	68	51	18	221	2.90	
		%	11.8	26.2	30.8	23.1	8.1			
5	Having To Co-Ordinate With Many Departments	Frq.	4	19	77	74	47	221	3.64	
		%	1.8	8.6	34.8	33.5	21.3			
6	Departmental Lines Are Jealously Guarded, Serving As Impediments To Collaboration	Frq.	9	99	101	12	0	221	2.52	
		%	4.1	44.8	45.7	5.4	0			100
7	Scramble For Resource With Other	Frq.	3	17	35	105	61	221	3.92	

	Department	%	1.4	7.7	15.8	47.5	27.6	100	
8	The organization in which I work is divided into groups of people that share common tasks and goals.	Frq.	3	20	40	113	45	221	3.80
		%	1.4	9	18.1	51.1	20.4	100	
9	Employees of my organization regularly work with employees of partner organizations in order to be innovative, solve problems and coordinate activities.	Frq.	11	26	39	83	62	221	3.72
		%	5	11.8	17.6	37.6	28.1	100	

Source: Own questionnaire survey, 2020

Note: SD= strongly disagree, D= disagree, N= neutral, A= agree, SA= strongly agree, Frq = Frequency

Table 7 shows eemployee’s response about “Departmentalization of the BSPE”. Nine questions were asked to assess this theme. Accordingly, it has been found that 83 (37.6%) and 74 (33.5%) tended to neutral and disagree respectively with the first item. The mean score was also 2.88. This implies that the organizational grouping of job is not serve for the organization’s need. The pattern of response in the case of the 3<sup>nd</sup> item (feeling about themselves part of the team.) is 81(36.7%) neutral and 60(27.1%) disagree. The mean score is 3.03. This implies that employees didn’t feel themselves as part of a team. In the cases of Item 4 (work groups and units are inadequate for implementing) tended to 68(30.8%) and 58(26.2%) tended to neutral and disagree respectively. Item 6 (departmental lines are jealously guarded, serving as impediments to collaboration) has been found to 101(45.7%) and 99(44.8%) tended to neutral and disagree respectively. Here, for both (Item 4 and 6) the mean score is 2.90 and 2.52. This indicates that employees work groups and units are adequate for implementing but there is no collaboration among different departments.

Here, the researcher derive bases for jobs to be grouped together (departmentalization) is based on organizational needs through divided works into groups of people that share common tasks and goals. But item 6 get high number of responses as neutral and disagree. This implies that each departments are not collaborated. Departmentalization without collaborating is nothing. (Hitt, Miller and Colella, 2011)

The researcher observed that question item 6 has scored the minimum mean that was 2.52 and the others (Item 1, 3, 4) has tended to modest respond. The aggregate mean score were 3.334. This implies employees has modest sense about departmentalization of

their organization. Most of the respondents has no confident for the grouping of jobs in a way that most effectively serves the needs of the organization. The HR manager of BSPE response is not far apart from employees. According to the HR manager, last year and before each departments were not work jointly as expected rather they were focused to finalize their output only. This leads to time dalliance to be more productive. Because of this competitors has gotten an opportunity to attract BSPE’s customers. After identifying this problems the organization try to cooperate all departments.

**Table 8. Employee’s response regarding “chain of command of the BSPE”**

ITEMS		Frequencies & Percentiles	Level of Agreement					Descriptive Statics		
No	CHAIN OF COMMAND		SD	D	N	A	SA	Total	Mean	Aggregate Mean
			1	2	3	4	5			
1	I am not given the information I need to carry out my job.	Frq.	24	72	93	29	3	221	2.62	3.01
		%	10.9	32.6	42.1	13.1	1.4	100.1		
2	The number and functional diversity of employees reporting to a manger.	Frq.	16	133	41	29	2	221	2.40	
		%	7.2	60.2	18.6	13.1	0.9	100		
3	The degree to which vertical and horizontal communications are slow, difficult, and limited versus fast, easy, and abundant	Frq.	11	23	48	81	58	221	3.69	
		%	5	10.4	21.7	36.7	26.2	100		
4	I am not kept informed about important issues.	Frq.	17	20	72	84	28	221	3.39	
		%	7.7	9	32.6	38	12.7	100		
5	Information flows effectively in this organization.	Frq.	44	68	45	32	32	221	2.73	
		%	19.9	30.8	20.7	14.5	14.5	100.4		
6	I receive constructive feedback regarding my work performance.	Frq.	54	70	39	43	15	221	2.52	
		%	24.4	31.7	17.6	19.5	6.8	100		
7	The head of my department represents my department to the highest authority in the company.	Frq.	50	63	40	41	27	221	2.69	
		%	22.6	28.5	18.1	18.6	12.2	100.0		
8	In my workplace, information is promptly exchanged with partner organizations so that we can quickly take advantage of business opportunities.(i.e., a production company and a marketing firm join together to quickly launch a new product)	Frq.	44	63	48	40	26	221	2.73	
		%	19.9	28.5	21.7	18.1	11.8	100		

9	The purpose of communication in our company is to get employees to behave in the way top management wants us to behave.	Frq.	72	85	37	18	9	221	2.13
		%	32.6	38.5	16.7	8.1	4.1	100	
10	Most communication in our company is one-way: from management to other employees.	Frq.	2	8	48	73	90	221	4.09
		%	0.9	3.6	21.7	33	40.7	99.9	
11	Employees seldom get feedback when we communicate to managers.	Frq.	37	33	43	56	52	221	3.24
		%	16.7	14.9	19.5	25.3	23.5	99.9	
12	In our company, management uses communication to control employees.	Frq.	2	10	50	76	83	221	4.0317
		%	0.9	4.5	22.6	34.4	37.6	100	
13	Managers here are not interested in hearing employee suggestions regarding ways to improve company performance.	Frq.	8	24	53	92	44	221	3.6335
		%	3.6	10.9	24	41.6	19.9	100	
14	The purpose of communication in our company is to help managers to be responsive to the problems of other employees.	Frq.	38	77	61	21	24	221	2.62
		%	17.2	34.8	27.6	9.5	10.9	100	
15	Supervisors encourage employees to express differences of opinion.	Frq.	54	67	64	22	14	221	2.43
		%	24.4	30.3	29	10	6.3	100	
16	Employees are usually informed about major changes in policy that affect our job before they take place.	Frq.	30	64	66	33	28	221	2.84
		%	13.2	29	29.9	14.9	12.9	99.9	
17	Employees are not afraid to speak up during meetings with supervisors and managers.	Frq.	25	66	48	41	41	221	3.03
		%	11.3	29.9	21.7	18.6	18.6	100.1	
18	In our company, there are clear and recognized differences between superiors and subordinates. These differences can be seen in larger offices, quality of office furniture, close-in parking spaces, or frequency of superiors and subordinates having lunch together.	Frq.	11	21	41	104	44	221	3.67
		%	5	9.5	18.6	47.1	19.9	100.1	
19	Everyone in our company follows the company chart closely.	Frq.	11	82	53	46	29	221	3.00
		%	5	37.1	24	20.8	13.1	100	
20	Employees' actual work	Frq.	9	16	45	97	54	221	3.77

	deviates from a written job description for our position.	%	4.1	7.2	20.4	43.9	24.4	100	
21	Employees do not have personal influence on decisions and policies of our company	Frq.	13	21	52	76	59	221	3.67
		%	5.9	9.5	23.5	34.4	26.7	100	
22	Employees have a say in decisions that affect our jobs.	Frq.	23	68	65	41	24	221	2.89
		%	10.4	30.8	29.4	18.6	10.9	100.1	
23	I can count on this company to have fair policies.	Frq.	30	79	59	33	20	221	2.70
		%	13.6	35.7	26.7	14.9	9	99.9	
24	I am kept informed, by this company, of why things happen the way they do.	Frq.	35	72	64	28	22	221	2.68
		%	15.8	32.6	29	12.7	10	100.1	
25	Whether the outcome is good or bad, I always feel like I am kept informed by this company.	Frq.	31	82	60	28	20	221	2.66
		%	14	37.1	27.1	12.9	9	100.1	
26	This company's decisions are made out in the open so that everyone always knows what's going on.	Frq.	56	64	57	26	18	221	2.48
		%	25.3	29	25.8	11.8	8.1	100	

Source: Own questionnaire survey, 2020

*Note: SD= strongly disagree, D= disagree, N= neutral, A= agree, SA= strongly agree, F r q = Frequency*

From the above table 8, the question Item 2 has tended to 41(18.6%), 133 (60.2%),16(7.2) neutral, disagree and strongly disagree. In the case of Item 6 the responses tend to 39(17.6%), 70(31.7%) and 54(32.6%) neutral, disagree and strongly disagree.the 9<sup>th</sup> item was tended to 37(16.7%), 85(38.5%) and 72(32.6%) was tended to neutral, disagree and strongly disagree. The 15<sup>th</sup> item is relied on 64(29%), 67(30.3%), and 54(24.4%) neutral, disagree and strongly disagree and the question item 26 was relied 57(25.8%), 64(29%) and 56(25.3%) neutral, disagree and strongly disagree.

From the above frequency and percentile distributions of the 3<sup>rd</sup> dimension is indicated that chain of command at the BSPE has gotten some problems specifically question items 2, 6, 9, 15 and 26. This implies that chain of command is one way (from manager to employee) and an important issues are far apart from majority of employees. So, there is information barrier between managers and employees.

The mean distribution of question items 2, 6, 9, 15 and 26 is tended to 2.4, 2.52, 2.13, 2.43 and 2.48 respectively. This indicated that (employees didn't report to a mangmant



they never been receive constructive feedback regarding their work performance, The purpose of commmunication or to get employees to behave in the way top management wants them to behave, Supervisors encourage employees to express differences of opinion, company’s decisions are not made out in the open so that everyone always didn’t knows what’s going on.).The aggregate mean score also relied on 3.01. This implies employees understanding for organization’s chain of command is indifferent. This indicates majority of employees has no enough information for their organization activities.

The information which was gathered from the organization’s HR manager the reporting system is one way from employee to managers. But at the time of needed the managers may gave an information to employees. This implies that the employees has no get an information about their organizational activity.

If the chain of command is broken, an employee might have to cope with conflicting demands or priorities from several superiors, as is often the case in organization charts’ dotted-line reporting relationships depicting an employee’s accountability to multiple managers.(Robbins and Judge, Pearson Education Limited 2018).

**Table 9. Employee’s response regarding “ decision making of the BSPE”**

No	DECISION MAKING	Frequencies & Percentiles	SD	D	N	A	SA	Total	Mean	Aggregate Mean
			1	2	3	4	5			
1	The degree to which decisions are made high versus low in the organizational hierarchy	Frq.	3	24	74	65	55	221	3.66	3.45
		%	1.4	10.9	33.5	29.4	24.4	100		
2	I know who I should go to when I have a problem or need meeting.	Frq.	2	31	38	89	61	221	3.8	
		%	0.9	14	17.2	40.3	27.6	100		
3	Decisions are based on appropriate policies and procedures.	Frq.	8	76	80	37	20	221	2.93	
		%	3.6	34.4	36.2	16.7	9	100		
4	Peoples are held accountable for their work performance and conduct.	Frq.	4	28	26	86	77	221	3.92	
		%	1.8	12.7	11.8	38.9	34.8	100		
5	Authorization residing In high chain of command or hierarchy of authority	Frq.	10	32	66	61	52	221	3.51	
		%	4.5	14.5	29.9	27.6	23.5	100		
6	No clear lines of authority and accountability	Frq.	15	58	50	46	52	221	3.28	
		%	6.8	26.2	22.6	20.8	23.5	100		
7	High centralized decision making	Frq.	11	30	29	81	70	221	3.76	
		%	5	13.6	13.1	36.7	31.7	100		

8	In my workplace, organizational control is centralized to one person.	Frq.	3	48	20	64	86	221	3.82
		%	1.4	21.8	9	29	38.9	100	
9	In my organization, the CEO, or top manager, has control over the managers of other business units.	Frq.	3	5	20	83	110	221	4.32
		%	1.4	2.3	9	37.6	49.8	100	
10	Each division in my organization is responsible for making daily decisions, while the headquarters staff monitors overall company performance and formulates strategy.	Frq.	1	13	22	88	97	221	4.21
		%	0.5	5.9	10	39.8	43.9	100	
11	Your supervisor has to make lots of decisions on a daily basis. For the following items, think about how your supervisor makes decisions that affect you.	Frq.	12	29	65	59	56	221	3.53
		%	5.4	13.1	29.4	26.7	25.3	100	
12	My supervisor does not have any fair policies. The procedures my supervisor uses to make decisions are not fair.	Frq.	2	28	88	72	31	221	3.51
		%	0.9	12.7	39.8	32.6	14	100	
13	The procedures this company uses to make decisions are not fair.	Frq.	7	24	114	45	31	221	3.49
		%	3.2	10.9	51.6	20.4	14	100	
14	The management of this company gives me enough say in the decision-making process.	Frq.	20	68	59	52	22	221	2.95
		%	9	30.8	26.7	23.5	10	100	
15	Whenever this company makes an important decision, I know it will be concerned about me.	Frq.	0	81	83	53	4	221	3.21
		%	0	36.7	37.6	24	1.8	100	
16	This company can be relied on to keep its promises.	Frq.	9	35	89	60	28	221	3.29
		%	4.1	15.8	40.3	27.1	12.7	100	
17	I believe that this company takes my opinions into account when making decisions.	Frq.	115	106	0	0	0	221	2.48
		%	48	52	0	0	0	100	
18	In our company, important decisions generally are made by a few top managers alone.	Frq.	16	45	43	66	51	221	3.41
		%	7.2	20.4	19.5	29.9	23.1	100	
19	Employees have a great deal of freedom in making decisions about our work without clearing those decisions with people at higher levels of the company.	Frq.	3	114	104	0	0	221	2.46
		%	1.4	51.6	47.1	0	0	100	

Source: Own questionnaire survey, 2020

Note: SD= strongly disagree, D= disagree, N= neutral, A= agree, SA= strongly agree, Frq = Frequency

As seen in table 9, respondents were asked questions related to decision making of their organization. Here nineteen questions were asked. Hence the results of the study show respondents indifferent reaction regarding their company's decision making. But for the specific question items like for item 17 employees has gave their responses as (106, 52%) disagree and (115, 48%) strongly disagree and for Item 19 majority of employees has gave their responses as (104, 47.1%) neutral and (114, 51.6%) disagree. This implies that organizational decision making ignored operational employees.

Furthermore, the researcher found the results for questions related to decision making the BSPE has gotten some problems which is not participate of non-management employees in making of decisions, specifically on question items 17 and 19.

As seen on the above, the mean score points implies employee's indifferent and negative response about their organization decision making. Specifically item 17 and 19 scored 2.48 and 2.46. The implication of this is organizational decision making were note participatory. Hence, the decision making is centralized, authority lie at the time and need of manager's interest.

The organization's HR manager said that most of decisions are made by top level of managers. But on the operational work employees can decide. From this the researcher found employees has not role whereas managers has a great role in decision making process.

Unless decisions are decentralized to make on the spot of operational areas, the company cannot be more complete.

The possible advantages of decentralization are that decisions are made at the point of operation and delivery; and the possible disadvantages are that the center may lose control and there may occur a degree of anarchy. Cowling, A. and Phillip, (1994)

**Table 10. Mean of Employee's Response**

Variables	N	Mean Scores	Relative Degree	Width of Class Interval	
Specialization	221	3.68	Agree	1.00-1.80	Strongly Disagree
Departmentalization	221	3.33	Neutral	1.81-2.60	Disagree
Chain of Command	221	3.01	Neutral	2.61-3.40	Neutral
Decision Making	221	3.45	Agree	3.41-4.20	Agree
<b>Aggregate Mean</b>		<b>3.36</b>	<b>Neutral</b>	4.21-5.00	Strongly Agree

Source: Own questionnaire survey, 2020

Lind, Marchal, & Wathon, 2003

As seen in table 10 respondents were asked questions related to organizational structure and its dimensions. Here for all dimensions seventy two questions were asked. Hence the results of the study show respondents indifferent reaction regarding departmentalization and chain of command specifically, and the overall structure of the organization in general since aggregate mean of their response is tended to neutral. The implication of the result is, employees' has not a say. However literature reviewed reveal that structure of the organization can't be attain its objective unless gave emphasis for departmentalization and chain of command. (Hitt, Miller and Colella, 2011)

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter focused on the summary of the major findings, conclusion, and recommendations that the organization to consider on ongoing structural activities. This research has been conducted with the objective of assessing the organizational structure of Birhanina Selam Printing Enterprise and all research questions have been addressed;

#### **5.1 Summary of Findings**

This section demonstrates the whole picture of the study and starts by showing respondents general information. The purpose of this study was to assess organizational structure of BSPE. So as to meet the objective of the study and come back with the research questions descriptive type survey was used. As a whole the findings demonstrated that the employee attitude in respond to organizational structure is moderate. The major factors of organizational structure variables that should have considered by the organization have not yet emphasized, and the structure of the BSPE doesn't accelerate employee integration through its effective flow of information and modern management style. In general, the following major points were discussed in the preceding chapters;

First literature relevant to the study was reviewed. Next, data appropriate to the research objective were collected. In doing so, both quantitative and qualitative approaches have been employed. This was basically due to the premise held that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach used alone. The idea of organizational structure is to make the organization more flexible and competitive, but this tends to happen by affecting employees such that there may be staff lay off. Workers begin to feel high levels of insecurity. These developments in turn do adversely impact on employee performance, commitment to work and their physical and psychological well- being.

Based on the analyzed data the following findings are summarized;

The organizational structure is Pyramidal/Hierarchal that is more bureaucratic.

One of structural dimension of the organization is specialization and it is highly specialized work forces while coworkers are not support each other.

Even though the employees work groups and units are adequate for implementing, there is no collaboration among different departments.

There is one way (from manager to employee) Chain of command because of this an important issues are far apart from majority of employees.

Since the organization apply centralization decision making, the organization ignored operational employees.

Findings from employee response on the organization on the exercising organizational structure and working on organizational development is weak which doesn't give emphasis on individual and group development.

The findings from the interview with organization HR and technical advisor of HR show unless the management of the organization allow employees, the cannot do anything by themselves.

## 5.2 Conclusions

Structure is a pattern of relationships many interwoven, simultaneous relationships through which people, under the direction of the managers. It helps to coordinate different groups of people and jobs. Structure can help to enhance productivity, improves intra organizational communication, and promotes organizational development. It provides a consistency in outlook and makes possible the process of decision-making, co- ordination and control.

This research study was undertaken with intention of highlighting the organizational structure. It is evident that the organization structure is poor since it ignore employees in applying it. Based on the analysis and findings of the study the following conclusions were drawn:

The organization installed Pyramidal/Hierarchal types of structure. Due to this every activities of the organization is centrally governed and there is no flexible labor division. Even though the organization has the ability to be competitive, its division of labor of is not flexible. Organizational survival without flexible labor division may cause for incapability to fit the current and future challenges.

The organization used highly specialized work forces while coworkers are not support each other. While there was strong specialization within the organization, the degrees of activities are subdivided into separate jobs and this leads to employees to focus only on their job rather support one to the others. The organization's specialization forgotten employee's collaboration and assistance one to the others. Due to this employees feel bad mood and they are reluctant for other's activity at the time of work.

The employees work groups and units are adequate for implementing but there is no collaboration among different departments. Here, employees has modest sense about departmentalization of their organization. Most of the respondents has no confident for the grouping of jobs in a way that most effectively serves the needs of the organization. Hence, the researcher found bases for jobs to be grouped together (departmentalization) is based on organizational needs through divided works into groups of people that share common tasks and goals. But each departments are not collaborated.

The organization Chain of command is one way (from manager to employee) and an important issues are far apart from majority of employees. So, information deliberately blocked from employees or there is information barrier between managers and employees.

Organizational decision making is ignored operational employees. The researcher found the results for questions related to decision making of the BSPE has gotten some problems which is ignoring of non-management employees in making of decisions. So, Organizational decision making were not participatory. Hence, the decision making is centralized, authority lie at the time and need of manager's interest. The researcher found employees has not role whereas managers has a great role in decision making process. Due to this the organization can lose customers its customers.



### **5.3 Recommendations**

The researcher recognizes the importance of organizational structure in achieving the aims and improvement of the organization's affairs. So, the organization as a whole and decision makers in particular try to identify and utilize useful methods and potential which has the capacity to enhance effective structure.

In promoting an effective organizational structure, the researcher suggest for the organization to give prior attention to individual and group development. It means, the BSPE shall facilitate a bridge by which employees and managers are interact any kinds of information. In order to do this the researcher recommend the following action:

Even though the degrees of activities are subdivided into separate jobs, the researcher suggest for the organization to facilitate mechanisms for coworkers in order to support each other. i.e. by applying job rotation and other activities which can refresh employees mind and stimulate them. By doing this the company can attain its objectives

It's better to collaborate different departments of the organization. Without collaboration it is difficult to attain organizational objectives. They must have do jointly. Because output of one department is an input for the other one. If the next department can't done its work timely, the pervious department can't do its job, and vice versa.

BSPE might give an attention to its chain of command. Once the organization follow one way communication, an employee's felt they are ignored by the managers. Due to this they will be negligent and this negligence may lead to unproductivity. In addition the organization can get critical information from its non-management employees. So, the organization shall to make two-way information system.

Since organizational decision making is centralized, operational employees are ignored and they will be far apart from the organization. Because of this they feel their ideas and saying has not contribution for the achievement of the organization. At this time BSPE may lose important ideas which has great contribution for defeating competitors, Since operational employees has a chance to know technical problem. Hence, the organization shall follow participatory decision making.

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## **APPENDIX I**

**St. Mary's University**

**School of Graduate Studies**

**Department of MBA – General Management**

Dear Respondent:

This survey is being conducted by a student of **St. Mary's University** in order to complete the requirements for a Master's degree in Business Administration. The research will aid in the development of theory regarding organizational structure. If you could please take a few minutes to answer the following questionnaire, your responses will be greatly appreciated. All responses will remain confidential, and there will be no attempt made to contact you personally.

Therefore, I kindly request you to spend some of your valuable time (10-15 minutes) to complete this questionnaire to the best of your knowledge.

Yours Sincerely;

TEKLEMARYAM HABTE BERTA

Masters Student

**Part I. Information about Demographic Data**

1. Gender Male  Female
2. Age 18-27  28 -37  38-47  48 and above
3. Marital Status Single  Married  Divorce  Widow
4. Educational Qualification  
BA/BSC  MA/MSc  PhD  if any, please specify.....
5. Year of service in the organization  
2-5 years  6-10 years  11-15 years  above 15 years
6. Employment Group  
Management  Non-Management

**Part II. To assess Organizational Structure of your Organization.**

Direction: Following are statements about your organization, as well as yourself. Please indicate with an ‘√’ the response that best indicates the current reality of your organization or yourself.

- Use the following ratings:  
 1 = SD = Strongly Disagree  
 2 = D = Disagree  
 3 = N = Neutral  
 4 = A = Agree  
 5 = SA = Strongly Agree

No	STRUCTURE	SD 1	D 2	N 3	A 4	SA 5
1	Individuals and groups are organized or their tasks are divided and coordinated.					
2	My organization is divided into divisions that are geographically dispersed but all report to a staff at corporate headquarters.					
3	My organization has a headquarters that coordinates company-wide production and is responsible for financial control of all company divisions.					
4	The division of labour of this organization is flexible.					
5	My organization depends on partnerships with several other organizations to produce its product or perform its service.					
6	The division of labour of this organization is intended to help it reach its goals					
7	The structure of my work-unit is well-designed					
8	The division of labour in this organization actually helps to reach its goals					
9	This organization has the ability to change					

<b>NO</b>	<b>SPECIALIZATION</b>	<b>SD 1</b>	<b>D 2</b>	<b>N 3</b>	<b>A 4</b>	<b>SA 5</b>
1	I am given clear guidelines for my job.					
2	The manner in which work tasks are divided is a logical one					
3	In time of need, coworkers support one another.					
4	The degree to which departments and workers are functionally specialized versus integrated in their works, skills, and training (Use Of Specialized Workforce)					
5	My organization increases profits and productivity by grouping together people who perform specialized tasks.					
6	In my workplace, employees often report to their direct supervisor as well as a supervisor who is leading a special activity for the company.					
7	My organization is grouped into divisions according to products, customer type or geographical region.					
8	In my organization, task allocation is informal and based on mutual agreement.					
9	Members of my organization are assigned to work teams based on their specialized abilities to complete the task at hand.					
<b>NO</b>	<b>DEPARTMENTALIZATION</b>	<b>SD 1</b>	<b>D 2</b>	<b>N 3</b>	<b>A 4</b>	<b>SA 5</b>
1	The groupings of jobs in a way that most effectively serves the needs of the organization					
2	The path for organization success is clearly outlined.					
3	When at work, I feel like I am part of the team.					
4	Work groups and units are inadequate for implementing					
5	Having to co-ordinate with many departments					
6	Departmental lines are jealously guarded, serving as impediments to collaboration					
7	Scramble for resource with other department					
8	The organization in which I work is divided into groups of people that share common tasks and goals.					
9	Employees of my organization regularly work with employees of partner organizations in order to be innovative, solve problems and coordinate activities.					
<b>NO</b>	<b>CHAIN OF COMMAND</b>	<b>SD 1</b>	<b>D 2</b>	<b>N 3</b>	<b>A 4</b>	<b>SA 5</b>
1	I am not given the information I need to carry out my job.					
2	The number and functional diversity of employees reporting to a manger.					
3	The degree to which vertical and horizontal communications are slow, difficult, and limited versus fast, easy, and abundant					
4	I am not kept informed about important issues.					

5	Information flows effectively in this organization.					
6	I receive constructive feedback regarding my work performance.					
7	The head of my department represents my department to the highest authority in the company.					
8	In my workplace, information is promptly exchanged with partner organizations so that we can quickly take advantage of business opportunities.(i.e., a production company and a marketing firm join together to quickly launch a new product)					
9	The purpose of communication in our company is to get employees to behave in the way top management wants us to behave.					
10	Most communication in our company is one-way: from management to other employees.					
11	Employees seldom get feedback when we communicate to managers.					
12	In our company, management uses communication to control employees.					
13	Managers here are not interested in hearing employee suggestions regarding ways to improve company performance.					
14	The purpose of communication in our company is to help managers to be responsive to the problems of other employees.					
15	Supervisors encourage employees to express differences of opinion.					
16	Employees are usually informed about major changes in policy that affect our job before they take place.					
17	Employees are not afraid to speak up during meetings with supervisors and managers.					
18	In our company, there are clear and recognized differences between superiors and subordinates. These differences can be seen in larger offices, quality of office furniture, close-in parking spaces, or frequency of superiors and subordinates having lunch together.					
19	Everyone in our company follows the company chart closely.					
20	Employees' actual work deviates from a written job description for our position.					
21	Employees do not have personal influence on decisions and policies of our company					
22	Employees have a say in decisions that affect our jobs.					
23	I can count on this company to have fair policies.					
24	I am kept informed, by this company, of why things happen the way they do.					



25	Whether the outcome is good or bad, I always feel like I am kept informed by this company.					
26	This company's decisions are made out in the open so that everyone always knows what's going on.					
<b>NO</b>	<b>DECISION MAKING</b>	<b>SD 1</b>	<b>D 2</b>	<b>N 3</b>	<b>A 4</b>	<b>SA 5</b>
1	The degree to which decisions are made high versus low in the organizational hierarchy					
2	I know who I should go to when I have a problem or need meeting.					
3	Decisions are based on appropriate policies and procedures.					
4	People are held accountable for their work performance and conduct.					
5	Authorization residing in high chain of command or hierarchy of authority					
6	No clear lines of authority and accountability					
7	High centralized decision making					
8	In my workplace, organizational control is centralized to one person.					
9	In my organization, the CEO, or top manager, has control over the managers of other business units.					
10	Each division in my organization is responsible for making daily decisions, while the headquarters staff monitors overall company performance and formulates strategy.					
11	Your supervisor has to make lots of decisions on a daily basis. For the following items, think about how your supervisor makes decisions that affect you.					
12	My supervisor does not have any fair policies. The procedures my supervisor uses to make decisions are not fair.					
13	The procedures this company uses to make decisions are not fair.					
14	The management of this company gives me enough say in the decision-making process.					
15	Whenever this company makes an important decision, I know it will be concerned about me.					
16	This company can be relied on to keep its promises.					
17	I believe that this company takes my opinions into account when making decisions.					
18	In our company, important decisions generally are made by a few top managers alone.					
19	Employees have a great deal of freedom in making decisions about our work without clearing those decisions with people at higher levels of the company.					

## **APPENDIX II**

**St. Mary's University**

**School of Graduate Studies**

**Department of MBA – General Management**

### **Interview with management members of Birhanina Selam Printing Enterprise**

This interview questions are designed for managers within different departments. The purpose of preparing this interview questions is with the assumption that a better and open responses will be given and the reliability of the data and quality may be enhanced.

Our focus in this thesis is questions related to organizational structure, researched has shown that there are four forces that act as the dimensions of organization structure namely, specialization, span of control, departmentalization and decision making.

1. Does your organization structure developed properly? How?
2. What kind of organizational structure is used in your organization?
3. Does your organization apply specialized work force? How?
4. What was the department's biggest challenge last year and what did you learn from it?
5. What kinds of communication and reporting system is there?
6. Does your organization allow employees to participate at the time of decision-making?

APPENDIX III

ቅድስተ ማርያም ዮሴፍ ሲቲ

የድህረ ምረቃ ጥናት ትምህርት ቤት

የኤም ቢ ኤ - የጄነራል ማኔጅመንት የትምህርት ክፍል

ውድ መላሾች

ይህ መጠይቅ በቢዝነስ አስተዳደር የሁለተኛ ዲግሪ መስፈርት ለማሟላት በቅድስተ ማርያም ዮሴፍ ሲቲ ተማሪ እየተከናወነ ያለ ነው። ጥናት እና ምርምሩ የድርጅታዊ መዋቅርን በተመለከተ ንድፈ ሃሳብን ለማዘጋጀት የሚያግዝ ነው። እባክዎን ለሚከተለው መጠይቅ መልስ ለመስጠት ጥቂት ደቂቃ ይውሰዱ፤ ስለምላሽ እናመሰግናለን። የሚሰጡት መልስ በሙሉ በሚስጥር የሚያዝ ሲሆን እርስዎን በአካል ለማግኘት የሚደረግ ምንም አይነት ሙከራ የለም።

በመሆኑም ይህንን መጠይቅ የሚችሉትን ያክል ለመሙላት ከውድ ጊዜዎት ላይ 10- 15 ደቂቃ የሚሆን ጊዜዎትን መስዋእት እንዲያደርጉልኝ በትህትና እጠይቃለሁ።

ከሠላምታ ጋር

ተክለማርያም ሀብቱ

የማስተርስ ተማሪ



**ክፍል 1:- የኤሞ ግራሬ መረጃ**

1. ያታ ወንድ  ሴት
2. ዕድሜ ከ18 እስከ 27  ከ28-37  ከ38-47  ከ48 እና ከዚያ በላይ
3. የጋብቻ ሁኔታ ያላገባ/ች  ያገባ/ች  የፈታ /የፈታች  ባሏ የሞተባት/ሚስቱ የሞተችበት
4. የትምህርት ደረጃ

ስርተፊኬት  የኮሌጅ ዲፕሎማ  ቢኤ/ቢኤስሲ  ኤምኤ/ኤምኤስሲ  ፕኤችዲ

**5. በድርጅቱ ያገለገሉበት አመት**

ከ2ዓመት- 5ዓመት  ከ6ዓመት-10ዓመት  ከ11ዓመት - 15ዓመት  ከ15 ዓመት በላይ

**6. የሥራ ምድብ**

የስራ አመራር  የሥራ አመራር ያልሆነ

**ክፍል 2:- የድርጅትዎን ድርጅታዊ መዋቅርን ስለመዳሰስ**

መመርያ:- የሚከተሉት ዓርፍተ ነገሮች የተቋምዎንና የእርስዎን ነጠብሻዎ ያወቁትን የሚገልጹ ናቸው። እባክዎን ለቀረቡት ጥያቄዎች ከታች በተዘረዘሩት መመዘኛ መስፈርቶች መሰረት ለእርስዎ የሚስማማውን ብቻ በ “√” ይግለጹ።

መለኪያ መስፈርቶች:-

- 1 = በ.አ = በጣም አልስማማም
- 2 = አልስማማም
- 3 = ገለልተኛ
- 4 = እስማማለሁ
- 5 = በ.እ = በጣም እስማማለሁ

ተ.ቁ	መዋቅር	በ.አ 1	አልስማም 2	ገለልተኛ 3	እስማማለሁ 4	በ.እ 5
1	ግለሰቦች እና ቡድኖች የተደራጁ ናቸው ወይም ስራዎቻቸው የተከፋፈሉ እና የተቀናጀ ነው።					
2	ድርጅቱ በመልክአ ምድር ከተሰራጩ ክፍላጭ የተከፋፈለ ነው ነገር ግን ለሠራተኛ የሚደረገው ሪፖርት በሙሉ በድርጅቱ ዋና መ/ቤት የሚደረግ ነው።					



3	ድርጅቱ ድርጅት አቀፍ ምርትን የሚያስተባብር ዋና መ/ቤት አለው እንዲሁም ለድርጅቱ የሥራ ዘርፎች በሙሉ የሒሳብ ቁጥጥር ኃላፊነት አለበት።					
4	የዚህ ድርጅት የሰው ኃይል ክፍፍል እንደ ሁኔታው ሊቀያየር የሚችል ነው።					
5	ድርጅቱ ምርቱን ለማምረት ወይም ለአገልግሎቱ አፈፃፀም ከሌሎች በርካታ ድርጅቶች ጋር በአጋርነት ላይ የተመሰረተ ነው።					
6	የዚህ ድርጅት የሰው ኃይል ክፍፍል ግቡን ለማሳካት እንዲያግዘው የታለመ ነው።					
7	የሥራ ክፍሌ መዋቅር በጥሩ ሁኔታ የተነደፈ ነው።					
8	በዚህ ድርጅት ውስጥ ያለው የሰው ኃይል የስራ ክፍፍል በትክክል ግቡን እንዲያሳካ ያግዘዋል።					
9	ይህ ድርጅት የመለወጥ አቅም አለው።					
<b>ተ.ቁ</b>	<b>ልዩ የሥራ መስክ(ስፔሻላይዜሽን)</b>	<b>በ.አ 1</b>	<b>አልስማም 2</b>	<b>ገለልተኛ 3</b>	<b>እስማማለሁ 4</b>	<b>በ.አ 5</b>
1	በሥራዬ ላይ ግልፅ የሆነ መመሪያ ይሰጠኛል።					
2	ተግባራት የተከፋፈሉበት ሁኔታ በአመክንዮ(በምክንያታዊነት) ላይ የተመሰረተ ነው።					
3	አስፈላጊ በሚሆንበት ጊዜ የሥራ ባልደረቦች ይተጋገዛሉ					
4	የሥራ ክፍሎች እና ሰራተኞች በተግባር ልዩ ችሎታ ያዳበሩበት እና በስራቸው ፣ በክህሎት እና በስልጠና የተጣጣሙ ነው።(ልዩ የስራ ችሎታ ያላቸውን የሰው ኃይል መጠቀም)					
5	ድርጅቱ ልዩ ስራ የሚያከናውኑትን ሰዎችን አንድ ላይ በማደራጀት ምርቱን እና ምርታማነቱን ያሳድጋል።					
6	በሥራ ቦታዬ ሰራተኞች አጠቃላይ ጊዜ ለቀጥተኛ የቅርብ አለቃቸው እንዲሁም የድርጅቱን ልዩ ተግባርን ለሚመራ ኃላፊ ሪፖርት ያደርጋሉ።					
7	ድርጅቱ በምርት ፣ በደንበኛ አይነት ወይም በመልከአ ምድራዊ አካባቢ ላይ ተመስርቶ የተመደበ ነው።					
8	በድርጅቱ ውስጥ የስራ አመዳደብ ኢ-መደበኛ እና በጋራ ስምምነት ላይ የተመሰረተ ነው።					
9	የድርጅቱ አባላት ስራውን ለማጠናቀቅ ባላቸው ልዩ ችሎታቸው ላይ ተመስርቶ ለሥራ ቡድኖች ይመደባሉ።					
<b>ተ.ቁ</b>	<b>የሥራ ክፍል አወቃቀር</b>	<b>በ.አ 1</b>	<b>አልስማም 2</b>	<b>ገለልተኛ 3</b>	<b>እስማማለሁ 4</b>	<b>በ.አ 5</b>
1	የሥራ አመዳደብ የድርጅቱን ፍላጎት በውጤታማነት ለማገልገል በሚረዳ መልኩ ነው።					
2	የድርጅቱ የስኬት መንገድ በግልፅ ተቀምጧል።					



3	በሥራ ላይ በምሆንበት ጊዜ የቡድኑ አካል እንደሆንኩ ይሰማኛል።					
4	የሥራ ቡድኖች እና ክፍሎች ለተግባር በቂ አይደሉም።					
5	ከብዙ የሥራ ክፍሎች ጋር ቅንጅት አለ።					
6	የሥራ ክፍል ግንኙነቶች በቅናት የታጠረ ነው ይህም ደግሞ ለትብብር እንቅፋት ሆኗል።					
7	ከሌሎች የሥራ ክፍል ጋር የሀብት ሽሚያ አለ።					
8	እኔ የምሰራበት ድርጅት የጋራ ተግባር እና ግብን በሚጋሩ ሰዎች የተከፋፈለ ነው።					
9	የድርጅቱ ሠራተኞች ሁል ጊዜ ሥራን ለማዘመን፣ ችግር ለመፍታት እና ተግባራትን ለማስተባበር ከአጋር ድርጅቶች ሠራተኞች ጋር ይሰራሉ።					
<b>ተ. ቁ</b>	<b>የትዕዛዝ ሰንሰለት</b>	<b>በ.አ 1</b>	<b>አልስማም 2</b>	<b>ገለልተኛ 3</b>	<b>እስማማለሁ 4</b>	<b>በ.አ 5</b>
1	ሥራዬን ለማከናወን የሚያስፈልገኝ መረጃ አይሰጠኝም።					
2	በርካታ እና በተግባር ብዝሀነት ያላቸው ሠራተኞች ለሥራ አስኪያጅ ሪፖርት ያደርጋሉ።					
3	ወደ ጎን እና ወደ ላይ ግንኙነቶች ፈጣን፣ ቀላል እና ብዙ መሆን ሲገባቸው ቀርፋፋ፣ ከባድ እና ውስን ናቸው።					
4	ስለአስፈላጊ ጉዳዮች አይገለፅኝም (አይነገረኝም)።					
5	በዚህ ድርጅት ውስጥ የመረጃ ፍሰት ውጤታማ በሆነ መንገድ አለ።					
6	የሥራ አፈፃፀምን በተመለከተ ገንቢ የሆነ ግብረ መልስን እቀበላለሁ።					
7	የሥራ ክፍል ኃላፊዬ የሥራ ክፍሌን በድርጅቱ ከፍተኛ ባለስልጣን ደረጃ የሚወክል ነው።					
8	በሥራ በታዩ ምቹ የሥራ አጋጣሚዎችን በፍጥነት እንድንጠቀምበት መረጃ ከአጋር ድርጅቶች ጋር በቶሎ ይለዋወጣል።(ማለትም የምርት ድርጅት እና የማርኬቲንግ ተቋም አዲስ ምርትን ለማስጀመር ወይም ለማስተዋወቅ በቶሎ ይቀናጃሉ።					
9	በድርጅታችን ውስጥ የሚደረገው ተግባራት/ግንኙነት አላማ ሠራተኞች ከፍተኛው የሥራ አመራር በሚፈልጉት ሁኔታ እንዲተገብሩ ለማድረግ ነው።					
10	በድርጅታችን ውስጥ አብዛኛው ተግባራት/ግንኙነት በአንድ አቅጣጫ ያለው ነው ( ከሥራ አመራር ለሌሎች ሠራተኞች)					
11	የሥራ አመራርን ስናናግር ለሠራተኛ ግብረ መልስ የሚሰጡ አልፎ አልፎ ነው።					
12	በድርጅታችን ውስጥ የሥራ አመራሩ ሠራተኞችን ለመቆጣጠር ተግባራትን/ የመገናኛ ዘዴን ይጠቀማሉ።					



13	የሥራ አመራሮች የድርጅቱን የሥራ አፈፃፀም መሻሻልን በተመለከተ ከሠራተኞች የሚመጣን ጥቆማን ወይም አስተያየትን ለመስማት ፍላጎት የላቸውም።					
14	በድርጅታችን ውስጥ ተግባራትን የመከወን አላማ የሥራ አመራሮች ለሌሎች ሠራተኞች ችግር መልስ እንዲሰጡ ለማስቻል ነው።					
15	የሥራ ኃላፊዎች (ተቆጣጣሪዎች) ሠራተኞች የተለያዩ ሃሳቦችቻቸውን እንዲገልፁ ያበረታታሉ።					
16	አብዛኛውን ጊዜ ሠራተኞች በሥራችን ላይ ተፅእኖ ማሳደር የሚችሉ አንኳር የፖሊሲ ለውጦች ከመከሰታቸው በፊት እንዲያውቁት ይደረጋል።					
17	ሠራተኞች ከተቆጣጣሪዎች እና ከሥራ አመራሮች ጋር ስብሰባ በሚደረግበት ጊዜ ለመናገር አይፈሩም።					
18	በድርጅታችን ውስጥ በሥራ ኃላፊዎች እና በእነሱ ሥር ባሉት ሠራተኞች መካከል ግልፅ እና የታወቀ ልዩነት አለ። ይህ ልዩነት በቢሮ ትልቅነት፣ በሚጠቀሙት የቢሮ ዕቃ ጥራት፣ የተቀራረብ የመኪና ማቆሚያ ቦታ ወይም የበላዮች እና በእነሱ ሥር ያሉት አብሮ ምሳ የሚበሉበትን የጊዜ ብዛት ወይም ድግግሞሽ ሊታይ ይችላል።					
19	እያንዳንዱ የድርጅታችን ሠራተኛ የድርጅቱን ቻርት በቅርበት ይከታተላል።					
20	ለሥራ መደቦቻችን የሠራተኞች ትክክለኛው ሥራ ተፅዕኖ ከተሰጣቸው የሥራ መዘርዘር ጋር ሲታይ የተዘነፈ ነው።					
21	ሠራተኞች በድርጅታችን ውሳኔዎች እና ፖሊሲዎች ላይ የግል ተፅእኖ የላቸውም።					
22	በሥራችን ላይ ተፅእኖ ባላቸው ውሳኔዎች ላይ ሠራተኞች ሃሳባቸውን የሚያቀርቡበት አካሄድ አለ።					
23	ይህ ድርጅት ፍትሃዊ ፖሊሲዎች አሉት ብዬ መናገር እችላለሁ					
24	ይህ ድርጅት ነገሮች የሆኑት ለምን እንደሆኑ በየጊዜው ይገልፀልኛል።					
25	ውጤቱ ጥሩም ይሁን መጥፎ ይህ ድርጅት ሁሌም እንደሚገልፀልኝ ይሰማኛል።					
26	የድርጅቱ ውሳኔዎች በግልፅ የሚደረጉ መሆናቸው እያንዳንዱ ሰው ሁሌም ምን እየተሰራ እንደሆነ ያውቃል።					
ተ. ቁ	<b>የውሳኔ አሰጣጥ</b>	በ.አ 1	አልስማም 2	ገለልተኛ 3	እስማማለሁ 4	በ.አ 5
1	በድርጅታዊ የሥልጣን ተዋረድ ውስጥ ውሳኔዎች የውሳኔ አሰጣጥ ከፍ ዝቅ የሚል ነው።					
2	ችግር ሲኖርብኝ እና ስብሰባ ሲያስፈልገኝ ማን ጋር መሄድ እንዳለብን አውቃለሁ።					



3	ውሳኔዎች የሚሰጡት በተገቢው ፖሊሲ እና አካሄድ ነው።					
4	ሰዎች ለሥራ አፈፃፀማቸው እና ባህሪያቸው ተጠያቂ እንዲደረጉ ይደረጋል።					
5	ፈቃድ በከፍተኛ የትዕዛዝ ሰንሰለት ወይም በሥልጣን ተዋረድ የሚደረግ ነው።					
6	ምንም ግልፅ የሆነ የስልጣን እና የተጠያቂነት አካሄድ የለም።					
7	የውሳኔ አሰጣጥ በከፍተኛ ሁኔታ የተማከለ ነው።					
8	በሥራ ቦታዬ ድርጅታዊ ቁጥጥር በአንድ ግለሰብ ዙሪያ የተማከለ ነው።					
9	በድርጅቱ ውስጥ ዋና ሥራ አስፈፃሚ ወይም የበላይ ሥራ አስኪያጅ በሌሎች የሥራ ክፍሎች ሥራ አስኪያጆች ላይ የበላይነት አለው።					
10	በድርጅቱ ውስጥ ያሉ እያንዳንዱ ክፍል እለታዊ ውሳኔዎችን ለማድረግ ኃላፊነት ያለበት ሲሆን የዋና መ/ቤት ሠራተኞች ደግሞ የድርጅቱን አጠቃላይ የሥራ አፈፃፀም የመቆጣጠር እና እስትራቴጂ የማውጣት ኃላፊነት አለባቸው።					
11	አለቃዎ በየቀኑ በርካታ ውሳኔዎችን ማድረግ ይኖርበታል። ለሚከተሉት አለቃዎ እንዴት አድርጎ እርስዎ ላይ ተጽእኖ ሊፈጥር የሚችል ውሳኔ እንደሚያደርግ ያስቡበት።					
12	አለቃዬ ምንም ፍትሐዊ ፖሊሲ የለውም። አለቃዬ ውሳኔ ለመስጠት የሚጠቀማቸው አካሄዶች ወይም ሥነ-ስርአቶች ፍትሃዊ አይደሉም።					
13	ድርጅቱ ውሳኔ ለመስጠት የሚጠቀማቸው አካሄዶች ወይም ሥነ-ስርአቶች ፍትሃዊ አይደሉም።					
14	የድርጅቱ ሥራ አመራር በውሳኔ አሰጣጥ ሂደት ውስጥ ሃሳብን እንድንገልጽ በቂ እድል ይሰጠኛል።					
15	ድርጅቱ ወሳኝ ውሳኔ ሲያደርግ እኔን የሚመለከተኝ ስለመሆኑ አውቃለሁ።					
16	ይህ ድርጅት የገባውን ቃል ይጠብቃል ተብሎ የሚታመን ነው።					
17	ይህ ድርጅት ውሳኔ በሚያደርግበት ጊዜ የእኔን ሃሳቦች ከግንዛቤ እንደሚያስገባ አምናለሁ።					
18	በድርጅታችን ውስጥ ወሳኝ የሆኑ ውሳኔዎች የሚደረጉት በአጠቃላይ በጥቂት የበላይ ሥራ አስኪያጆች ብቻ ነው።					
19	ሠራተኞች ስለ ሥራችን በከፍተኛ ደረጃ ካሉ የድርጅቱ ኃላፊዎች ፈቃድ ማግኘት ሳያሻቸው ውሳኔ የመስጠት ከፍተኛ የሆነ ነፃነት አላቸው።					





APPENDIX IV

ቅድስት ማርያም ዩኒቨርሲቲ

የድህረ ምረቃ ጥናት ትምህርት ቤት

የኤምቢኤ - የጀነራል ማኔጅመንት የትምህርት ክፍል

ለብርሃን እና ሰላም ማተሚያ ድርጅት የሥራ አመራር አባላት የተደረገ ቃለ መጠይቅ

ይህ የቃለ መጠይቅ በተለያዩ የሥራ ክፍሎች ላሉ የሥራ አመራሮች የተዘጋጀ ነው። የቃለ መጠይቁ ጥያቄዎች የተዘጋጁበት አላማ የተሻሉ እና ግልፅ የሆኑ ምላሾች እንደሚሰጡ ስለሚታመን እና የመረጃ አስተማማኝነት እና ጥራት ሊያድግ ይችላል በሚል እሳቤ ነው።

በዚህ የምረቃ ማሟያ ጥናታዊ ፅሁፍ ትኩረታችን ከድርጅታዊ መዋቅር ጋር የተያያዙ ጥያቄዎች ናቸው፤ ጥናቶች እንደ ድርጅታዊ መዋቅር መገለጫዎች የሚታዩ አራት ኃይሎች እንዳሉ ያሳያሉ፡- እነዚህም ልዩ የሥራ መስክ (ስፔሻላይዜሽን)፣ የቁጥጥር ወሰን (የሥራ ክፍል አወቃቀር)፣ የሥራ ክፍልን ማደራጀት (የትዕዛዝ ሰንሰለት) እና የውሳኔ አሰጣጥ ናቸው።

1. የድርጅታችሁ መዋቅር በአግባቡ የተዘጋጀ ነው? እንዴት?
2. በድርጅታችሁ ውስጥ ምን ዓይነት ድርጅታዊ መዋቅር ሥራ ላይ ውሏል?
3. ድርጅታችሁ ልዩ ሙያ ባላቸው የሰው ኃይል መስራትን ሥራ ላይ አውሏል? እንዴት?
4. ባለፈው ዓመት የነበረው ትልቅ የሥራ ክፍላት ተግዳሮት ምን ነበር እንዲሁም ምን ተማራችሁበት?
5. ምን ዓይነት የተግባቦት (ኮሚኒኬሽን) እና የሪፖርት ሥርዓት አለ?
6. ድርጅታችሁ ውሳኔ በሚሰጥበት ጊዜ ሠራተኞች ተሳትፎ እንዲያደርጉ ይፈቅዳል?

