

## The Social Structure of an Organization: Representation for Success

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### ABSTRACT:

Organization theory is a discipline on the boundary between economics of organizations, sociology of organizations, management and political science. She is interested in organizations, both commercial and non-commercial, in all their diversity (company, hospital, union, organization, administration, conventions). It analyzes their functioning, structure and development for the purpose of better understanding, in order, if necessary, is able to offer their corrections or improvements. The main themes of this discipline are the power relations and social reporting, analysis and communication patterns in groups. Its development followed the socio-political developments of the twentieth century, the authors articulated around empirical or theoretical work widely. The sociology of organizations can be defined as a branch of sociology that studies how actors construct and coordinate the activities organized. It can also be defined as a social science that studies specific organizations named entities, and their modes of governance and interactions with their environment, and applies sociological methods to the study of these entities. In this paper, we will try to present the different specificities of the social structure of the organization.

**Keywords:** *Mechanistic system, Organ system, Organization, Social structure, Hierarchical structure*

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### INTRODUCTION

Social structure is a set of non-fortuitous social relations between individuals between the parties, and between them all in an organization (within societies, business). The social organization is the basis of all organized human society.

But the term "organized human society" is itself a tautology insofar as social anthropology initially based on the assumption that every human society is organized by definition, and gives scientific objective of this study organization. Every company, whether exotic or companies ours, consists of various bodies of which it comes to the analysis: analysis of each of these instances, but more importantly they link analysis maintain them. What, in particular,

the rules of marriage and how are the families? How is the political, economic, social life? All these issues are interrelated and their study is the privileged field of social anthropology.

- ✓ Structure: set of devices by which a distributed company coordinates its activities control and beyond directs the behavior of its members.
- ✓ According to Max Weber: social structures are bureaucracies composed of a hierarchy of authority, division of labor, a system of rules and formal procedures.
- ✓ The hierarchy of authority: the hierarchy reflects the distribution of authority among organizational functions and authority granted to the holder of the function of

- ✓ certain rights.
- ✓ Division of labor: It defines the division of responsibilities and is interested in teaming modes of work organizational units.
- ✓ Mechanisms provided: The rules and procedures specify how decisions should be made and the process of the work done.

This paper is composed by seven sections. In the first section, we are presented the introduction. In the second section, we cited the mechanistic system to organ system. The third section conserved for the presentation of the set of functions that formally all the missions of each unit of the organization. We raised the relation between departments in the fourth section. The fifth section reserved for the presentation of the dimensions of the social structure of the organization. In the sixth section we exposed the different types of organizational structures. Finally, we conclude in the last section.

**The Mechanistic System to Organ System  
The Hierarchy of Authority**

This is how an organization structure decision making and defined formal power assigned to each position (table 1).

**The Division of Labor**

It covers the various ways to divide tasks and travails to achieve the desired objectives (distribution of responsibilities). See table 2.

**Rules and Procedures**

The rules are formal and written statements that state what behaviors and decisions considered acceptable and unacceptable for members of the organization. Procedures are sequences (steps) of predetermined steps that managers and employees must comply in performing their tasks and their ways of dealing with problems (tables 3 and 4).

**Table 1: Mechanistic system and organic system**

Mechanistic system	Organic system
Participation in decisions is limited since they are mostly taken at the highest hierarchy which is the hallmark of a strong centralization.	Centralization and distribution of decision-making at different levels.

**Table 2: Mechanistic system and organic system**

Mechanistic system	Organic system
This system conforms to what Smith said that more the division of labor is great in a larger organization was the effectiveness thereof. Employees including those at the bottom of scale and performs simple routine tasks requiring little skill, so; frustration, indifference see hostility at work, low productivity, poor quality, risk of acute conflict.	Delegation of decision making to lower levels of the organization, which fosters a sense of responsibility among staff about the tasks which the award highlights the place with tasks, needs and objectives of the 'entire organization.

**Table 3: Mechanistic and organic system**

Mechanistic system	Organic system
In this system there is a tendency to enact (declare) uniform rules for carrying out the tasks and decisions. The rules and procedures are carefully defined that is to say extremely formalized.	Managers are generally aware of the fact that excessive rules and procedures can be too régide organization.

**Table 4: Degree of mechanistic and organic system**

	Mechanistic system	Organic system
Hierarchy	Centralized	Decentralized
Division of labor	Very precise	Lax
Rules and Procedures	Too large	Few in number

**Production / Implementation / Results**

In the conventional design structure is the set of functions that formally all the missions of each unit of the organization. Its functions are often reduced to four: leadership, planning, organization and control.

From 1916, Henry Fayol had advanced to administrate was planning, organizing, controlling, coordinating and controlling. The thought of Fayol serves references to many authors. Defining the functions as envisaged by Fayol; one of the foundations of thinking about the structure and the organization.

**Executive Function (Command)**

Is the keystone (main) since management is to implement the economic and human terms of concepts developed for the live company grows and is sustainable.

**Planning Function**

It consists of structuring business activities in the guide so as to achieve the objectives, that is to say, the quantitative and qualitative results expected in the future.

**The Organization Function**

It describes the framework must be the embodiment of tasks (division of labor), the type of relationship of authority adopted. In this spirit organize becomes implement static elements in a dynamic design that takes account of men, their functions and interactions of their communication systems.

**Function Control**

It corresponds to the establishment of an evaluation process that is to say performance measurement and identification of necessary remedial effects. Discussions on the procedures to be coated (have) the organization to be effective it is to say optimize the performance of its functions remains very current.

**Relations between Departments**

**The Differentiation**

To cope with the demands and external constraints, the organization must be divided into sub-systems (hence the idea of differentiation), each of which will support a particular segment of the environment. The authors consider that differentiation goes beyond splitting the organization in different units (specialization).

To adapt to the environment as differentiation refers to differences in attitudes and behaviors of each segment of the organization. The behavior of each specific unit is due 4 differentiating factors:

- ✓ The objectives of each division.
- ✓ The time horizon for each unit share their work groups are oriented towards the short term while others fall in the medium and long term.
- ✓ Interpersonal relationships.
- ✓ The degree of formalization of the internal structure.

**Integration**

To be effective, the organization cannot be based exclusively on the principle of differentiation. Different units need to work together and work together to achieve organizational goals: the integration process. Upon more units are differentiated more they need integration. Dialogue and confrontation of points of view are essential means of integration.

**The Dimensions of the Social Structure of the Organization**

**Complexity**

- ✓ It refers to the horizontal and vertical differentiation.
- ✓ The size is a key factor in the organization is more complex large more complexes it is.
- ✓ The organization is more complex, the need for communication is to feel.

**Centralization**

It should answer the question. In what level are decisions t made? In a decentralized organization, decisions are made by people who are close to the situation in question.

**The Formalization**

It is the degree of precision in the definition of functions and connections. Indices formalization is: written policies, procedures manuals. The formalization allows you to:

- ✓ Reduce the discretion of employees in carrying out their activities.
- ✓ Increase the control exercised by the leaders.

A less formal organization is qualified informal (it's a flexible and spontaneous organization). A formal organization is qualified impersonal (table 5).

**The Different Types of Organizational Structures  
The Functional Structure**

To cope with the technical complexity, Taylor developed the functional structure. It is based on the principle of functional division of authority (the basic idea is to combine the concepts of authority and expertise). Any employee depends on several counts each having authority in his own domain (table 6).

**The Hierarchical Structure**

It was developed by Fayol given the limitations presented by the functional structure. It is based on unity of command. Each subordinate depend only one supervisor. It combines formal authority and power. The division of responsibilities can be done by product, production unit (table 7).

**Table 5: Analyze of the dimension of the social structure of the organization**

	Complexity	Formalization	Centralization
<b>Organic</b>	Low	Low	Low
<b>Mechanistic</b>	High	High	High
<b>Bureaucratic</b>	High	High	High

**Table 6: Benefits and disadvantages of the functional structure**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>✓ Effective control</li> <li>✓ High skills because of the specialization</li> </ul>	<ul style="list-style-type: none"> <li>✓ Multiplicity of command</li> <li>✓ Conflict of authority</li> <li>✓ Lack of cooperation between the responsible</li> <li>✓ Communication problems</li> </ul>

**Table 7: Benefits and disadvantages of the hierarchical structure**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>✓ Simplicity</li> <li>✓ Resolve conflicts quickly and provide stability to the structure</li> </ul>	<ul style="list-style-type: none"> <li>✓ No specialization</li> <li>✓ Rigidity respond to changes</li> <li>✓ Excessive respect for hierarchy and difficulty of communication between officers of different services (slow at decision making)</li> </ul>

It combines (Alliance) functional structure and the hierarchical structure is a compromise between these two types of structure. It is based on the principle of command and prompted the need for organs of thoughts composed of specialists. The authority is shared between business leaders who are located in line and functional leaders who are located in Staff (orders and rules of council). See table 8.

**The Divisional Structure**

The division is done by product, region or customer this type of structure based on the principle of delegation of authority, decision-making, authority and responsibility. This structure is characterized by the autonomy of each division. It is particularly suitable for companies of a certain size to diverse and complex production (table 9).

**The Matrix Structure**

This structure combines the functional structure and the divisional structure; it is based

on a duality of command. The matrix structure is composed of functional department and project manager (or products). Functional departments dealing with objectives of specialization and product managers coordinate.

Therefore each employee depends simultaneously a project (or product) and a functional manager (table 10).

**The Network Structure**

This is a relatively new form of organization. Formal properties that connect the units of an organization to each other are replaced by a partnership between several organizations. In a network the necessary goods are distributed among the different partners so we cannot say that one organization of the product as well as network service but the network as a whole is the producer or supplier. At this structure relative independence in decision making makes possible experimentation and learning. The result of this learning can be quickly disseminated across the network (table 11).

**Table 8: Benefits and disadvantages of the functional hierarchical structure**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>✓ Respect for the unity of command</li> <li>✓ Specialization</li> <li>✓ Better control of the problem</li> </ul>	<ul style="list-style-type: none"> <li>✓ Additional costs by creating a Staff</li> <li>✓ Potential conflicts between operational and functional</li> </ul>

**Table 9: Benefits and disadvantages of the divisional structure**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>✓ Motivation</li> <li>✓ Greater flexibility</li> <li>✓ Risk minimization</li> </ul>	<ul style="list-style-type: none"> <li>✓ Problem of coordination of efforts</li> <li>✓ Potential conflicts of interest between divisions</li> <li>✓ The costs are very high due to logistical independence</li> </ul>

**Table 10: Benefits and disadvantages of the matrix structure**

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>✓ Increased skills</li> <li>✓ Initiative</li> <li>✓ Adapted to the increasing complexity of the business imperative structure flexibility</li> <li>✓ It facilitates decentralization</li> </ul>	<ul style="list-style-type: none"> <li>✓ Coordination difficulties</li> <li>✓ Dilution of responsibilities</li> <li>✓ Ambiguity on the part of employees who do not know who exactly they depend</li> </ul>

Table 11: Benefits and disadvantages of the network structure

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>✓ Encourage the sharing of information</li> <li>✓ Stimulate innovation</li> </ul>	<ul style="list-style-type: none"> <li>✓ It takes a willingness of network members to work together to solve problems of mutual interest and to coordinate their activities</li> </ul>

## CONCLUSION

The sociology of organizations can be defined as a branch of sociology that studies how actors construct and coordinate the activities organized. It can also be defined as a social science that studies specific organizations named entities, and their modes of governance and interactions with their environment, and applies sociological methods to the study of these entities.

It is at the intersection of several disciplines, including economics of organization, management and organization theory.

The sociology of organizations, studying the phenomenon of organization raises recurring issues, which are often linked to tensions that affect organizations. They have given rise to various topics of study. For example:

- ✓ Cohesion. Studies enrolling in this theme are trying to understand how organizations manage to maintain their structure and identity, despite internal and external pressures they face.
- ✓ The study of the formal and informal structure. Many studies have sought to clarify the links between the formal structure and informal social relationships within organizations.
- ✓ Adaptation. How organizations manage innovation they and how do they integrate to fit their technical and social environment? Some studies try to understand how and why the formal structure evolves through the processes that govern the creation and modification of rules. Others interested in the integration of technical innovations in organizations. Some focus on cultural change. Finally, studies go beyond the traditional boundaries of the firm and seek to explain the innovation process of a business within its territory.
- ✓ The hierarchy and power relations. Topics include the autonomy of actors, different

types of organization (matrix, horizontal, pyramidal), power management, resource allocation, negotiation.

- ✓ The social and identity link, and cultural phenomena.
- ✓ The study of the flow of information and communication tools.
- ✓ Conflicting or pathological situations. Labor disputes, stress, insecurity, phenomenon of the closet, reduced productivity, absenteeism, identifying the causes of blockages within organizations.

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