

# Organizational structure assignment



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Organizational Structure “ An organizations structure defines how Job tasks are formally divided, grouped ND coordinated. There are six key elements that managers need to address when they design their organizations structure: work specialization, differentiations, chain of command, span of control, centralization and decentralization, and formalization” (Robbins & Judge, 2009, p. 519). Most of the six elements addressed are easily defined in the hospital setting. There are clearly defined departments that perform Job duties specific to that specialization.

The organization can be considered centralized, as decision making is often controlled by senior leadership. Formalization within the organization varies, mom Jobs have low formalization such as nursing, although an argument could be made that nursing has high formalization related to clearly defined policies governing work process but based on varying patient census, complexity of procedures performed, and patient assignment, nurses have a great deal latitude to perform their Jobs.

An example of a Job with high formalization could be environmental services where there are clearly defined procedures for cleaning of patient rooms, operating rooms, and other 3 non-patient care areas. Chain of command is clearly defined by employees reporting o department managers, who report to department directors, reporting to associate hospital directors, who report to the Chief Executive Officer. Through observation the organization has a narrow span of control which has three major drawbacks. “ First, as already described, they’re expensive because they add levels of management.

Second, they make vertical communication in the organization more complex. The added levels of hierarchy slow down decision making and tend to isolate upper management. Third, narrow spans of control encourage overly tight supervision and discourage employee autonomy” (Robbins Ramp: Judge, 2009, p. 24). The organization operates as a mechanical organization. Mechanicals versus organic Organization “ English sociologist Tom Burns and psychologist G. M. Stalker coined the term ‘ mechanistic organization’.

Such an organization is characterized by a high degree of job specialization, clearly demarcated vertical hierarchies and centralized decision making. It stands in contrast to an organic organization, which has decentralized decision-making processes, low job specialization and horizontal communication channels, all of which tend to empower employees” (Capstone Encyclopedia of Business, 2003). Although an attempt is made to decentralized decision-making by quarterly “ chats with the chief,” rarely are executive decisions affected by feedback garnered in these sessions.

Work-Life Conflict Such programs as the employee assistance program are available to assist employees in a variety of ways. Every employee regardless of work status is eligible for the employee Organizational Structure 4 assistance program, management is empowered to refer staff as they deem necessary. An area of work-life conflict where the organization failed was the elimination of hospital-based childcare; employees have to find this much needed revive elsewhere and at substantially higher cost. An increased resistance to change is evident when new programs or growth initiatives are introduced. The speed of change will overtake the

organizations where the leaders do not adopt a new mindset, first themselves and solicit the hearts, minds, and souls of followers to join suit on this quest to transform the organizations to successfully operate and do well in the new landscape” (Moslem ; Mathieu, 2010, p. 58). Planning of new programs is not taken lightly within the organization, careful planning prior to implementation is viewed as critical to success. The foundation lies within the core values of the organization.

**Organizational Culture** The organization’s core values of respect, service, and integrity are part of the orientation process for each employee. These values provide a positive work culture although there may come a time when an employee requires reeducation. Regulatory agencies such as the Joint Commission and Department of Health set the expectation for the organization to operate ethically. The organization keeps its culture alive by selecting employees who have the knowledge, skills, and abilities to reform jobs within the organization. Actions of top management also allow the culture to live through their behavior.