

CONSIDERATIONS ON SOME FACTORS THAT INFLUENCE ORGANIZATIONAL STRUCTURES

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Abstract: *The theory and practice of the organizations have proved that the organizational structures must be characterized by many qualities: adaptability, flexibility, efficiency, economy etc. The conception and achievement of such structures involve identifying, analyzing and rationing the main organizational aspects, regarding the layout and convergence in time and space of the human, material and financial resources of every organizations. This study shows how the organizations' structures depend on a number of variables that determine the characteristics and their parameters. Also, a very important role in the structural design of organizations is played by the psychological factors, which are looked at in this study.*

Keywords: organization, variables, characteristics, parameters, psychological factors.

JEL Classification: D02, L22, O31

1. Introduction

The perfection of the ensemble of the organizational structure or of some of its departments involve the knowledge of the concept of modern organizational structure, of the elaboration principles, of the conditioning factors, of the analysis methods as well as the methods of projecting the future activities, the objectives and the perspectives of the organizations.

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In determining the size and the configuration of the organizational structures, the factors and the organizational variables play an important part, which we explore further.

2. Characteristics and parameters of organizational structures

Organizational structures are characterized by a number of parameters. The literature (Panzaru, 2007, p. 99) mainly summarizes those shown in Figure no.1.

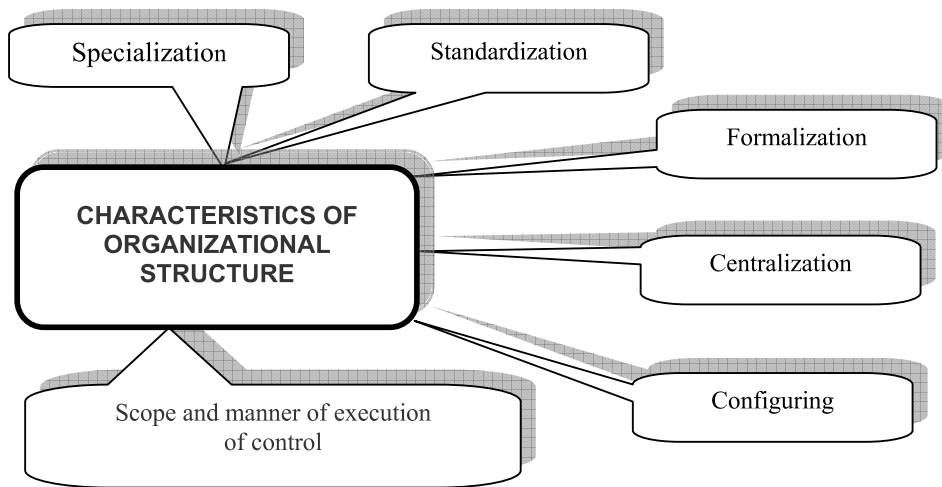


Figure no.1 The main characteristics of organizational structures

As stressed by some authors (Burduş, Căprărescu, 1999, p.321-322), the forms and the concrete values, the parameters that can be found in the organizational structures are influenced by two main factors: the context and the efficiency (Figure no.2).



Figure no2. The main factors that determine the forms and parameter values of organizational structures

Source: Adapted from: Burduș, E., Căprărescu, Gh, *Fundamentals of organization management*, Economic Publishing House, Bucharest, 1999, p 321-322

The specialists in the field (Nicolescu, 1973, p. 35-37) have defined the organizational variable as being an internal or external factor to the unit, which conditions in a certain degree its organizational characteristics, so that the modification of some of its parameters requires changes in the organizational structure of the unit. Such a factor should simultaneously fulfil many conditions, in order to be considered an organizational variable:

- ✓ its components should be homogeneous or similar from a certain point of view (their nature, the way of manifesting of the action);
- ✓ the factor should be delimited by the other elements whose parameters influence the characteristics of the structural organisation;

- ✓ its influence on the dimension and on the configuration of the organisational structure should be enough in order to be emphasized.

The naming of these factors (or elements) with the term of “organisational variable” was made:

- in order to point out the dependence relation between them and the organizational structure, as well as to emphasize the dynamic character of most of these factors;
- a great part of these factors work as variables also with the statistic meaning of the word “variable”; lately there has been the tendency to approach and study the phenomenon with real statistic-mathematic tools;
- the naming with the term “organizational variable” of all the main factors which condition the organizational structure, including those factors for which the mathematic term is not available, emphasizes the fact that they are one and the same, a system in a permanent change. The necessity of examining the organizational system in the causality relations, in their whole and not just with the heterogeneous factors is due to the above-mentioned observations.

Modelling the organizational structures implies taking into consideration the inter-dependences between the structural organization and the organizational variables by (Nicolescu, Verboncu, 1999, p.320):

- the substantiation of new organizational solutions;
- the determination of the organizational variables;
- the specification of the correlations between the organizational variables and the organizational structure which will be analysed;
- the specification of the methods of recording and analyzing data;
- the substantiation itself of the organizational structure (steps, operations).

The way in which the correlations between the organizational variables and the organization structure are established is extremely important.

I will therefore present below the correlations which should be envisaged when establishing the inter-dependences between the organizational variables and the management structure (Figure no.3).

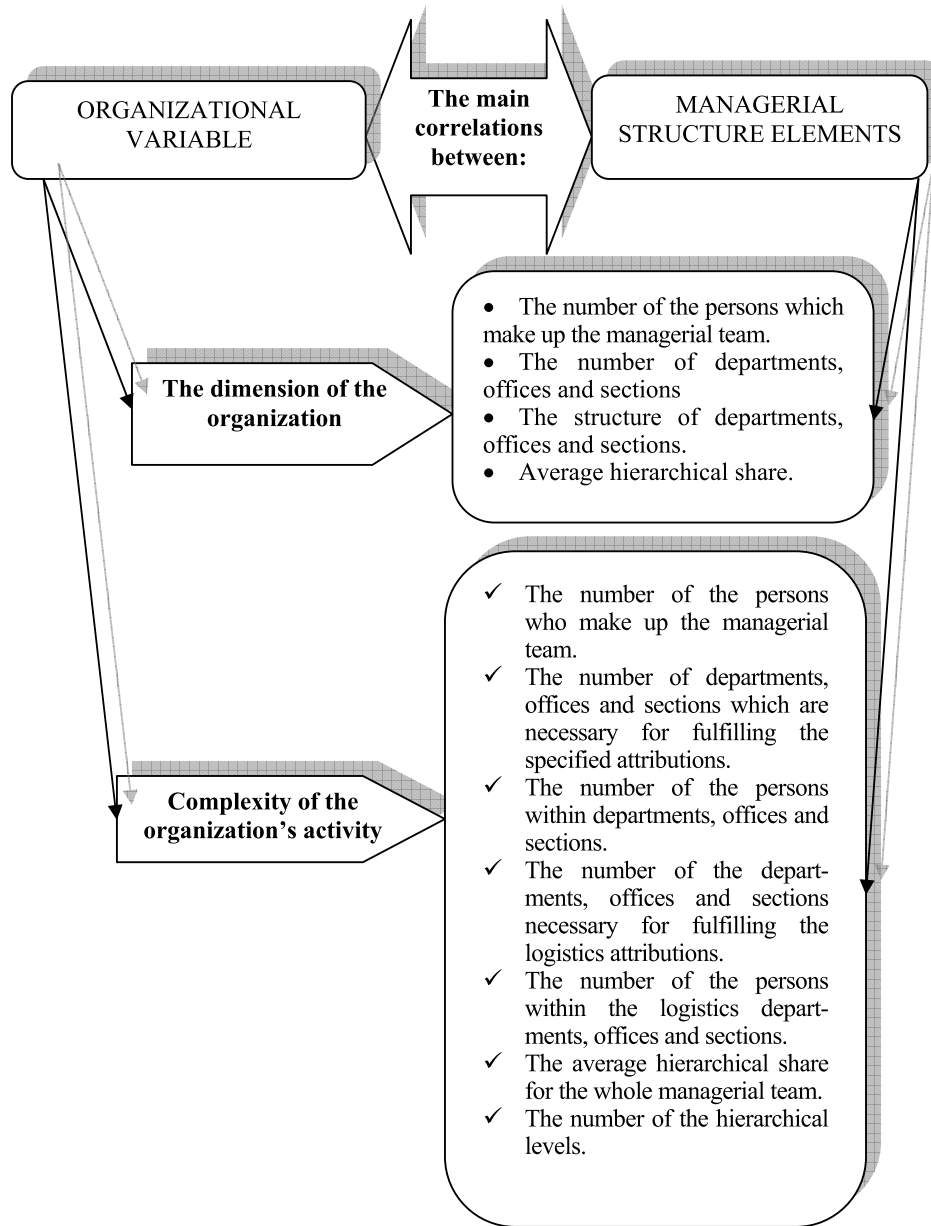


Figure no.3. The main correlations between organizational and variable managerial structure elements

The delimitation of the organizational variables represents an extremely important procedure, due to the fact that the possibilities of analysing and the quality of the conclusions greatly depend on the success of determining the variables.

As a result of the analysis we will therefore mention the following organization:

- the field of activity and the responsibilities of the organization;
- the dimension of the organization;
- the complexity and importance of the attributions and missions which are to be accomplished;
- the characteristics of the activity field;
- the quality of the human resources;
- the parameters of the informal organization, the staff's conception on its management;
- the level of the technical equipment;
- the characteristics of the logistics system;
- the financial ensuring;
- the degree of technicality of recording, transmitting and processing the information.

The awareness of these parameters allows a solid foundation of the structure from the operational, economic and technical point of view.

The name of "organizational variables" given to the factors which condition the configuration and the size of the organizational structure imposes the specification of its meaning.

We here include the main elements which greatly determine the constructive and functional characteristics of the formal organization, whose variations are the consequence of modifying the organizational variables characteristics as well as modifying the report between them. The differences in organization are explained by the changes in the quantity and quality characteristics of some organizational variables. The best way to sensitize employees to change is to involve and achieve the maximum levels of training and education, to highlight the different attitudes and behaviors that will require future. Given that the change involves a new situation characterized by high uncertainty, it is likely that employees feel vulnerable in terms of risk taking, committing errors and can be sanctioned. As much as the employee confidence in themselves is stimulated, the more their availability to assume the risks involved in change will be bigger. The effort

is to create a positive culture that will change the attitude of the type "change causes suffering" in expressing like "business is change". (Năstase, Giuglea, Bold, 2012, p.13). The preoccupation to change is neither simple nor easy. It implies a huge volume of work, learning the new managerial practices, methods and laws. The organizational change must be conceived and made as a creation act oriented towards the improvement of the organizational structures and of the flexibility of the managerial acts, by permanently training the managerial team (Dragomir - Ștefănescu, 2012, p.45).

3. Stress and its influence on the design of organizational structures

The tasks and missions which are to be carried out by the staff of the organization are a real conglomerate of crisis situations and emergencies which the staff should face in almost every circumstance. In these conditions we may say that the staff of the organizations exposed to shocking events (traumas) and they should always take into consideration their psychological balance.

Here are some of the psychological factors which influence the configuration and the size of the organizational structure (Petrescu, 1998, p. 295):

- *professional stress*, which appear when one or many factors connected to the activity interacts with the subject in such a way that they threaten his/her psychological or/and physiological balance. The staff of the organizations is permanently submitted to specific professional stress, with specific characteristics, such as: risks, physical requirements, mental and emotional requirements, temporal requirements and environmental characteristics. Consequently, the stress management is a necessity. The tight reports between the stress phenomena and the performance levels of the individuals motivate the steps for prevention and cure.
- *specific professional stress*. Studies have shown that the stress manifests itself either through irritability and tension in the social relations, or through inhibition manifested in fear.

At the cognitive (psycho-emotional) level, the effects of stress can be noticed in the fear of:

- death confrontation;
- the possibility of affecting the physical integrity;

- not being fit and consequently representing a danger for your colleagues;
- letting uncontrolled feelings show up during an intervention, which may be considered unqualifiable by your colleagues;
- an event which has occurred before.

After conducting a survey among managers of 15 organizations from different fields of activity, on how the above factors influence the configuration and size of the organizational structure. In 42% respondents considered work-related stress affects the structure of organizations, but more importantly, specific job related stress (58%) – Figure no.4.

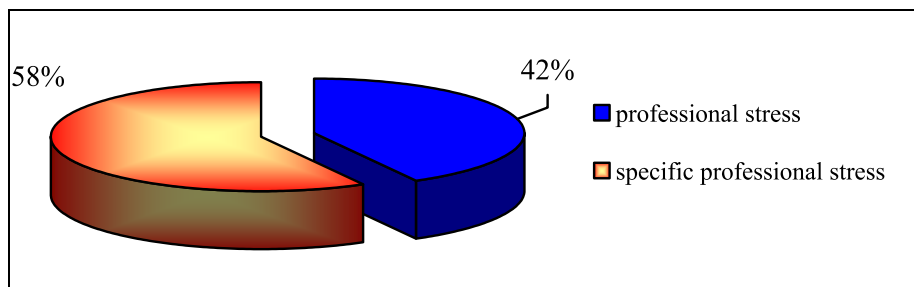


Figure no.4. *Options on the influence of stress on designing organizational structures*

The organization has a special role in the psychological preparation of the staff. Also those who design organizational structures must take into account that labor ergonomics provide a future to the personnel that will work in those organizations.

The psychological training is made up of an ensemble of specific activities, projected and applied in a unitary conception in a short time, envisaging the updating of some knowledge, habits and positive psychical states with the purpose of creating the right psychological state of mind in order to accomplish the mission, to accept and devote oneself in fulfilling the specific duties.

The whole ensemble of the psychological insurance has as its main objective the accomplishment of a proper behaviour, which can favour getting the expected results and which can prevent, or at least limit, the psychic loss. The special objectives of the psychological training consist in the development of the psycho-physical resistance of the whole staff, the

stability and the psycho-moral balance of the staff, under the behavioral aspect.

The objectives of the psycho-moral training impose identifying the actual directions and ways of action for the structural organization, taking into account the main characteristics of the working environment, their effect on the human psychic and behavior of the organization, both at an individual and group level.

4. Conclusions

The study showed that the interest in designing organizational structures is increasingly higher. The structure is increasingly perceived as a reality of organizational practice, as an element that influences the performance of the organization (company).

The study showed the managers' interest to understand the role that occupational stress has on the organizational structure and the performance of an organization. We believe this attitude encourages the creation of new behavior and good reactions of the organization's members, the purpose of the event being a remarkable willingness to assimilate and develop modern structures that have proved effective for increasing competitiveness and business performance. Viewed from this perspective, the modern organizational structure is a real factor to support the competitiveness of the company, a strategic advantage in the competitive environment of business (Ștefănescu, Pânzaru, 2009, p. 90).

The results of the study show that an enterprise's performance depends largely on how it was created and that the best organizational structure is modern, flexible in order to be effective, to help achieve the company's objectives.

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