

Exploring Jobs Design and Grouping Jobs Elements in Managerial Organizing, an Identification and Explanation

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ABSTRACT

Managerial Summary: Human is a social being. Sociability and living together with other people in society is now a very important aspect of human life. From the long stages of human history, an important part has emerged that man needs organizations in the society to ensure the needs of his life. These organizations are at a higher standard than before, good examples are the government, intelligence agencies, commercial companies and many other executive bodies. According to the need of the present life, human is obliged to have a better organizational process to organize these organizations and implement strategic plans. So that everything is done according to the need and goals are achieved. Therefore, it's clear that humans have a serious need to organize organizations and the organizing process is very important.

Research Summary: Organizing is a broad aspect of management science. In order to achieve the goals of any organization, the organize of employees, appropriate use of experience and skills of employees, close relationship and cooperation of employees, selection of employees and supervision of employees are the main pillars. After examining various scientific results in this research, there is a proper consideration of the above cases. The elements of Jobs Design and Grouping Jobs, have been explored in this article from vision of Management science.

Keywords- Design Jobs, Grouping Jobs, Organizing.

I. INTRODUCTION

When the basic and major goals of an organization are selected and different types of strategic plans and operational plans are created to achieve these goals, the next step after the creation of the plans is the implementation of these long-term and operational plans. The organization needs a strong management department to implement the plans to achieve the goals in a certain period of time by implementing the plans. For the implementation of the plans, it's necessary to conduct a comprehensive analysis of the activities. The activities of each department are specified, appropriate human resources, physical resources and financial resources are selected according to the need so that the activities are carried out well and no confusion or conflict occurs.

Organizing this part of management is a big part of management knowledge. (Keerthi. 2023)

Organizing is the control, use and management of different resources in such a way as to create value for achieving certain goals. (Mishra.2021)

There are various basic elements in organizing that I have researched in this article on the important elements of jobs design and grouping jobs.

Designing jobs is the selection of jobs according to their preferences and expertise in order to better perform the performance of employees and determine the area of work. This means that the characteristics of each job in an organization are to be well determined so that the selection of employees in the future can be done according to the requirement of the job. (Daniels.2017)

Combining tasks in specific areas by an organization and creating a separate department for these

tasks is one of the group tasks. The process of combining these functions and creating separate departments is called departmentalization. (Burton. 2006)

To achieve the goals of an organization, the division of the structure of the organization into other departments is called departmentalization. (Griffin. 2010)

The above two elements are very important in organizing, along with this, there are some other basic elements included in organizing, only the above two elements have been studied in detail in this article. It's necessary for the managers of different departments to have complete information about the elements of organizing so as not to face the problems of this department in management. I believe that this research will be effective and useful for managers in every part of the world.

II. ORGANIZING

Organizing is actually deciding how to organize all the work in the organization. The manager has the authority to decide how to organize the structure of an organization. In this organization, the manager has the authority to assign a job to whom, how to divide his organization into small parts, how to make proposals, who and how to give orders to the employees under his hand, how much authority to give to whom and He has other powers. In order to organize all these works, the manager has six elements under his authority, which are:

- Design Jobs
- Grouping Jobs
- Establishing Reporting Relationships
- Distribution of Authority
- Coordinating Activities
- Differentiating Between Administrative Positions (Griffin, 2010)

Organizing:	Design Jobs
	Grouping Jobs
	Establishing Reporting Relationships
	Distribution of Authority
	Coordinating Activities
	Differentiating Between Administrative Positions

Organizing is creating an organizational structure, distributing decision-making powers and using human resources instead and correctly to achieve and ensure goals. Organizing also includes the division of individual duties and responsibilities, as well as the

methods of each task. In terms of organization, it's tried to ensure that the employees of each department do their best work and there is strong harmony in the process of operations between the departments. In organizing, it's important that the job should be assigned to specialized people, so it's necessary to be very careful in this area so that each job is specialized and the conditions of each job are selected according to the need. (Minnesota 2023)

Also some articles about the elements of organization have drawn five elements, which are:
Designing Jobs
Departmentalization
Establishing Reporting Relationships between Jobs
Distributing Authority
Differentiating Between Positions. (Kumar. 2023)

III. DESIGN JOBS

Job design follows job analysis, after the initial step of analysis, the next step is job design. In this part of the organization, there is an analysis of the diagnosis of each job and the determination of the responsibilities related to this job. Separating each task, separating the responsibilities related to each task, separating the relationships and methods of each task, and even in this section, the success methods of each task are analyzed and designed. (MSG. 2023)

3.1. Job Specialization:

Some of the important tools for job design are: Specialization of jobs: Dividing large jobs into small parts so that each employee performs the same specific job it's called job specialization. This means that each employee should have his own job and after that he should be trained in the same area. (Muslih. 2019)

The concept of job specialization arose after the classification of workers. This theory was created for the first time by Adam Smith in the 18th century, who explained the process of making a nail to prove his theory. He says that if each person in a nail manufacturing company does a special job, then the organization will be profitable with this work, such as one person sharpens the skewer, the second person sharpens it, another person cuts it, and so on. If the work continues, then ten people can make (48000) nails in one day, but if each person does the above process separately, then it is possible that one person will make only 20 nails in one day, and that's it. Ten people would have made only two hundred nails. (Ott. 2011)

Specialization of jobs in the organization leads to expansion and growth of the organization, for example, Walt Disney is the head of a cartoon company. When he started working, he did everything himself, such as making cartoons, drawing and then presenting them to the show; But today, many employees are working with him to do the same work, and it is increasing day by day, so the more the organization expands and grows, the more specialization of tasks is created. (Griffin. 2010)

Employing individuals who are specialized in a particular field to complete the work efficiently and focus on their work. Job specialization is very important in the development of every part of the organization and in order to achieve the goals of the organization. When job specialization occurs in the organization, it's possible that each worker can do his job well without supervision. (Reddy. 2023)

Advantages of job specialization:

- Every time an employee performs a small task, it causes the employee to gain special experience in his field and this causes the employees to be more skilled in performing the work.
- Time wastage is prevented, when an employee in the organization goes from one part to another, then the employee is forced to receive training about the new job, but if the job is given based on expertise and the same job There is no time wasted.
- When an employee works in a specific area, he can also learn to repair equipment related to that area over time.
- When an employee has a special skill in a job and then dies or resigns, in this case the manager can train a new employee in less time and at less expense because he only trains a specific job, not all jobs. (Muslih. 2019)
- Job specialization can increase productivity. Because working together as a team on big tasks increases productivity.
- Finding a suitable job in the future, when the employee has gained experience and skill in a particular field, then he can quickly find a suitable job in other places.
- High salary, when an employee has worked professionally in large organizations for a long time, the organization will set him a high salary. (Reddy. 2023)

Disadvantages of job specialization:

- The major problem of job specialization is employee dissatisfaction. In this way, the employees get tired, bored and angry with their jobs, and as a result, the organization faces problems.
- Another disadvantage is that when the job is specialized, the idea of competition between employees disappears and is not properly stimulated. Initiatives are lost and each employee only carries out his assigned task.
- Whenever the work is done in a specialized manner, there are employees for each job, but when these employees are absent, the work is left; If there is no one else to perform his duties, then there is a gap in the administration. (Griffin. 2010)
- When the job becomes old and disappears, the person also becomes unemployed, because the person can't work in another part of the organization and only specializes in one job.

- Skill learning is reduced, the person is kept engaged in learning only one skill.
- Companies lose their control. Because it consistently achieves the same results. That is, the company is sure that every employee always does his work well and does little monitoring, which doesn't have good results.
- With the passing of time, the level of production doesn't increase because the employees are tired of their jobs and when high production is requested, they don't have adequate energy.

That the specialization of jobs is flawed in its structure. It causes the fatigue and dissatisfaction of the employees, this dissatisfaction and fatigue causes the employees to not do their work properly. In order to prevent these shortcomings, the researchers of management science have given different opinions.

Management science researchers are all of the opinion that specialization of tasks is important, but not so much that it goes towards intensity and difficulty and the organization faces losses. In order to establish the principle of job specialization and to prevent shortcomings, management science researchers have proposed some solutions in recent years. These solutions eliminate the disadvantages of job specialization. These solutions are as follows. (Muslih. 2019)

3.1.1 Solutions of Job specialization:

• Job Rotation:

Job rotation means the systematic change of employees from one job to another job, that is, when one employee does one job and another person does another job. In order for the employees not to get tired and love their work, internal duties are changed among the employees. For example, a company empties the truck and unloads the equipment on Sunday, places the equipment on Monday, and arranges and organizes bills for the equipment on Tuesday. Now if the manager changes the Sunday and Monday workers, there will be a rotation or change of duties between the workers. (Burton. 2006)

Job rotation is a procedure for good management that regularly rotates employees from one job to another at regular intervals. It is a pre-arranged and planned procedure aimed at testing the abilities and skills of employees. This procedure provides employees with new experiences and new skills. In addition to these benefits, it's a useful planned procedure that prevents employee fatigue and keeps employees energized. Besides, this procedure helps the managers to reveal the hidden talents and skills of the employees. (MSG. 2023)

Job Enlargement: Employees become dissatisfied and tired of doing a job continuously. In order to solve this problem, management researchers have proposed another solution, job enlargement. In this solution, the amount of work of the employees

should be increased, the employees should be given another job in addition to one job, so that the employees can do a large and extensive job. As a result, the dissatisfaction of the employees will disappear due to excessive busyness. (Griffin. 2010)

- **Job enlargement:** is the breadth of an employee’s role and responsibilities. Various tasks are assigned to the employees by the organization at different times. The employee puts in a lot of effort and the organization benefits from this approach. (Keka. 2023)

This approach also has some shortcomings that will cause the organization to face problems in the future. In this method, the cost of the employees increases, the level of expertise decreases, more training of the employees is needed, the employees demand more wages, and with the passage of time, the employee becomes tired and dissatisfied. (Muslih. 2019)

- **Jon Enrichment:** Another comprehensive and comprehensive approach is job enrichment. When there is an increase in the volume of work, it doesn’t cause the employees to be properly motivated. Therefore with the method of job enrichment, both goals are achieved, the volume of work increases and it also reduces the supervision of employees during the work. Whenever the manager wants to use this method, he should reduce the scope of supervision over the employees in some areas and hand over some new powers to them. With this kind of action of the manager, a sense of responsibility arises in the employee and he executes his responsibilities well. AT&T company used this method for the first time. In an experiment, eight employees were tasked with writing customer requests. The achievement of this group of eight people was low and the cost was high. Also, this group of eight had no feeling towards the customers and had little interest in carrying out the work. When the manager of the agency reduced the number of these employees and gave them some new responsibilities; Solving customers’ problems and dividing the powers among themselves were added to their responsibilities. As a result, there was a sense of responsibility among the employees, the level of expenses was reduced and the administration became more efficient. (Griffin. 2010).

The method of job enrichment also has some disadvantages that the increase in workload, the mood of some employees may be against working too much, and the increase in supervision by managers are the disadvantages of this method. (Zavvy. 2023)

IV. GROUPING JOBS

The second element for organizing tasks in an organization is the grouping jobs. This means that whenever the organization has combined certain jobs and set up a separate branch for it, it’s called grouping jobs.

Not all tasks in large organizations are monitored by a manager or by one person. In order to perform jobs well in organizations and to be properly monitored by employees, these jobs are divided into several parts and each part is given a unique name. At the head of each of these parts is appointed a special manager and a number of employees in each section works. This is what the process of grouping jobs is called the departmentalization of administrative structure. In order to properly understand the departmentalization of the administrative structure, we will examine the following. (Burton. 2006)

Departmentalization means to divide the activities and employees in departments in order to improve the organization. All these departments are related to each other and all departments are different parts of an organization. As the organization grows, so do the branches. Before setting up a department, every agency and organization should consider two specific things, the basic organizational units and the coordination structure. (Iedunote. 2023)

Departmentalization is the division of an organization into departments based on activities, services, types of products, customers of different parts, types of jobs or other internal elements of an organization. In this division, special activities, responsibilities and employees are given to each part.

Dividing the structure of an organization into several other small parts and features is the departmentalization of the organization structure. (Griffin. 2010)

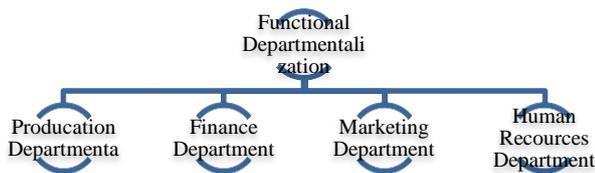
Departmentalization:	Functional Departmentalization
	Product Departmentalization
	Customer Departmentalization
	Geographical Departmentalization
	Matrix Departmentalization
	Team Approach Organizational Structure

4.1. Functional Departmentalization:

Functional Departmentalization: In this division, the organization structure is divided based on the job, which means that the organization is divided into as many departments as it performs various types of tasks. (Daft. 2007) In this type of division, the reporting relationship is vertical, that is the relationship between the command and the employee is vertical and goes from top to bottom. The commanding part is located at the top of the organization, the authority is in the hands of senior managers, all

decisions are made by senior managers and the lower managers execute them. (Daft. 2007)

The purpose of the functional administrative structure is to separate each department based on its activities and responsibilities. Specialist employees are placed in each department according to their responsibilities, that is, based on the structure of the functional organization, the organization is divided into departments based on the specialization of activities. The departmentalization of the same departments of the organization is done for the purpose of good performance and achievements of production, services, operations and financial or other parts. (Amanawa. 2022)



Advantages of departmentalization of duties:

- In this administrative structure, everyone works in his own part and the administrative resources are used properly.
- Old and new employees work together in the same department, so they can share each other's experiences and skills. (Daft. 2007)
- Employees solve technical problems together.
- The decision is made by the top managers, so all the managers and employees work together and there is no problem about the authority.
- This approach also helps with broad management because many people are under the hands of top managers. (Faqerzai. 2013)

Disadvantages of functional departmentation:

- Due to the existence of many and different departments, the spirit of cooperation between departments is weak.
- Decision making takes more time because all the power rests with top managers.
- In this method, the employees don't know the higher goals of the organization because the employees are only performing their duties. (Wehrich. 2012)
- The presence of internal debates in the departments of the organization because they all don't work for a common strong goal, so there is no strong motivation between the departments.
- Internal harmony is weak. Each branch manager isn't responsible for the work of the other branch, so he isn't required to maintain relations with other branch manager. (Gleeson. 2019)

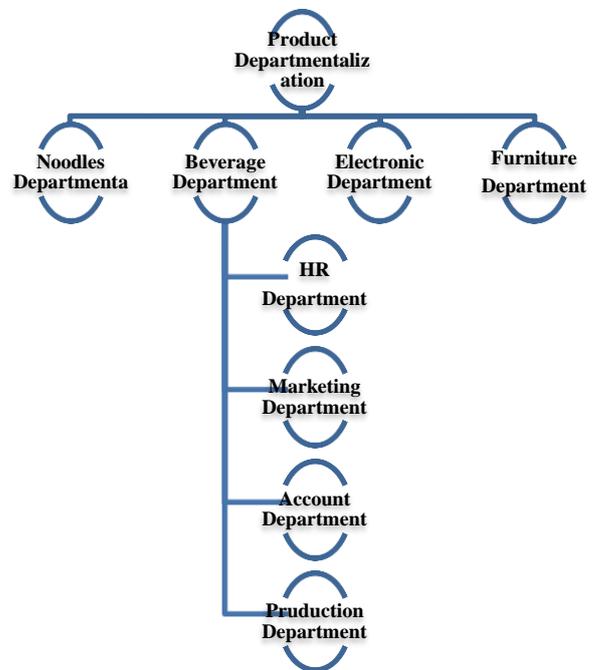
4.2 Product Departmentalization:

Product Departmentalization: In this type of division, the organization is divided on the basis of product. In the product Departmentalization, the products of an organization are examined and departments are created according to the products. If we mention the

Apple company as an example, the Apple company produces computers and software, so its organizational structure is also divided into two departments. The software department performs its production responsibilities and the computer department performs its production responsibilities. (Muslih. 2019)

The product Departmentalization arranges and organizes its employees related to the company's products. Each product of the company has a separate department, and each department has specialized employees, product, accounting and other administrative resources for this related product. In this type of departmentalization, the manager of each branch has special powers and can change his employees from one job to another job. Every organization uses the product departmentalization if the products are different or have several parts. (Contributor. 2020)

The major difference in the structure of functional and product Departmentalization is in the area of decision-making. In the functional departmentalization, the head of the organization has the authority to make decisions, but in the product department, the person who is in charge of the production department makes the decision for the department. In the product departmentalization, first, departments are created based on product, and in the second step, the manager has the authority to create other departments in each department, looking at the functional structure. (Muslih. 2019)



Advantages of product departmentation:

- In this type of Departmentalization, each department solves its problems quickly and easily.
- Decision making is easy.
- In this type of departmentalization, the spirit of cooperation is greater because other departments are

created within each department based on the functional structure.

- The head and members of the production department always think about the success of their production, so the results are good. (Razayan. 2007)
- The quality of the product is high, then the market will be found in a good way and the sales will be high.
- This type of Departmentalization is suitable for large organizations and companies.
- Monitoring and evaluation will be easy and useful because there is an expert manager in charge of the production of each department. (Mahesh. 2023)

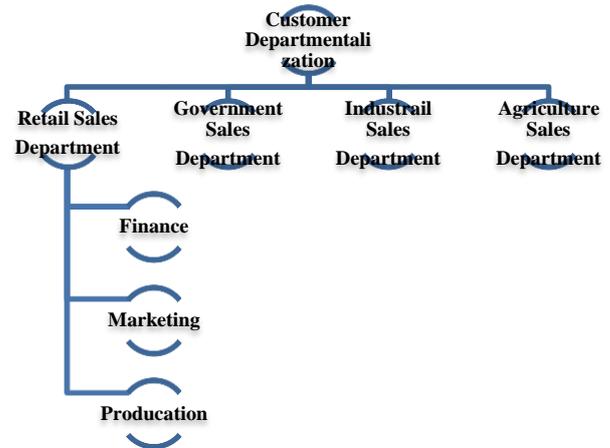
Disadvantages of product departmentalization:

- In this type of structure, each department has separate human and physical resources, so it costs a lot, which isn't useful for the organization.
- Each production unit has its own employees, so the employees are divided into groups and can't take advantage of each other's experiences. (Stephen. 2006)
- The relationship between productions departments is weak because each department works only for its own product.
- Each department manager supports his group and department rather than the organization. (Muslih. 2019)
- It's not suitable for small organizations because the cost of this kind organizational structure is high.
- There is a possibility that there will be a conflict between the production departments. (Mahesh. 2023)

4.2. Customer Departmentalization:

In this type of departmentalization, the organizational structure divides into smaller departments based on its customers. Banks use this type of departmentalization to a large extent because banks have relations with the general public, businessmen and other people, so they have separate departments for general customers and separate departments for businessmen. (Terry. 2010)

There are many companies in the world that sell different types of goods, provide different types of products and different types of services. Such companies use the customer departmentalization for better management of their organization. All customers aren't the same and not all customers use the same products and services, but customers use services and products based on their needs. In this division, the structure of the organization takes into account the needs of the customers and creates different departments for the customers according to their needs. (Verdhan. 2023) Customer departmentalization is different from production departmentalization that in production departmentalization, departments are created based on production and customer departmentalization based on customer needs and groups. (Muslih. 2019)



Advantages of customer departmentalization:

- It creates a suitable environment for the company to deal with different customers according to their needs.
- Customer satisfaction is achieved because a separate department is created for each group of customers and confusion among customers is avoided.
- Every branch manager and staff builds strong relationships with their customers.
- Expertise is best utilized in the customer department.
- A pleasant working environment for customers is created. (Mahesh. 2023)
- Customer requests are well considered.
- Because of the high satisfaction, the customers praise the products everywhere and the marketing expands. (Sujan. 2023)

Disadvantages of Customer departmentalization:

- This type of departmentalization is expensive and therefore not suitable for small organizations.
- This method sometimes forces the organization to open a separate branch for a few small customers due to the relationship with the customers.
- Some customers may use products from several departments and it will be difficult for the customer to go to a separate department for each product and the customer's time will be lost. (Mahesh. 2023)
- There is a possibility of conflict between departments and problems in communication. (Sujan. 2023)

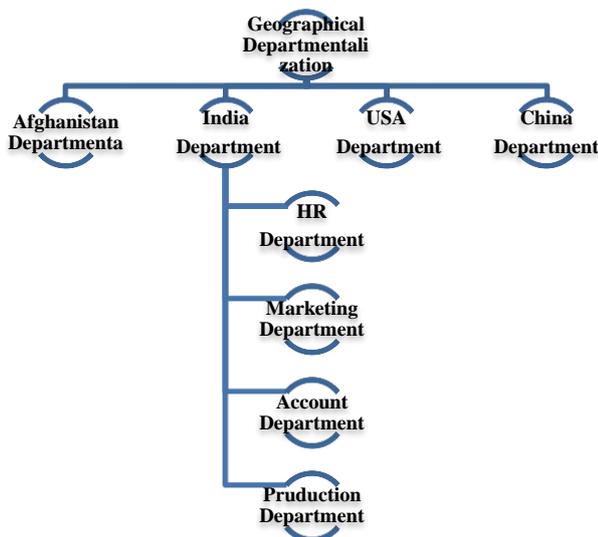
6.4. Geographical Departmentalization:

The division of the organization's administrative structure is done by looking at the geographical location. The organization creates separate branches for each geographical location and creates different agencies to perform all the functions. Each department carries out the general activities of an organization. In geographical Departmentalization, each department has different branches within it, such as production branch, distribution

branch and sales branches. Geographical Departmentalization can be seen in the organizational structure of large organizations, because large organizations want to provide different types of services, products, and activities in the field of buying and selling to the people of each region. For many organizations, this is a useful departmentalization to reduce their financial costs and time consumption. (Verdhan. 2022)

When a company opens different parts of the organization in different geographical locations, it's called geographical Departmentalization. Such organizations manage and control all their activities on the basis of geographical divisions. In the geographical departmentalization, when managers are transferred from one location to another location, they should be trained in cultural, social and political areas. (Bhasin. 2021)

With the expansion of an organization, the costs of various parts and departments of the organization also increases. So in this case, every organization tries to provide more services and products at a lower cost that can satisfy customers. For large organizations, geographical Departmentalization is the best way to distribute their products to different parts of the world at a low cost and to gain a lot of profit. This type of division is done by looking at the geographical location and the organizational structure of an organization is divided into several parts based on the geographical location and requirements. There are many examples of this type of division in international companies. (Muslih. 2019)



Advantages of geographical Departmentalization:

- Efficient and effective control of an organization's activities.
- It's an efficient division to solve local problems.

- Better meet the needs of different geographic markets.
- It's the best place to offer services and products to different parts of the world. (Mahida. 2023)

Disadvantages of geographical Departmentalization:

- Repetition of tasks, because the same task is performed by employees and managers in each geographical location.
- A sense of isolation from other areas of the organization. (Mahida. 2023)
- There is a need to have resourceful and talented managers and a good manager may not be found in every geographical location.
- Monitoring and controlling offices in different geographical locations will be difficult. (Mahesh. 2023)

4.5 Matrix Departmentalization:

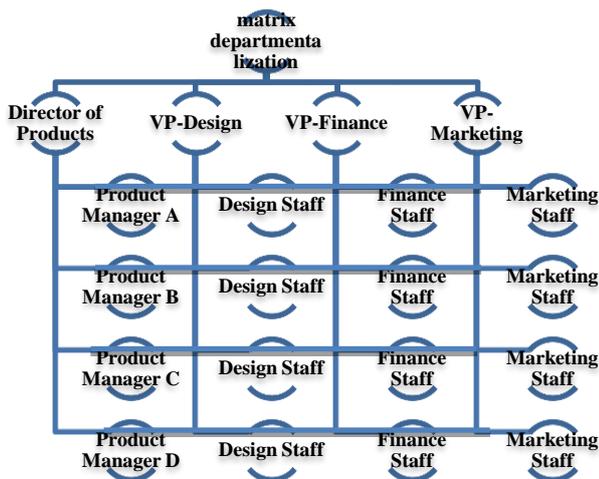
Matrix departmentalization occurs as a result of merging functional and production structures. In this type of departmentalization, production departmentalization is horizontal and functional departmentalization is vertical. Therefore, the chain of command is used bilaterally in this departmentalization. Based on the functional structure, competence is created in vertical form and based on production structure, competence is created in horizontal form. (Griffin. 2010)

In matrix departmentalization, the chain of command exists bidirectionally, so employees also report bidirectionally. Employees report dually because the functional structure and production structure report separately to managers. (Stephen. 2006)

Such departmentalization is initially difficult because it's against the principle of unity of command. There are two managers in the matrix department. One order is the manager of the entire organization and the other order is the manager of each production unit. As long as the managers are familiar with the matrix department, they may put the employees in doubt at that time, but when the managers are familiar with it, it becomes very useful. In this kind of departmentalization, there is a strong relationship between the administrative departments. (Stone. 2009).

That is, the managers of the horizontal section work in the same section and the managers of the vertical section work in the same section, so senior managers are obliged to maintain the principle of balance between the two groups of managers. If there is any problem or conflict between the managers of the two groups, then the senior managers should solve it quickly. (Muslih. 2019)

The matrix departmentalization or organizational structure is the structure in which the employees of the organization report to several managers. In this organizational structure, employees report to the head manager, project manager, and department manager. This organizational structure can help you to develop products. (Asana. 2023)



There are three types of matrix departmentalization:

- **Weak matrix organizational structure:**
In this type of matrix structure, the project manager has less authority and most of the authority rests with the department heads. It's a weak matrix structure because the manager has less authority in terms of decision-making and other powers. In a weak matrix structure, the main reports are all sent to the department heads.
- **Balance Matrix Organizational Structure:**
Heads of Departments and Project Managers have equal powers, so this matrix is called Balance Matrix. Employees report to both sides.
- **Strong matrix organizational structure:**
In this type of matrix structure, the project manager has more authority and department heads have less authority. Such a matrix structure creates a strong organizational structure because the manager works efficiently and can make useful decisions by having many powers in his project. (Asana. 2023)

Advantages of Matrix Departmentalization:

- In a matrix organizational structure, employees are kept together and active because employees work nearly, share their experiences and skills with each other.
- Increases the morale of the employees because the involvement of the employees in an organizational structure is high, the job security and the employees are kept away from traffic, therefore the morale of the employees is high.
- Employees learn new skills. Working together allows employees to learn new skills and encourage each other. (Vaughan. 2022)
- In a matrix organization structure, the organization adapts easily to the situation.
- Human resources are widely and well used because monitoring and supervision are from two sides.
- In the matrix organizational structure, the job escalation system is easily implemented. (Muslih. 2019)

- It takes less time to use internal resources. This means that employees work closely with each other and there is more cooperation.
- A matrix organizational structure is less expensive. When special responsibilities are created, new employees are recruited, and after the implementation of the activities, their job in the organization ends, so they perform a temporary job until a certain project. (Gaille. 2020)

Disadvantages of matrix departmentalization:

- There may be a confusion of responsibilities and team members don't clearly understand their responsibilities. For example, a manager may take responsibility for the professional development of employees.
- There are two types of managers in this type of administrative structure. Looking at the increase of managers, some conflicts may arise and this situation will also affect the employees.
- It may take a long time to make a decision because there may be differences of opinion between the managers. (Charthop. 2023)
- Some employees may create confusing reports. In a matrix organizational structure, several managers are reported to, and employees may create confusion in this area.
- A matrix organizational structure isn't useful for long-term projects. (Gaille. 2020)

4.6 Team Approach Organizational Structure:

In this structure the whole organization is divided into different executive groups. In most organizations the power chain exists at the top and all decisions are made by senior managers. But such decisions don't be very effective for the organization, so at present most organizations are trying to transfer some power to the lower part of the organization. The advantage of the transfer of this power is that the work is done collectively and for this purpose it uses the structure of the team Approach. (Daft. 2007) The structure of the team approach divides the organization structure of the organization into teams, rather than the division of branches into teams. The structure of the team approach causes the employees in the teams to work together for the goals of the organization without their rankings. Teams are made up of members who cooperate well with each other and meet each other's needs. Team executives should make extensive efforts to build the capacity and quality of trust and collective relations between team members. The team Approach structure is an organizational structure in which different teams perform specific tasks and all teams work together to achieve the goals of the organization. The team approach structure is actually a decentralized organization system that many organizations create to empower their staff. The leaders of the organization also choose the structure of the team for better communication and cooperation between the employees. (U. California.2023)

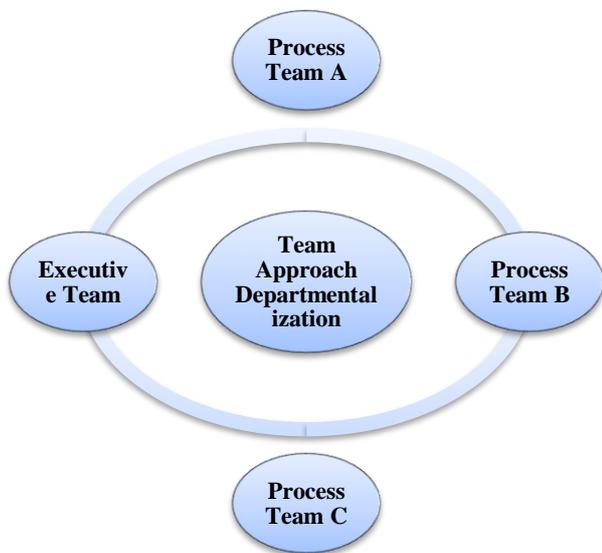
Such an institutional structure is widely used in economic organizations today, as its effectiveness is greater than that of other institutional structures. Most of the powers in the organization's structure are transferred to the team and the team remains largely independent in its decisions. Employee training is very important in team management as employees have to stay close to each other. (Stephen. 2006)

Advantages of Team Approach Organizational structure:

- In this organizational structure, all employees are divided into groups, and each employee performs his duties in his own work group. Employees get benefit from each other's experiences, so it's easier to train employees.
- In this kind organizational structure, the mutual relations and the spirit of cooperation between the employees are strong.
- In team approach Organizational structure, decision making is easy and quick. Because the decision authority is with the lower level managers. (Stephen. 2006)

Disadvantages of Team Approach Organizational Structure:

- In a Team Approach organizational structure, problems arise between employees because they all work together.
- There is an increase in the demand for employees in this organizational structure.
- In this type of organizational structure, most of the staff's time is spent in meetings because each group holds separate meetings.
- In this organizational structure the goals of the organization aren't considered in decision making. Because the decisions are made by the lower-level managers. (Stephen. 2006)



V. CONCLUSION

Organizing is the efficient distribution and operation of an organization's structures and resources. In organizing, managers divide the organization into different parts. According to the need, they divide these organizations into small parts and establishes harmonious relations between them. The division of powers for each job and each part of the organization is done precisely by the manager, so that the goals of the organization can be achieved appropriately and effectively in a certain period of time. The manager needs six types of elements to organize such as: design jobs, grouping jobs, establishing reporting relationships, distribution of authority, coordinating activities, differentiating between administrative positions. Organizing is done by considering these six basic elements. The first and most important element in organizing is jobs design. Based on the objectives of the organization, the manager determines the decision scope of each job, the scope of authority and the responsibilities attributed to the job, all at this stage. It means that every job is fully defined so that no problems arise in the future. The manager tries to present the relationship of each job with other jobs, the methods of each job and the methods of success in this section. An important part of this element is the specialization of jobs. In the field of job specialization, big jobs are divided into smaller jobs and directed towards a specific goal. Each job is assigned to an expert person and all aspects of the job performance are taken into consideration. Job specialization has some disadvantages in its structure. These inefficiencies are the employees becoming bored and tired of repetitive jobs. To solve these shortcomings, management researchers have proposed solutions such as job rotation, job enlargement, and job enrichment methods.

There are different types of departmentalization. Different types of departmentalization have been created because there are different types of organizations in the world and there should be a suitable departmentalization to meet the needs of each organization. However, six types of departmentalization are examined here.

- **Functional Departmentalization:** Functional Departmentalization, as the name suggests, is a departmentalization that is created based on the functions of the department. Examples include a production department for the production function, a marketing department for the marketing function, and a human resource department for human resources. Just like this example, departments are created on the basis of functions in the functional departmentalization.
- **Product Departmentalization:** In Product Departmentalization, the department of the organization is created on the basis of production. That is, the organizational structure is divided into departments based on production. Every organization that has several types of products creates the same

number of departments. Every department of production has other personnel in its structure to carry out the tasks. There are many examples of product Departmentalization, one example is the Apple company that has separate departments for the production of computers and mobile phones because the production of each department is different.

- The third type of departmentalization is customer departmentalization. In the customer departmentalization, the organizational structure is divided into departments based on customers. Every organization has as many different types of customers as it creates branches. For example, an organization creates a separate department for government customers, a separate department for agricultural customers, and a separate department for general public. Organizations that have different types of customers and the demands of each type of customer are different from others use this type of Departmentalization.
- The fourth is the geographical Departmentalization. Geographical Departmentalization is done based on the needs and possibilities of the location. An organization divides its organizational structure into different departments based on the needs and possibilities of each region. There are many big companies in the world that have found this type of department very efficient. For example, a company has customers in four countries: Afghanistan, India, Russia and America. If we think that the center of this company is in America and every time employees travel to the above countries separately for the production of customers, this work has a lot of expenses and a lot of opportunities are wasted. In the same way, organizations use geographical Departmentalization and create their own different departments in each country or region, which prevents them from spending a lot of money and time.
- Matrix Departmentalization: Matrix departmentalization is formed from the combination of functional departmentalization and product departmentalization. Matrix departmentation has been created from a useful structure of functional and product departmentalizations, both types of departmentalizations have been used in a good way. In the matrix departmentalization, both the product departmentalization and the functional departmentalization are in contact and perform regular activities. For example, the marketing department is in contact with the finance department and each side reports to two types of managers.
- The final type of departmentalization examined here is the team approach departmentalization. In team approach departmentalization, the organizational structure is divided into various executive, operational, leadership and other groups. Each group

performs its assigned tasks and all groups are in contact with each other.

It should be said that departmentalization has other different types, the most important types of which are these. Each departmentalization has its advantages and disadvantages. Every organization uses a department based on its capabilities and structure. It's also possible that an organization has a separate departmentalization in each part to achieve its goals in a better way.

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