



STRUCTURE OF MANAGERIAL ORGANIZATIONS IN SUB URBAN AND RURAL SPORTING AND EDUCATIONAL INSTITUTIONS IN INDIA

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ABSTRACT

For any organization to run efficiently, a properly laid out structure of the roles and responsibilities should be made. Fundamentally, an organization is composed of different elements and the link between these elements is what matters the most for an organization to function. It is the management which decided the efficiency of the organization and its success in the long run. And when it comes to management, the structure of the lay out is a key aspect which determines the fate of the managing authority. Over the years there have been different structures that have been adopted with trial and error as the organizations got to know which structure suits their type of work the best. A pre planned structure has always been given its due importance in a company in the west and other developed nations and this has slowly spread across.

In India, evidently looking from the historic organizations and their set ups, it can be understood that there has always been a void in case of a structure and accountability in organizations, especially in the local and rural organizations.

This paper reviews different papers and books presented on this area and aims at bridging the gap from the data collected from sub urban and rural areas about the efficient composition of an organization.

Keywords: Management, Organization, Structure

OBJECTIVES

1. To identify and understand different types of structures in a managerial organization and its effects on the efficiency of the work produced.
2. To have an understanding of the local organizations by reading desi books and collecting information for sub urban and rural sport and educational organizations.
3. To review research papers present on the related topics and conduct a meta-analysis with the current knowledge.
4. To analyze the data collected from different organizations and gather a conclusive evidence on how they work on ground level.

INTRODUCTION

The right structure for all organizations as a whole has always been a topic of debate. Although, large number of sporting institutions and related organizations work on a similar note, there are still numerous amounts of tackles that these organizations are going through to sustain the reality and to adopt to the new changes that occur in the industry in regular intervals. This review aims at having the current understanding of the different dynamics involved in the evolution of the structure of an organization and the natural set up of the managing set up in a company involved in sports and education sectors. The design of this set up continues to shape the current performance of the organization in all possible ways.

A system that defines how particular tasks are directed in order to fulfil an organization's goals is known as an organisational structure. Rules, roles, and obligations are examples of these activities (American Journal of Industrial and Business Management, 2021). An organization's structure integrates and connects its various pieces in order for it to work at its best. The structure chosen will have effect on an organization's ability to achieve its goals and objectives. To aid in this strategic alignment, leadership should be aware of the characteristics, benefits, and limitations of various organisational structures.

In the present scenario, businesses of all shapes and sizes rely on the structures of organizations for their success. In the organization itself, they lay out a specific hierarchy of how it should function. . It answers two important questions

- I. Who reports to whom
- II. Who is responsible for what

In other words, the structure lays out who does what so the organization can meet its goals in the planned time and resources.

This pre planned structuring ensures the company with a easy visual representation of how it is objectified and how can it be moved ahead in the best possible manner to achieve its goals. Organizational structures are generally demonstrated in a pictorial manner or in charts like a hierarchical pyramid of who works under whom and the distribution of power as in who is the most powerful and who has the least amount of power and are at bottom in assigned tasks.

Example: In a school set up while preparing a budget, the physical education teacher should report to the HOD on the required facilities for the upcoming fiscal year as in cones, hurdles, tv, ground roller etc. It is then the responsibility of the HOD to evaluate the needs and estimate the income and prepare a budget and present it to the principal and the chairman of the school in the meeting when asked.

This layout of the teacher reporting to the head of the department and then s/he reporting to the higher authority that is the principal in this case and then the principal reporting to the chairman clarifies the pattern and procedure of the reporting of authorities and this ensures transparency and zero concern policy.

The absence of a formal structure often results in the rise of difficulty for most of the organizations. Employees in the company will have problem knowing to whom to report and submit the status of the work. This leads to a wide range of problems and uncertainty as to who is responsible for what as in their duties in the organization.

This is why having a structure in place will help with better decisions and efficiency in the work and this will give clarity for everyone at their respective levels. This also signifies that each and every department has the scope to be more productive and are more probable to be more focused and save their energy and time by following the right manner.

METHODOLOGY

This paper is written with the resources available from books on relevant topics from the library and online resources which is internet. The approach is a research review model which is based on research within the field, reviewing relevant research papers and books and using a formative conceptualization with the sample data collected from organizations for better understanding of the situation.

This research is majorly based on the secondary data. Secondary data is collected through various published journals, articles in newspaper, websites and books. Information can be collected through internet with the help of multiple websites having abundance information out there. I have also attempted to collect data from organizations around about their functioning on a managerial level and have analyzed that data for a better understanding.

Material Used: Books, Articles from the library, internet, Computer, Journals, Newspapers, organizations, employees working in the organizations.

DEFINITIONS

ORGANISATION – An organization is a collectively with a relatively identifiable boundary a normative

order(rules), ranks of authority, communications systems, and membership coordinating systems.

We study organizations because organizations have outcomes. Organizations help get things done.

ORGANIZATIONAL STRUCTURE – Organizational structure can be considered as the arrangement of organizational parts. “the distributions, along various lines of people among social positions that influence the role relations among these people” – (Blau, 1974:12).

MANAGEMENT – Management is the art of knowing what you want to do and seeing it is done in the best and cheapest way. – F.W Taylor

EXPECTED OUTCOMES FROM THIS LITERATURE REVIEW

- ❖ Understanding of how organizations work on ground level in terms of management
- ❖ Gain knowledge of different structures of organizations present in the modern day professional world and how it affects the output of the company.
- ❖ Attempt to relate this knowledge to the field of physical education and related organizations and figure out the most appreciated structure.

LITERATURE REVIEW

It may be hard to believe today, but the organizational set up we know currently are relatively recent in the history of industrialization. For that matter, even in the nineteenth century, there were a very few organizations with any size or significance.

There are three important components in the definition of organizational structure (John Child, Organization, 1984) :

1. The structural form comprises of forming relationships, levels of hierarchy.
2. It identifies the grouping together of individuals into each team and teams into organization.
3. This includes the design of the system to maintain effective communication and coordination.

Organizations are critical to examine in one dimension. They always have a multi-dimensional approach in different situations. The major highlight of organizational structures is that they are very similar to a building. (Organisation development and change – 8th edition by Cummings and Worley). Buildings have structures in the form of beams, interior walls, roofs, cement etc.

Buildings reflect the values and ideologies of the people in control; corporate headquarters do not take the

way they do just by accident.

Similarly, organizations are not built by architects but by people within them who primarily run them. Those people are the not necessarily in terms of the arrangement. Just as one building, organisations can be copies of other organizations. And they can be renovated and redesigned in a similar manner. Organizations can be changed at times as they have to flexible and adaptable to new challenges and goals. This is an exact resonation of how organizations have to have a strong foundation and be prepared to mould to different situations accordingly.

The key element of an organization is not a building or a set of policies and procedures; organizations are made up of people and their relationships with one another. An organization survives when people interact with different important functions that assist in achieving goals. Managers in the organization consciously structure and coordinate organizational resources to achieve the organization's purpose. Even though, the challenges keep increasing day by day, most organizations are striving for greater horizontal coordination of work activities, often employee teams from different functional areas to work together on projects.

Given that organization is a complex dynamic, it can be viewed in two dimensions (The Organizational Life Cycle by John R. Kimberly and associates, 1980)

- a. Structural dimension - these provide tags to an organization and create a scale for measuring and comparing with other organizations.
- b. Contextual dimension - these signifies the entire organization in terms of its size technology, environment and objectives. They influence and shape the structural dimensions.

Structural Dimensions

There are 6 factors that comprise the structural dimensions of and they are as below

1. Formalisation deals with the amount of documented work that is being noted and recording the organization. This decides the level of transparency in the company.

Documentation included poilicies of the company, rules and regulations, procedures of the company.

Example: large state universities generally run on high formalization structure for procedures such as registration, adding classes, events conducted, financial assistance and information. Whereas a small physical education coaching institution will not have any written rules and would be lead in an informal method.

2. Specialization is the degree of organizational activities that are sub classified into separate job holding

positions. This is also known as division of labour. (Henri Fayol's "14 principles of management", 1916)

3. Hierarchy of authority is the basic fundamental of any structured organization which enlists the order of whom to report to whom and the amount of control for each job title. When the tasks assigned or the control of power is narrow then the hierarchy structure is tall and the control spans are wide, the hierarchy authority would be shorter.
4. Centralization means the hierarchical level that has the power to take a decision. When the decision making is out at the top level, it is centralised in nature. When the power of decision making is spread out to the lower level of organization, it is decentralized.

Example: a school budget making is centralized if the upper management takes care of all the expenditure noting and accounting and is decentralized if the separate departments have the power to make a specialised budget and submit it to the upper authority.

5. Professionalism is the amount of formal education and training of the employees in the organization. When the employees are required to complete training programs and other mandatory prerequisite courses, it signifies the professionalism factor is high. Example: medical profession needs an education of 20 years on average whereas a nurse would require 5 years.
6. Personnel ratios refer to the sub division or deployment of people to various functions and departments. This includes the professional staff ration, the clerks rations, labour employees ratio. It is measures by dividing the number of employees in a classification by the total number of organizational employees.

Contextual Dimensions

1. Size is the organization's scale which is reflected in terms of people working in the organization. It can be measured as a whole or for specific departments.
2. Organizational technology refers to the techniques, tools and actions used to transform inputs into outputs. It deals with the procedures that are used to deliver the end product to the customers. Example: a school classroom, a tennis academy may use different approaches for the betterment of students but aim to get to their end goal of reaching the expectations and bringing out the best possible results with the talent of the kids.
3. Environment factors such as government, customers, stake holders and other related links that are out of the organization are the ones that affect the organization the most.
4. Goals and strategy decide the purpose and approach of the organization that helps it to stand out from its competitors. These goals and strategies define the scope of the actions that can be undertaken.

5. Culture is the most undervalued yet crucial dimension containing morals, beliefs, principles and ethics shared by the employees. This can be observed in their work, dressing pattern, office layout.

These dimensions provide a basis for the measurement and analysis of characteristics that cannot be seen generally as they reveal a lot of information that is important, for example the dimensions of Adani exports compared with those of Dmart or Byju's or a local swimming academy.

There are different types of organizational structure depending on the role and responsibilities of the members involved in organization.

The various types of organizational structure are:

1. **Functional Structure:** this is the most commonly used structure in most of the organizations. This is also known as a bureaucratic structure. This type of company breaks down its company based up on the workforce. Most of the small to medium sized companies used this type of structure and implement it for better results. It divides the organization into different departments like marketing, sales and operations to give a better functional clarity.
2. **Divisional Structure:** this type of organizational structure is used most commonly in large scaled companies with subdivided business units for example: reliance, schools with multiple branches such as KR Mangalam, DPS etc. This is also known as multidivisional structure as this method uses team leadership based on customer products and services offered. Each department has its own operational head and in charge.
3. **Flat Structure:** this is relatively a new structure and is used in new companies and startups. This type of structure flattens the power pyramid and the order of command and gives the employees a lot of power to creativity. This ensures quick approvals and hassle free implementation of ideas in the company.
4. **Matrix Structure:** this is one of the least used structures and there is a lot of debate around its uses as this is the most confusing structure formed. These structure mixes and matrixes employees across various divisions and departments. An employee working in this organization may have dual or more roles and have to therefore report to multiple people for example an individual working as both sales executive and delivery manager.

As we have discussed the types of organizational structures, here are the reasons listed below as to why an organizational structure is needed, there are different reasons as mentioned below (The Influence of Organizational structure on organizational learning, 2001 by Jose A. Martinez) :

- Coordination

- Minimal conflict
- No duplication of work
- Promotion
- Easy communication at all levels

(Blau,1974:12) mentioned that organizational structure is the “the distributions, along various lines of people among social positions that influence the role relations among these people”.

It is the division of labour, people is given different roles within the organizations. It contains ranks, the positions that people will have rules and regulations that specify on how to behave in those positions.

Organizational structure serves three basic functions:

1. Structures are intended to produce organizational outputs and to achieve organizational goals. It ensures effectiveness.
2. Structures are designed to minimize the influence of individual variations on the organization. Individuals should comply to the requirements of the organization and it should not be the opposite.
3. Structures are the settings in which power is exercised (power of each rank), in which decisions are made (flow of information), and in which organizations activities are carried out.

One of the major organizations that have been first set up in the field of physical education is AAHPER in 1985.

The major highlight of organizational structures is that they are very similar to a building. Buildings have structures in the form of beams, interior walls, roofs, foundation rods, painting etc. Buildings reflect the values and ideologies of the persons in control; the corporate headquarters do not take the way they look by accident.

Organizations are not built by architects but by people within them. Those people are not necessarily in terms with the arrangement. Just as one building, organizations can be copies of other organizations but they can be redesigned and renovated.

Kurt Lewin(1975) provided with a model of changes in an organization. His Lewin's change model mentions that organizational change occurs at three levels

- 1) Individual- change in individuals attitudes, values, skills and behavior.
- 2) Structure and Systems- change in design, reporting relationships, information systems, reward system.
- 3) Organizational climate- change in leadership style, interpersonal relation, decisionmaking style.

In the context of India, where there is a big scope for the organizations to boom on the customer numbers as the Indian market is booming at the moment and the recent trends showed that India is set to cross the United Kingdom to become the sixth biggest economy in 2022. (British Consultancy Cybr Report, 2021)

Case Study

1. Agile Sports Consultants, Badradrigudem/Hyderabad, Telangana State 2022

Agile sports consultants is a sporting organization based out in Hyderabad, India that aims in providing job

consultancy services to trained coaches and teachers in the education sector and is also tied up with the State Sports Authority in Telangana to train kids in athletics and to find the talent groom the young them at the grass root level.

This organization works in the sub urban parts of the Telangana state too and has a matrix structure in nature. When asked about their organizational structure and how their overall management structure works, the CEO of the company, Mr. Srinivas, explained that they have a workforce of 15 people and it's difficult to have separate departments for marketing, social media management, coaching etc., hence their employees have multiple roles and have to report to the head.

With a complex structure like this, the company does find it difficult to upscale the work at times as the workload can have negative results on the employees and hence are aiming to find interns and distribute the work. But the closer knit of people and the rapport between them ensures an effective communication does help to improve the quality of the work says the chairman mentioning that it is an advantage. He also adds that his fellow companies in the same work line also follow a similar structure in managing their organization as this is a relatively cheaper and more feasible option for startups especially in the sub urban settings.

2. **Pragathi Basketball Academy, Hyderabad 2021**

This is a coaching academy situated in the heart of the city back in Hyderabad. With a workforce of 38 people and 5 branches, this institution trains children and young adults in the sport of basketball and is tied up with schools around. When questioned about how they work and the management works, the founder, Mr. Ravi has informed that his academy follows a functional structure and sometimes it's also the divisional structure depending on the tasks assigned and the projects that are being undertaken.

Explaining about the structure, the founder mentioned that a mixture of structures would help them function at a higher rate and the pyramid structure of roles and power would help them have a clear clarity on the responsibilities of the team and a functional structure would help divide the work when they have to coordinate with schools and report to them regularly about the work and maintain an accountability report to have a transparency in the work.

Working in a urban and sub urban setting in the city and its surrounding parts, Mr. Ravi has informed that it's difficult for the small scale sporting and educational academies to work on a rigid structure and follow it blindly. He later mentioned that flexibility and adaptability in organizations is a must and they have to be ready to blend into situations as sports is still an upcoming field and it's important to create a sense of trust in the customer base and then experiment accordingly.

CONCLUSION

With different organizational structures available and a lot of opportunities in the organization, it is always important for the management to sit down and list down all the possible options and discuss the various

factors affecting the work like business goals, industry, and culture of the company. There are multiple choices being present it is equally important to keep an eye on the quality of the work and examine the effect of structure of the organization on it and be agile enough to change it if necessary as end of the day the company's efforts should be paid off and work should be result driven and should not go by text book rules always as that can have adverse effects on the organization.

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