

IN DEPTH DESCRIPTION OF TWO ORGANIZATIONAL STRUCTURES

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Abstract: Conceptualization of organizational structure is the manifestation of systematic thought. The organization is composed of elements, relations between elements and structure as a generality composing a unit. Structure is high combination of the relations between organizational elements forming existence philosophy of organizational activity. Systematic view of organization to structure shows that structure is composed of hard elements on one side and soft elements on the other side. The review of literature views structural relations from various aspects.

Keywords: Organization, Structure, System, Team-based organizational structure, Network structure

Аннотация: Концептуализация организационной структуры является проявлением системного мышления. Организация состоит из элементов, отношений между элементами и структуры как общности, составляющей единое целое. Структура – это высокая совокупность отношений между организационными элементами, образующая философию существования организационной деятельности. Систематический взгляд на структуру показывает, что структура состоит из жестких элементов с одной стороны и мягких элементов с другой. В обзоре литературы структурные отношения рассматриваются с различных сторон.

Ключевые слова: Организация, Структура, Система, Командная организационная структура, Сетевая структура.

Annotatsiya: Tashkiliy tuzilmaning kontseptsiyasi tizimli fikrning namoyon bo'lishidir. Tashkilot elementlardan, elementlar o'rtasidagi munosabatlardan va birlikni tashkil etuvchi umumiylik sifatida tuzilishdan iborat. Tuzilish - bu tashkilot faoliyatining mavjudlik falsafasini tashkil etuvchi tashkiliy elementlar o'rtasidagi munosabatlarning yuqori kombinatsiyasi. Tashkilotning tuzilishga tizimli ko'rinishi shuni ko'rsatadiki, struktura bir tomondan qattiq elementlardan, ikkinchi tomondan yumshoq elementlardan iborat. Adabiyotlar tahlili tuzilmaviy munosabatlarga turli jihatlardan qaraydi.

Kalit so'zlar: Tashkilot, tuzilma, tizim, qo'mondonlik tashkiliy tuzilma, Tarmoq tuzilishi.

Introduction

Organizational structure refers to a formal system of duties and reporting relationships that motivates, controls, coordinates, and motivates employees to work together to achieve organizational goals. The main elements defining the organizational structure are the following:

Division of labor is the division of labor into specific jobs or tasks to be performed. This includes specialization and departments.

Departmentalization - Grouping jobs into departments based on overall function (eg, marketing department) or customer/target group served (eg, business development department).

Chain of command - lines of authority that show who reports to whom and the hierarchy in an organization. This shows the management hierarchy and levels.

The amount of direct reports that a manager can efficiently oversee is known as their span of control. A wider span means fewer layers of management.

Where decision-making power is located within an organization is referred to as centralization or decentralization. Whereas decentralized structures disperse power, centralized structures concentrate it.

Formalization - The extent to which rules, procedures, instructions, and communications are written down. Higher formalization means more rules and standards.

Organizational structure defines how all these elements are integrated to optimize performance and achieve company goals. The right types of organizational structure depend on factors such as size, strategy, industry, and leadership style.

Literature reviews

To write this article, such resources were used that provide open information and theory about the organizational structure and how it works

Using the example of the book [1 Johatch, M. 2014], the information was based on key theories, classical and modern methods of organizational structure, this resource helped to study this topic more deeply and extract some insights

And from the publication [2 Rabbinz, S. 2012] we delved into the study of the evaluation method, leadership, as well as one of the equally important is the assessment of effectiveness, since the assessment of effectiveness is one of the most decisive topics in this area

Research methods

In our research methods for studying and forming our opinion on the subject of this topic we used both primary and secondary research method

We conducted primary research because - such research shows the relevance of the data and can provide more detailed examples and provide a deep understanding of a particular topic in our case - organizational structure

Since the secondary method is based on existing information and research experience, there are many methods and how they were used, the data that were used to write this or that publication

And in general, for this article primary research is more insightful and informative, because it describes real life practices of currently up and running successful organization structures.

ORGANIZATIONAL STRUCTURES

There are several types of organizational structures in the business world that are used widely and are the most proven effective. Among these different organizational structures, some structures focus power upwards, while others distribute it down the ranks. Some settings prefer flexibility, while others optimize control. Let's look at two widely used types of organizational structure in business:

TEAM BASED ORGANIZATIONAL STRUCTURE

A team-based organizational structure This work is organized primarily around teams rather than individual job roles or traditional departments.

Teams are formed by bringing together employees from different functional areas or departments to work on a specific project or goal. They focus on common goals and outcomes rather than individual goals. Success or failure is a collective effort. It breaks down silos.

They are self-directed, which means they have a great deal of independence and are able to oversee their own work procedures with minimal management oversight. Without the consent of superiors, teams are responsible for planning, assigning, budgeting, processes, and resources.

There is less vertical hierarchy and more horizontal coordination and communication between teams. Some team members may change as projects and priorities change. Employees can be part of several teams at the same time.

This organizational structure is widely used as sub-structural parts of the bigger organizations.

It is mainly used in companies which have several products and services, such as IT-companies, factories, consulting agencies and other companies that are not specialized in mono-products.

EXAMPLE

We gathered some information by interviewing a representative of a well-known holding in Uzbekistan called “SMART GROUP”. It was arranged by reaching out to the contact centers of the mentioned organization, which resulted in a personal interview with the currently working assistant of the owner of “SMART GROUP” holding Sanjar Makhsudov.

“SMART GROUP” holding at the moment of writing this paper includes 5 restaurants (Steam, Brasil, Tandiry, Turka Saray and RybaLOVE) 1 factory, an

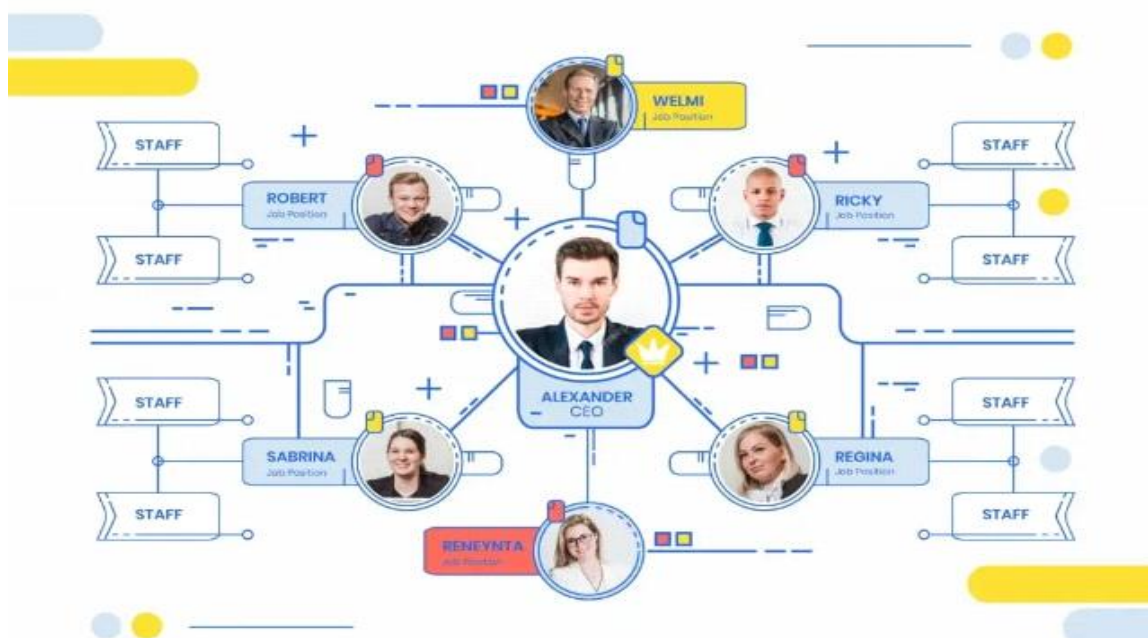
exhibition (Zira Fest) 1 warehouse and a potent to the IT-product designed for HORECA (hotels, restaurants and catering). The structure of this holding contains HR, Finance, Treasure, Maintenance, IT, Events, Operational, Legal, Sales and Marketing departments.

Each of mentioned above departments have their own unique working structures, for example: HR Department includes HR Director, Assistant of HR Director and Recruiter.

The topic that we discussed with the guest and wanted to expand upon is how they manage their low line workers such as waiters. In the restaurant "Steam" for example, each waiter is given their own part of the tables and seats that they manage and are fully responsible for. There is no such thing as fixed salary and waiter’s check is completely dependent on the quality of their management of responsible area of operation. This provides better coorelation between worker's work input to their salary, and of course the quality of the service in the restaurant. It shows that by creating a managable area of operation, and making a direct connection between waiter's work input and their salary through the percentage system instead of fixed payments, the quality of service in the restaurant keeps high standarts persistently and without the hassle and issues that might arise in different organizational structures. We have more useful information from the interview that we will share in future paper releases and publishes regarding HORECA business.

Interviewee: Jamshid Khamidullaev
Official Title: Owner's Assistant
Date: 10/20/2024

2. NETWORK STRUCTURE



A network structure implies a model based on flexible, project-based teams rather than rigid departments or job roles in organizational design. Teams are formed on a project-by-project basis and combine different skills and roles as needed. Teams disband after projects are completed.

There are no hard-line managers, instead, several team leaders share responsibility. Authority is allocated based on roles and areas of expertise. Information flows laterally through interconnected teams rather than a top-down hierarchy.

Job roles are dynamic and defined based on skills/knowledge contribution rather than fixed job titles. Organizational design can flexibly change based on evolving strategies and projects without being constrained by fixed roles. Individual contributions are evaluated based on collaborative success rather than individual performance.

EXAMPLE

As an example we want to deconstruct and study the network structure of a very popular fashion wear company “ZARA”. Its facilities do not produce completed products. Instead it gathers parts of the product from suppliers, then building final product that gets marketed to the targeted clients. They put a special focus on outsourcing by dealing subcontracts which are governed by their standard rules. This acts like a shortcut and has its own advantages and disadvantages, one of them being that Zara might be heavily dependent on each supplier and/or contractor that puts them in a position of lesser control of the supply chain. The company puts a lot of efforts into maintaining and improving their relationships with these suppliers. From this we can learn about the advantages of such structure.

Advantages of networking organizational structure:

1. Open communication: It gives opportunity for comfort interactions between the employees and coworkers. It establishes friendly atmosphere and feeling of unity.
2. Employees are open to organizational change and are less likely to feel emotionally attached to certain procedures and hierarchies. This may make organizational change easier to implement.
3. Adaptability and versatility: Team members don't have to worry about the constraints of a hierarchical organizational structure while transitioning freely from one project to the next.

II. THREE KEY FACTORS IN ORGANIZATIONAL STRUCTURE

1. Leadership and its types in the organizational structures

Leadership and its required skillsets and protocols are very much underrated in today's societal and economical structures. There are 2 types of leadership structures: transactional and transformational.

- 1) Transactional leadership focuses on setting goal marks and desired outcomes to the entirety of the team of the organization.

2) Transformational leadership, is used to set other people on subject’s way of thinking and creating an agreement on sets of goals and points of view on appropriate to the organization’s themes.

One of the best ways to motivate individuals and teams at work is to lead by example. Employees shouldn't be asked to finish tasks that their management isn't able to perform. It should be a leader who makes it obvious that staying late at work is acceptable. Managers and other leaders need to show their employees that they are on an equal ground with them in the workplace in order to boost transparent communication, straightforwardness and productivity. Management of the companies must have a proper awareness of the needs and desires of the workers in their industry if they want to increase employee performance. Managers should be focused on developments in the industry and worker expectations.

Leaders must make and retain the best personnel in order to maximize production and effectiveness at all levels [8]. The effectiveness of the leadership process is directly dependent on the leader's capacity to passionately lead the working team while noticing and relinquishing the unique needs of each team member.

The correct leadership style helps the organization achieve its existing goals in a more expedited way by ensuring that employees have the resources they need to do their work and by linking job performance to desired outcomes. Employee participation in organizational decision-making is motivated by democratic leadership styles. The very important factor of the theme is team working, it helps keeping and growing competitive advantage in the marketplace and in this, managers have an important role.

2. Impact of the work environment on organization’s integrity

A positive workplace increases employee satisfaction and loyalty, whereas a bad one might lead to so called ‘leaks’ in the system, which impair every aspect of the structure like member interaction and ect. Also, an ideal workplace boosts employee happiness, which then boosts their level of motivation, comfort, and creativity. The team's inside experience is driven by this sense of well-being, which promotes good actions, such as boosting communication between teammates, developing personal relationships, and encouraging collaboration. It has been revealed that open communication and feedback on both strengths and weaknesses are descriptors of high-performing teams. A happy working environment and the cooperative mood have a positive impact on the output quality of teamwork through both the human interaction and personal workflow processes.

3. Human Resources!

It is almost impossible for a business to cultivate internal competition without proper investments into its human capital.

Employees are one of the most important aspects of building a successful company, as every living cell of the organism has an important role on keeping the body

alive, employees are what is keeping companies up and running. A skillful and professional HR management plays crucial role in means of competitive advantage or disadvantage, it is already acknowledged in most of organizations globally. The nuance of Human Recourses specialty is that there is never a thing like a fixated correct set of skills and instructions that are sufficient for every company. The quality of management is variable and depended on many and many factors like geopolitical status, national traditions and believes, cultural phenomenons and unspoken laws of society in the parts and/or whole countries these companies reside and operate in/from.

In conclusion, an organization's performance is largely dependent on its human resource management strategies. In order to influence organizational performance, the decision-makers of the company must prioritize the creation of efficient human resource management procedures.

RECOMMENDATIONS

We suggest that the teams in charge of organizational management and human resources concentrate on activities related to a number of significant elements that influence employee collaboration. Leadership, knowledge, human resource policies, and the working environment of employees inside the business are all components of work and organizational performance. As a result, company executives ought to concentrate on encouraging teamwork among their staff. The organization's performance will increase in the short and long term if operations are concentrated on these crucial elements.

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