TI-3252: Perancangan Organisasi

Struktur Organisasi (Mintzberg)

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STRUKTUR ORGANISASI

- Organizations are structured to capture & direct systems of flows and to define inter-relationships among different parts (Mintzberg, 1993).

- 5 parts of organization:
  - Operating Core
  - Strategic Apex
  - Middle Line
  - Technostructure
  - Support staff
FIVE BASIC PARTS OF THE ORGANIZATION (1)

- The operators who perform the basic work related directly to the production of products & services

- 4 fungsi:
  - Secure the inputs for production
  - Transform the inputs into outputs
  - Distribute the outputs (selling & physically distributing)
  - Provide direct support to the input, transformation & output function (performing maintenance on the operating machines & inventorying the raw materials)

- Operating core ◆ the heart of every organization, the part that produces the essential outputs that keep it alive
FIVE BASIC PARTS OF THE ORGANIZATION (STRATEGIC APEX)

- People who charged with overall responsibility: chief executive officer, executive committee
  - Charged with ensuring the organization:
    - serve its mission in an effective way
    - serve the needs of those who control or otherwise have power over the organization
  - 3 duties:
    - Direct supervision: mechanism of coordination, allocate resources, issue work orders, authorize major decisions, resolve conflicts, design & staff the organization, monitor employee performance, motive & reward employees

FIVE BASIC PARTS OF THE ORGANIZATION (STRATEGIC APEX)

- The management of organization’s boundary: relations with its environment
  - Informing influential people in the environment about the organization’s activities
  - Developing high level contacts for the organization
  - Negotiating major agreements with outside parties
  - Serving as figureheads
  - Carrying out ceremonial duties

- The development of the organization’s strategy: mediating force between the organization and its environment
FIVE BASIC PARTS OF THE ORGANIZATION (MIDDLE LINE)

• Senior managers to the first line supervisors who have direct authority over the operators

  Taks:
  • Collects feedback information on the performance of his own unit, often aggregating information in the process
  • Flowing up are disturbances in the unit
  • Proposals for changes; decisions requiring authorization
  • Flowing down are resources that he must allocate in his unit, rules & plans that he must elaborate & projects that he must implement; boundary conditions to manage
  • Maintain liaison contacts with other managers, analysts, supports staffers and outsiders whose work is interdependent with; concerned with formulating the strategy for his unit

FIVE BASIC PARTS OF THE ORGANIZATION (TECHNOSTRUCTURE)

• The analysts:
  ▪ Serve the organization by affecting the work of others
  ▪ Concerned with adaptation; changing the organization to meet environmental change; control; stabilizing & standardizing patterns of activity in the organization

• 3 types of control analysts:
  ▪ Work study analysts: standardize work processes
  ▪ Planning & control analysts: standardize outputs (long range planners, quality control engineers, production schedulers & accountants)
  ▪ Personnels analysts: standardize skills (trainers & recruiters)
FIVE BASIC PARTS OF THE ORGANIZATION (SUPPORT STAFF)

• Exits to provide support to the organization outside its operating work flow

• Many support units are self contained: mini organizations

• Support units can be found at various levels of the hierarchy:
  ▪ Top level: Public relations, legal counsel
  ▪ Middle level: Industrial relations, pricing and R&D
  ▪ Lower level: Standardized work, cafeteria, mailroom, reception, payroll
KARAKTERISTIK ORGANISASI (1)

- A system of formal authority: Flow of formal power down the hierarchy
  - Organigram: position, group into units, formal authority flows, informal relationships

- A network of regulated flows:
  - Production work through the operating core,
  - Commands & instruction down the administrative hierarchy to control the operating core,
  - Feedback information on results
  - Staff information & advice feeding into decision making

KARAKTERISTIK ORGANISASI (2)
KARAKTERISTIK ORGANISASI (3)

- A system of informal communication: mutual adjustment in coordination
  Sociogram: map of who actually communicated

- A system of work constellations:
  - People in the organization cluster into groups (not related with hierarchy or five parts)
  - Each cluster deals with distinct decisions appropriate
  - Manufacturing: fabrication, assembly & distribution
  - Administrative production: production scheduling, general plant administration
  - New product: analysts, line managers & support staffs (researchers)

- A system of adhoc decision processes: flow of one strategic decision, from beginning to end
TIPE ORGANISASI (1)

• Simple Structure:
  ▪ Based on direct supervision, pull to centralize
  ▪ The strategic apex

• Machine Bureaucracy:
  ▪ Based on standardization of work processes, pull to standardize
  ▪ Tehnostructure, design of the standards is raison d’etre

• Professional Bureaucracy:
  ▪ Based on standardization of skills, pull to professionalize
  ▪ The operating core seek to minimize the influence of the administrators, managers

TIPE ORGANISASI (2)

• Divisionalized Form:
  ▪ Based on standardization of outputs
  ▪ Middle line (seek autonomy) but must achieve in different way, by drawing power down from the strategic apex
  ▪ Pull to balkainize: split into market based unit, control own decision

• Adhocracy:
  ▪ Based on mutual adjustment
  ▪ The support staff gains the most influence in the organization
  ▪ Members are autonomous for decision making, owing to their expertise
TIPE ORGANISASI (3)

<table>
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<th>Structural Configuration</th>
<th>Prime Coordinating Mechanism</th>
<th>Key Part of Organization</th>
<th>Type of Decentralization</th>
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<td>Simple Structure</td>
<td>Direct supervision</td>
<td>Strategic apex</td>
<td>Vertical and horizontal centralization</td>
</tr>
<tr>
<td>Machine Bureaucracy</td>
<td>Standardization of work processes</td>
<td>Technostructure</td>
<td>Limited horizontal decentralization</td>
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<td>Standardization of skills</td>
<td>Operating core</td>
<td>Vertical and horizontal decentralization</td>
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<td>Divisionalized Form</td>
<td>Standardization of outputs</td>
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<td>Limited vertical decentralization</td>
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<td>Adhocracy</td>
<td>Mutual adjustment</td>
<td>Support staff*</td>
<td>Selective decentralization</td>
</tr>
</tbody>
</table>

*We shall see in Chapter 12 that there are two basic types of Adhocracies. In the second type—more like the Professional Bureaucracy—the operating core is also a key part.*
SIMPLE STRUCTURE (1) KARAKTERISTIK

- Coordinating Mechanism: Direct Supervision
- Key Part of Organization: Strategic Apex ⇒ no technostructure, few support staffers
- Main Design Parameters:
  - Centralization
  - Organic Structure: operating core, non-structure, avoids using all the formal devices of structure

SIMPLE STRUCTURE (2) KARAKTERISTIK

- Situational Factors:
  - Young, small, new organization ⇒ no have the time to elaborate administrative structure
  - Entrepreneurial firm:
    - aggresive & innovative
    - seraching for the risky environments where the bureaucracies fear to tread
  - Non-spohisticated technical system
  - Simple, dynamic environment
  - Possible extreme hosilitly or strong power needs of top manager
  - Not fashionable
SIMPLE STRUCTURE (3) KARAKTERISTIK

• Small managerial hierarchy ⇒ minimal use of planning

• Minimal differentiation among units ⇒ coordination (direct supervision)

• Process ⇒ to be highly intuitive & non-analytical, oriented to the aggressive search for opportunities

• Chief executive tends to have a wide span of control

SIMPLE STRUCTURE (4) KARAKTERISTIK

• Formal aspects of managerial work are of less significance

• Informal communication is convenient & effective ⇒ between the chief executive & everyone

• Decision making is likewise flexible, with centralization of power allowing for rapid response

• Handling disturbances & innovating in an entrepreneurial way
SIMPLE STRUCTURE

Figure 8-1. The Simple Structure

MACHINE BUREAUCRACY (1)

KARAKTERISTIK

- Coordinating Mechanism: Standardization of work processes ⇨ for coordination, little mutual adjustment in the operating core
- Key Part of Organization: Technostructure
- Main Design Parameters:
  - Behavior formalization
  - Vertical & horizontal job specialization
  - Usually functional grouping
  - Large operating unit size
  - Vertical centralization & limited horizontal decentralization, action planning
MACHINE BUREAUCRACY (2)

KARAKTERISTIK

- Situational Factors:
  - Old (mature organization), large enough to have the volume of operating work needed for repetition and standardization
  - Regulating, nonautomated technical system, routinize work
  - Simple, stable environment ⇒ extremely simple & almost perfectly stable work
  - External control
  - Not fasionable

MACHINE BUREAUCRACY (3)

KARAKTERISTIK

- Operating tasks are simple & repetitive ⇒ a minimum of skill & little training
- The use of direct supervision by first line managers is limited by the fact that standardization handles most of the coordination
- Tight regulation of the operating work
- Mass production firm, white collar bureaucracies
Tasks of middle line managers:

- To handle the disturbances that arise among the highly specialized workers of the operating core
- To work in a liaison role with the analysts of the technostructure to incorporate their standards down into operating units
- To support the vertical flows in the structure the aggregation of the feedback information up the hierarchy and the elaboration of the action plans that come back down
MACHINE BUREAUCRACY

CONTOH ORGANIGRAM

- Coordinating Mechanism: Standardization of skills
- Key Part of Organization: Operating core
- Main Design Parameters:
  - Training
  - Horizontal job specialization
  - Vertical & horizontal decentralization
PROFESSIONAL BUREAUCRACY (2) KARAKTERISTIK

- Situational Factors:
  - Complex
  - Stable environment
  - Non-regulating, non-sophisticated technical system
  - Fashionable

Figure 10-1. The Professional Bureaucracy
PROFESSIONAL BUREAUCRACY

Figure 10-3. Parallel Hierarchies in the Professional Bureaucracy
DIVISIONALIZED FORM (1) KARAKTERISTIK

- Coordinating Mechanism: Standardization of outputs
- Key Part of Organization: Middle line
- Main Design Parameters:
  - Market grouping
  - Performance control system
  - Limited vertical decentralization

DIVISIONALIZED FORM (2) KARAKTERISTIK

- Situational Factors:
  - Diversified markets (particulary products or services)
  - Old, large
  - Power needs of middle managers
  - Fashionable
Figure 11-2. The Divisionalized Form

Figure 11-1. Typical organigram for a divisionalized manufacturing firm
DIVISIONALIZED FORM

(a) Integrated Form (not functional)

(b) By-product Form

(c) Related Product Form

(d) Conglomeration Form (not divisional)

Figure 11.3. Stages in the transition to the Divisionalized Form

Figure 11.4. By-product and end-product sales of Alcoa in 1985 (from Awrett, 1984:1), prepared from data in company’s annual report.
DIVISIONALIZED FORM

- Coordinating Mechanism: Mutual adjustment

- Key Part of Organization:
  - Support staff (in the Administrative Adhocracy, together with the Operating Core in the Operating Adhocracy)

- Main Design Parameters:
  - Liaison devices
  - Organic structure
  - Selective decentralization
  - Horizontal job specialization, training
  - Functional & market grouping concurrently

ADHOCRACY (1)

KARAKTERISTIK

- Coordinating Mechanism: Mutual adjustment

- Key Part of Organization:
  - Support staff (in the Administrative Adhocracy, together with the Operating Core in the Operating Adhocracy)

- Main Design Parameters:
  - Liaison devices
  - Organic structure
  - Selective decentralization
  - Horizontal job specialization, training
  - Functional & market grouping concurrently
ADHOCRACY

KARAKTERISTIK

- Situational Factors:
  - Complex
  - Dynamics (sometimes disparate) environment
  - Young (especially Operating Adhocracy)
  - Sophisticated & often automated technical system (in the Administrative Adhocracy)
  - Fashionable

Figure 12-3. The Adhocracy
Figure 12-1. The National Film Board of Canada: an Operating Adhocracy (circa 1975, used with permission)

Figure 12-2. Organigram of an oil company: an Administrative Adhocracy (circa 1976)
DIMENSI ORGANISASI

<table>
<thead>
<tr>
<th>TABLE 12-1, Dimensions of the Five Configurations*</th>
<th>Design Structure</th>
<th>Integration</th>
<th>Support Network</th>
<th>Strategic Focus</th>
<th>Operating Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Effective Communication</td>
<td>Integrative</td>
<td>Centralized</td>
<td>Strong</td>
<td>Strategic</td>
<td>Reactive</td>
</tr>
<tr>
<td>2. Resource Allocation</td>
<td>Integrative</td>
<td>Centralized</td>
<td>Strong</td>
<td>Strategic</td>
<td>Reactive</td>
</tr>
<tr>
<td>3. Task Interdependence</td>
<td>Integrative</td>
<td>Centralized</td>
<td>Strong</td>
<td>Strategic</td>
<td>Reactive</td>
</tr>
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<td>4. Task Interdependence</td>
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</tr>
</tbody>
</table>

*Scale type describes key design principles.
Figure 12-1. The pentagon