

Administrative Organization Between Sociological Theory And Practical Application

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Received: 26 September 2025

Accepted: 10 November 2025

Published: 20 December 2025

Abstract:

Administrative organization is a topic that has received considerable attention. Administrative organization is not just a mechanism for running institutions; it is primarily a social structure. Both classical and modern theorists have attempted to understand management and seek to improve its effectiveness. Initially, theories focused on increasing productivity, and after several attempts, theories emerged that focused on the individual within the organization. Therefore, administrative organization is still linked to problems such as bureaucracy, globalization, digitization, and resistance to change. Therefore, it is necessary to link the theoretical and practical aspects, which allows for achieving effectiveness and flexibility in management.

Keywords: Institutions, Management, Productivity, Globalization, Digitization

1. INTRODUCTION

Sociological theories have worked to explain administrative and social organization, as studies of management development initially aimed to increase and develop production. Later, sociological studies emerged that viewed the organization not merely as a legal or administrative structure, but as a social construct governed by relationships and goals. The intellectual roots of social functionalism go back to classical sociologists such as Herbert Spencer, Durkheim, and others. They focused on the phenomena of change and social structure in society, likening society to an organic organism. The relationship between bureaucracy and administrative organization is essential, as is the need for written rules and procedures, adherence to them by management and employees, and the establishment of an organizational hierarchy, which is an application of written laws. This has led to stagnation and a lack of innovation, despite the fact that bureaucracy is essentially administrative development. There are other classical theories, including conflict theory and contemporary approaches (organizational cultural network systems).

By presenting some sociological theories and their relationship to practical application, the main problem can be presented as follows:

To what extent do administrative practices reflect the reality of sociological theory in organization?

First axis

1/ Definition of administrative organization After the planning process, comes the organizing function in the second stage, which is the organizing process, as defined by several researchers.:

- Peter Drucker: "Organizing is the process of analyzing activities, decisions, and relationships; classifying work into manageable activities; dividing these activities into functions; assembling these functions and units into an organizational structure; and finally, the people to manage these units and functions."¹.
- As defined by Hood, Gates, and Cascio: Administrative organization is "the process by which duties are distributed among workers and their efforts are coordinated in a way that ensures the greatest possible efficiency in achieving predetermined objectives."

Organization is considered every action by which the authority and functions of the organization are determined, and its management, departments, committees, and the relationships of these components with each other are determined, by defining authority, responsibility, delegation, centralization, decentralization, scope of supervision, etc., in order to achieve the goal..²

Basic concepts:

- **Definition of organization:** It is the process of identifying and grouping the work to be done, delegating responsibility and authority, and arranging relationships for the purpose of enabling people to work together more effectively in achieving goals. - Lewis Allen³
- **Scope of supervision:** That is, determining the number of individuals supervised by one manager, or in other words, determining the size of the group that reports to one boss..
- **Formal organization** This organization is impersonal and is defined by organizational description and organizational charts. The formal organization is shown by the organizational structure..

- **informal organization** It arises as a result of people working together and may lead to better work performance, as it may lead to the establishment of rules that are not approved by the official organization..⁴

Information Technology System: JAMES defines it as a system consisting of a set of interconnected and interacting resources that work together, namely hardware, software, human resources, networks, communications, and data that use computer-based information systems.

As defined by Al-Ain and Jawad, it is called the information infrastructure, and they define it as a group of complex and component parts related to the work of collecting, processing, storing, and distributing information to support the work of making and taking decisions in the organization..⁵.

Job boredom: A form of depression caused by work-related stress and frustration. Its symptoms include clear signs of boredom, a lack of motivation to work, and a loss of the ability to innovate. They also appear unresponsive to any improving circumstances..⁶

Organizational culture: It emerged with modern organizations and is linked to anthropology. It represents the beliefs, knowledge, laws, ethics, and customs that crystallized within the organization to guide the design of the organizational structure..⁷

Organizational communication: Communication is the organization and collection of data and information necessary for business continuity and the exchange of information between employees and departments inside and outside the facility through a network of interconnected relationships. It is the transfer and reception of information to achieve the organization's goals.

3. The emergence and development of administrative organization in sociological thought:

Starting with the development of administrative thought to arrive at the best management principles, a new school emerged, based on the theories of sociologists. It advocates that the organization is not merely a work procedure, but rather a single unit and an open system that interacts through reciprocal relationships and active communication with a group of elements and is influenced by the surrounding external environment in order to survive and continue. This trend based its ideas on the theses of Selznick (1949) and Parsons (1956). Proponents of this approach view the organization as an open system consisting of a group of interacting individuals. The institution is a social and cultural system, and this school is called the "systems school." They believe that social interaction and response to environmental variables are the foundations of the school..⁸.

The first beginnings of the emergence of the organization were in simple societies comprising a group of individuals. Individuals initially performed several functions, which were characterized by simplicity, as Durkheim described. As these organizations developed, functions multiplied, leading to the process of division of labor. Organization was not studied scientifically, but rather spontaneously for the sake of survival and continuity. With the emergence of the Industrial Revolution in the 18th century, organization and administrative development became essential, and several classical schools emerged that sought to develop organizations to achieve the organization's goals, such as Durkheim, Taylor, Max Weber, and others. From them emerged

contemporary trends that criticized the classical approach, viewing the organization as primarily a social organization and an organization of human relations, economics, and culture..

Fourth: The most important sociological theories explaining the organization

A- Classical theories

Circumstances that led to the emergence of classical theories: The changes that occurred in the world in the 19th century, including the emergence of factories in various fields, women entering the workforce, rural migration, the evolution of communication patterns, and the discovery of natural resources. All of these changes led to organizational problems within management..

- **Frederick Taylor:** He is considered the father of scientific management. He began as a simple worker and rose to become a company manager. All these circumstances led to his invention of scientific management, which included his experimental studies of motion and time, describing them as the cornerstone of scientific management because they achieve productive efficiency. Taylor also required four things for managers, including:
 1. Replacing primitive work with the scientific method.
 2. Using scientific training and selecting workers based on their build, desire and proficiency.
 3. Working to achieve cooperation between management and workers.
 4. The need to divide responsibility between managers and workers.

Frederick Taylor's views have been applied to several establishments and have been met with great success.⁹.

- **Max Weber:** Influenced by the military base in Germany, he sought to implement and generalize bureaucracy within all organizations. Max Weber defined bureaucracy in formal and structural terms, and its most important features include:
 1. Formal and specific jurisdictions governed by rules, laws, and regulations.
 2. The principle of hierarchy, where structures are based on the relationship between the superior and the subordinate.
 3. Office management relies on written files..
 4. Positions are filled based on experience, competence and training..
 5. Office management relies on fixed general rules..¹⁰

By presenting the advantages of bureaucracy, it becomes clear that it is a mature system by all standards and a model of organization that leads to the completion of work in the best way. As for laziness in work, dependency, boring routine and negatives surrounding this phenomenon, it is the creation of bureaucrats who are lazy to complete work and fall short in it and hold the theory of bureaucracy responsible. This theory must be applied in government institutions and departments so that we can advance them, to keep pace with developed countries.¹¹.

- **Human relations theories:** This theory emerged under the conditions, accumulations, and studies of increasing productivity. It criticized classical theories for focusing on production and neglecting the human aspect. Elton Mayo is considered one of its founders, who advocates studying workers individually.

And that efficiency comes from curbing wasted efforts. This has produced a new view of the worker as a complex being with basic, psychological, and personal needs that must be addressed.

These studies concluded that social needs, such as belonging, esteem, and social status, are

as important as physiological needs. The most important principles of the human relations school are:

- Increased concern for employees' feelings,
- Participation in decision-making,
- Man needs relationships with others,
- Cooperation, not competition,
- The need for moral incentives.¹²

So, human relations theory came as a reaction to the classical school that neglected the human aspect and psychological needs.

Systems theory:

It is a modern theory that emerged in the mid-twentieth century. It views any organization, institution, or society as a collection of elements and parts that interact with each other, are affected by the environment, and are affected by it. It has been used to analyze the structure of organizational work and to inform its philosophy in management sciences. Peter Drucker is considered one of the prominent pioneers of the systems school and believes that organizations must be viewed as integrated systems.

Systems theory, according to the systems school, is based on the idea that organizations are open systems composed of interconnected components, including individuals, financial resources, and other organizational components. An organization's performance depends on interactions within its internal components (financial flows, material flows, and information flows) and with external environmental factors (competitors, suppliers, customers, government, and partners).¹³

structural functionalism:

It is considered the most common trend of contemporary social thought, and it is a mixture of two social theories, which are: Structuralist theory (Lévi-Strauss), (Émile Durkheim), and (Karl Mannheim). This trend gained a distinguished position in sociology.¹⁴ The functionalist approach expresses a method of study arrived at through the comparative comparison between human groups or societies and human beings or individuals. Its use is no longer limited to anthropologists, but has been examined, applied, and modified by sociologists, most notably Talcott Parsons and Merton. It is also linked to the natural sciences, and from here the basic hypotheses of functional theory can be summarized as follows:

- Looking at anything, whether an institution, a society, an official organization, or a family, it is viewed as a system consisting of a group of interconnected parts, each part having its function.
- Every system has its basic needs, otherwise the system will perish.
- Each of the system's needs can be achieved through several variables. For example, the need for social cohesion can be achieved through preserving customs and traditions, or perhaps as a result of the threat.
- The balance of the system comes through meeting the needs of the system, and Parsons believes that balance comes through the integration of the components of the system.
- Every system has characteristics that affect its survival or demise. If it is functional, it

ensures balance, and if it is functionally impeding, it reduces balance.

So, this functionalism believes that a society or institution has a structure, consisting of several parts, each with a function, and is integrated. For example, a factory has several branches, each specializing in a specific function. However, these branches are interconnected to achieve a single goal..¹⁵

Situational theory:

It is a contemporary theory that came as a response to classical or human relations theories, which held that no single theory is suitable for all times and places, and that the best approach depends on the situation and circumstances surrounding the organization. The situational theory means that applying management principles and theories requires taking into account the nature of the circumstances in which they are applied. This theory is based on the following principles:

- There is no one-size-fits-all approach to management.
- Administrative practices must be consistent with the various tasks performed by the individual, the external environment, and the needs of individuals in the organization. It challenges managers' analytical ability and ability to see themselves and the environment in different types of circumstances and situations, and this is the path to personal development.

The organization is an open system consisting of different subsystems, some of which interact with each other and are linked to the external environment through intertwined relationships. The organization consists of three systems::

1. **Technical subsystem:** Production of goods and services for the organization.
2. **organizational subsystem:** Any coordination of the internal relations of the organization.
3. **Institutional subsystem:** Any coordination of external relations with the environment¹⁶.

Axis II: Aspects of applying theories in institutions and administrations

- **Bureaucratic theory (Max Weber):** This theory is one of the theories applied in organizations, embodied in the division of labor due to the existence of a hierarchical chain of command, reliance on laws specific to each organization, written regulations, and the application of a centralized system for leadership and decision-making.
- **Human Relations Theory (Elton Mayo):** In modern organizations, attention to the individual within the organization, strengthening team spirit, and motivating individuals through psychological and social conditions have emerged.
- **Situational theory:** It is demonstrated by the leader's flexibility in making decisions according to circumstances and time, as well as adapting to the external environment, applying situational theory and open systems, and adapting management to social and technological changes.

Challenges facing the application of theories (bureaucracy - globalization - digitization)

The application of bureaucracy in institutions may face difficulties, including:

- Difficulty adapting to changes imposed by globalization and technology.
- Centralization: that is, decision-making must be shared.
- Complexity and many procedures.
- Internal resistance to change; employees prefer traditional methods for their own benefit.

There are also challenges facing globalization and its application in administrations,

including:

- The necessity of coordinating the concerns of the present time and facing today's challenges while paying attention to and preparing for expected future transformations.
- The inevitability of planning for growth and expansion in business size and market scope.
- The importance of human resource development.
- The need to address cost spikes resulting from human effort.
- The need to focus on achievement.
- Developing local markets and reaching the global market.
- Reconciliation and coordination between local and global¹⁷.

Challenges Facing Digitization in Management:

- First, focus on infrastructure because it is considered the core of management change..
- Administrator Training for Digitalization.
- Rejection of change towards digitalization by administrators.
- Developing communication by applying digitization.
- high financial cost.
- The digital divide among citizens; the disparity in access to technological means such as computers and the Internet.

Third: The necessity of combining theory and practice to achieve management effectiveness.

Management is a distinct field, based on well-known approaches in the social sciences. It analyzes administrative phenomena related to purposeful human and social organizations. Management is also an art with rules, methods, and intellectual, material, and human skills necessary for the effective application of theories to the reality of human organizations.

Science and art of management are two sides of the same coin in terms of interconnectedness, mutual influence, and shared goals. Management is also a profession distinguished by its ethics, societal mission, entity, and identity.¹⁸.

There must be a link between thought and practice. There are theories ranging from classical to modern, all of which focus on concepts that explain organizational behavior, while application tests the validity of these theories in practical reality.

Achieving effectiveness: Relying solely on theory is theoretical, while applying these theories leads to random experiments. However, combining theory with practice can help us make effective decisions.

Improving administrative performance comes from understanding theories and applying them in line with global developments. Adapting to a changing environment is essential, as theory provides a comprehensive vision, and application ensures flexibility in the face of economic, technological, and social changes. It also allows for the application of management theories in practice, revealing gaps or unexpected results, opening the way for theories to be developed..

Conclusion

Administrative organization is characterized by constant dynamism. It is essential to apply sociological theory that is compatible with the nature of management and practical application. Sociological theories allow for the provision of analytical insights and a deep understanding of

organizational structure and its dynamics. On the practical side, reality reveals the obstacles that may arise. Thus, administrative organization remains a space for continuous interaction between sociological thought and daily practice, keeping pace with social, economic, and environmental transformations..

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