

Organization and Globalization of Organizational Behavior in Institutions

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Abstract:

The study of organizational structures in institutions remains a key focus in management, drawing significant attention from scholars and practitioners. Modern management increasingly emphasizes resource optimization, particularly human resources, with organizational success often linked to effective human capital development strategies. This emphasis aligns with shifting labor market demands, especially under globalization. Institutional structures profoundly shape human resource behaviors, an influence magnified by rapid changes, market openness, and intense global competition. This study thus seeks to define the characteristics of organizational structure and examine the globalization of organizational behavior in institutions.

Keywords: Organizational Structure; Organizational Behavior; Human Resources; Globalization; Institution.

INTRODUCTION

The concept of organization encapsulates a spectrum of structures characterized by both static and dynamic elements. Recent shifts toward a globalized market context have propelled organizational processes to the forefront of managerial importance, demanding adaptive and robust administrative strategies. Organization is instrumental in enhancing institutional efficacy, directly impacting the achievement of strategic goals. Such efficacy requires institutions to maintain high operational efficiency and to deploy diverse motivational strategies adept at navigating the rapid evolution of global markets. This study places particular emphasis on human

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resources, examining how their behaviors are shaped by prevailing organizational structures. To elucidate these dynamics, the research is structured into four comprehensive sections, each focusing on an essential aspect of the analysis:

1. Foundational Concepts
2. Organizational Principles and Components
3. Globalizing Organizational Behavior in Human Resources
4. Characteristics of Organizational Structures and Globalized Organizational Behavior in Institutions

I. Foundational Concepts

1. Organization:

It is conceptualized as "a social collective functioning under contractual arrangements to achieve specific objectives by leveraging a range of rational methodologies, encompassing strategic planning, labor division, specialization, adherence to authority, oversight, and compliance with pertinent regulations" (Kasemi, 2011, p. 47).

According to Mohamed Abdel Wahab, the term 'organization' encapsulates two fundamental dimensions: function and structure. Functionally, it involves the process of assembling individuals within an organization, distributing roles and dividing labor based on their capabilities and preferences, orchestrating their efforts, and fostering a coherent communication network that empowers them to attain well-defined and mutually recognized objectives. Structurally, it pertains to the organizational framework, which consists of the groups, roles, and departments where individuals function and the interrelations that facilitate their cooperative and coordinated endeavors toward specific goals.

Prominent among scholars who have delineated organization as a distinct subject is Amitai Etzioni, who views an organization as either a social unit or a collective of humans intentionally structured and restructured to achieve specified objectives (Loukia, 2006, pp. 14-15).

Organization emerges as the second pivotal managerial process subsequent to planning. This process constructs an intricate network of functional relationships within an entity, through which authorities, responsibilities, and roles are specified, thereby enabling human resources to collaborate effectively towards predefined objectives. Essentially, it is the organization that delineates the relationships among employees, their tasks, and the resources, through its core functions which are instrumental in structuring and directing activities to fulfill outlined goals.

2. Organizational Behavior

Dr. Abdul Razzak Raehahla and other scholars distinguish between two primary types of behavior: individual and social. Individual behavior pertains specifically to a single person's actions, whereas social behavior involves interactions within a group. The domain of psychology concentrates on individual behavior, while sociology examines social behavior, reflecting its broader interest in the dynamics of group interactions (Rehahla & et.al., 2011, p. 20).

Organizational behavior is defined as the segment of academic knowledge concerned with the analysis, understanding, and management of behavior within organizational environments. This field studies the behaviors, attitudes, and performance of employees, exploring how organizational environments influence both the institution and its human resources, and reciprocally, how these resources impact organizational effectiveness (Messileti, 2018, p. 15).

Essentially, organizational behavior examines both individual and collective behaviors within an organizational context, focusing on human resources' actions during task execution. Its significance lies in providing a theoretical and practical framework that offers empirical tools and methodologies to address managerial and organizational challenges while considering the influence of environmental factors on individual behaviors.

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3. Human Resources

The term "human resources" encompasses a range of related concepts, including workforce, labor force, personnel, and employees. It encompasses all individuals engaged in work aimed at producing goods or services. This includes not only those currently employed but also the unemployed who are capable of working and actively seeking employment (Abou Ayana, 2000, p. 237). Additionally, human resources are described as "the individuals who contribute to setting the organization's objectives, policies, activities, and the completion of its tasks" (Ibrahim, 2002, p. 18). Therefore, Human resources refer to those individuals possessing the necessary qualifications and motivations, who either work or seek employment, generally within the age range of 18 to 60 years.

4. Globalization

Anthony Giddens describes globalization as a novel phase of modernity marked by the intensification of global social relations, which blends internal and external elements and links the local with the global through economic, political, cultural, and humanitarian networks (Amireche, 2017, p. 29)

In business contexts, globalization refers to the dissolution of regional and national barriers, giving the impression of a "small village" on a global scale. This phenomenon encompasses various dimensions, including economic, urban, informational, social, technological, and cultural aspects (Sayem & Boukandil, 2018, p. 23).

Organizations undergo significant, sometimes radical, changes under the influence of globalization, which is primarily an economic process that necessitates modern institutions to adapt to technological advancements and the management of both material and human resources to achieve operational efficiency and effectiveness.

5. Institution

An institution is defined as any economic entity operating financially within a specific legal and social framework. Its purpose is to integrate production factors or facilitate the exchange of goods or services with other economic agents, aiming for a favorable outcome under varying economic conditions determined by geographical and temporal contexts, as well as by the scale and nature of its activities (Slatniya, 2003, p. 45).

Peter Drucker defines an institution as a collective of specialists collaborating to fulfill a common task. This collaboration is typically designed for a specific duration and is distinct from traditional assemblies such as communities, groups, or families (Deliou, 2023, pp. 19-20).

An institution is therefore an intentionally established entity comprising individuals who interact—either directly or indirectly—under defined laws and regulations within a particular geographic scope to achieve specific, planned objectives. Human resources are scientifically managed within this framework, avoiding subjective biases in allocation and task assignment.

II. Organizational Principles and Components

1. Organizational Principles:

Organizational principles serve as the foundational guidelines for designing an institution's structure, delineating the roles of each administrative unit to foster an efficient and goal-oriented framework. These principles underpin organizational structure and ensure coherence across all levels (Lotfi, 2007, pp. 44-45).

- **Traditional Principles of Organization**

Ernest Dale identified five foundational principles commonly applied in organizational design, each aimed at optimizing structure and functionality:

- **Clear Objective Definition:** Articulating explicit organizational goals to provide direction and purpose.

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- **Specialization:** Assigning individuals specific, focused tasks to enhance expertise and efficiency.
- **Coordination:** Aligning and harmonizing individual and team efforts toward a unified objective.
- **Authority Hierarchy:** Establishing a clear chain of command, cascading from upper management to the operational level.
- **Balance of Authority and Responsibility:** Ensuring that authority and responsibility are proportionately distributed to maintain accountability.

In addition to these traditional principles, management scholars have introduced further principles to refine organizational structures:

- **Control Principle:** Segregating oversight functions from operational units to maintain objective and effective control.
- **Flexibility Principle:** Designing structures adaptable to change, thus minimizing the need for constant reorganization.
- **Cost Efficiency Principle:** Streamlining administrative expenses by optimizing the number of managerial levels and positions.
- **Job Description Principle:** Prioritizing role suitability by aligning individuals with positions that match their skills and expertise.
- **Effectiveness Principle:** Defining effectiveness as the achievement of organizational efficiency and operational coherence.
- **Unity of Command:** Adhering to a single channel of authority within the organization to prevent overlapping responsibilities and confusion.

- **Delegation of Authority:** Transferring specific responsibilities from upper management to qualified subordinates to enhance task completion and efficiency.
- **Authority Line Limitation:** Restricting hierarchical levels to the minimum required, thus streamlining decision-making processes.
- **Span of Control:** Defining the optimal number of subordinates that a supervisor can effectively manage and direct.

2. Components of Organizational Structure

The process of organizational structuring necessitates the inclusion of critical components that are foundational to institutional functionality. These components are essential to design and operationalize the structural dynamics within organizations (Slatniya & Kira, 2008, pp. 52-55).

First Approach: This approach posits that organizational structure consists of four variables.

Structural Variables: These encompass aspects related to administrative division, reflecting essential elements like variation and specialization within the organization. Key dimensions include:

1. **Size:** Total number of employees within the organization.
2. **Complexity:** This involves multiple aspects:
 - Diversity and multiplicity of activities.
 - Diversity in job roles.
 - Variability across organizational departments.
3. **Formalization:** The adherence to established rules, procedures, and directives is manifested through:

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- Role definition.
 - Authority relationships.
 - Formal communication channels.
 - Clearly defined standards and disciplinary measures.
- **Control Variables :**
 1. **Administrative Scale:** The extent and size of the managerial component.
 2. **Bureaucratic Dynamics:** The degree to which the administrative structure exhibits bureaucratic features such as labor division, job specialization, and hierarchical authority. This also considers the degree of movement away from bureaucratic rigidity to enhance flexibility.
 3. **Centralization vs. Decentralization:** The distribution of decision-making authority.
 4. **Levels of Authority and Supervisory Scope:** The hierarchical structure and the effective span of control across the organization.
 - **Behavioral Variables:** These examine the patterns of individual and collective behaviors within the organizational setting.
 - **Change Variables :**
 - Employee turnover.
 - Administrative succession.
 - Organizational conflict.
 - Structural flexibility.
 - Organizational growth.
 - Impact of technological advancements.

Second Approach: Constitutive Elements of Organization

1. Control and Communication
2. Integration and Harmony
3. Conflict and Adaptation:

Third Approach: Mintzberg's Model of Organizational Variables

Mintzberg posits that an organization comprises five distinct elements:

- 1) **Strategic Apex:** Ensures effective fulfillment of organizational commitments, encompassing goal setting, strategy formulation, and oversight, typically managed by senior leadership.
- 2) **Hierarchical Line:** Connects the strategic apex to the operational core, facilitating downward communication and directive flow.
- 3) **Operational Core:** Handles the primary production and operational tasks, including input procurement, transformation processes, and output distribution.
- 4) **Technostructure:** Focused on technical analysis, advice, and planning, this segment supports operational excellence through systematic design and quality management.
- 5) **Support Services:** Specialized units that assist the organization outside its primary workflow, such as publishing services or employee facilities.

III. Globalizing Organizational Behavior in Human Resources

Organizational Behavior Variables:

1. **Organizational Climate:** Refers to the prevailing social relationships within the organization, as these interactions are central to shaping the organizational environment.

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2. **Organizational Effectiveness:** Defined as the organization's ability to achieve its objectives, ensuring adaptation and sustainability. Effectiveness is typically measured through:
- **Goal Achievement:** Key indicators include maximizing profits, outperforming competitors, expanding and increasing market share, securing strategic business deals, and optimizing productivity.
 - **Systems Approach:** This approach evaluates effectiveness based on:
 - Comprehensive awareness and engagement with environmental factors that significantly impact operations.
 - Fostering strong, effective relationships with clients, suppliers, government agencies, and other stakeholders.
 - Maintaining continuous access to essential resources, including financial, human, moral, and technological inputs, as well as adapting production lines to accommodate environmental changes and evolving consumer preferences (Slatniya & Kira, 2008, p. 53).

Organizational behavior emerges as an outcome of the interplay between human variables and organizational factors. More broadly, globalization aims to achieve the following ((Encyclopedia, 2021):

- Eliminating restrictions on the movement of goods, services, and capital.
- Integrating world regions economically, commercially, culturally, and informationally.
- Bridging geographic distances through advancements in telecommunications and information technology.

- Facilitating the free movement of individuals, organizations, information, capital, goods, and services.

Globalization has led to significant transformations within institutions, impacting their internal dynamics and surrounding environments. Recognizing and understanding these changes is crucial for organizations seeking to adapt and succeed in a globalized context.

IV. Characteristics of Organizational Structures and Globalized Organizational Behavior in Institutions

An organization is a purpose-driven entity with clearly defined objectives, relying on specialization to maintain focus and prevent dispersion of effort. Given that organizations are structured around specialists in designated fields, their goals must be precise and explicitly defined.

- **Specialized Workforce:** Comprising skilled professionals, an organization must uphold fairness and equity among its members. Each individual's position is evaluated based on their contributions to the organization's overarching goals.
- **Role Clarity and Collaboration:** Every member plays a critical role (at least theoretically) in the organization, as individual contributions are essential to achieving collective objectives. To ensure sustainability, organizations should establish clear, measurable goals for performance evaluation.

Hackman and Porter identify the principal characteristics of organizations as follows:

- **Composed of Formal and Informal Groups:** An organization consists of two or more individuals, including both formal and informal groups.
- **Purpose and Direction:** Organizations pursue defined objectives that serve both individual and collective interests, continuously seeking new goals for growth and advancement.

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- **Structured Methods:** Each organization adopts its own administrative and operational practices, which may include task division, role distribution, authority hierarchies, communication networks, and human resource management.
- **Conscious Coordination:** Relies on rationality in planning, organizing, directing, and controlling organizational activities.
- **Temporal Continuity:** Sustained continuity ensures long-term success by promoting stability and security for members.

Wexley and Yuki further outline additional organizational characteristics, including:

- **Centralized Authority:** Decision-making power is concentrated at higher levels.
- **Clearly Defined Boundaries of Authority:** Specifies the range of responsibilities across various roles.
- **Task Specialization:** Clear and structured division of labor.
- **Governing Regulations:** Established rules regulate organizational functions.
- **Clear Hierarchical Distinctions:** Differentiation between managerial and operational roles.

The implementation of organizational features such as centralization, functional specialization, and levels of supervision contributes to an effective organizational structure.

- **Functional Specialization:** Involves assigning specific individuals or teams to roles related to market engagement, customer relations, human resources, finance, production, and research and development.
- **Functional Differentiation:** Refers to distinct processes for managing key functions such as production, marketing, finance, and R&D, allowing for specialized or cross-functional task management.

It is essential to differentiate between organization as an institution—a structured entity interacting with the external environment to achieve specified objectives—and organization as an administrative function, serving as a foundational pillar that encompasses intangible elements such as human behavior, motivation, goals, relationships, duties, and authority. In its entirety, organizational structure is a conceptual framework.

Organizational principles are applicable across various domains, highlighting their comprehensive nature. Organizational processes, which encompass a range of procedures aimed at targeted outcomes, extend to industrial, administrative, commercial, and social sectors, among others (Loukia, 2006, pp. 18-19)

2. The Importance of Organizational Structure in the Context of Globalization

In the era of globalization, the role of organizational structure is essential to institutional efficiency and effectiveness (Badawi, n.d, p. 158):

- **Clarification of Roles and Responsibilities:** A well-defined structure delineates responsibilities and areas of expertise, ensuring that every member understands their specific duties and obligations within the organization.
- **Establishment of Communication Channels:** Organizational structure shapes the flow of communication and defines work relationships, enabling each member to recognize their role within the institution and their relationship with colleagues and supervisors.
- **Coordination of Efforts:** By harmonizing individual and collective efforts, a sound organizational structure minimizes conflict and resource waste. When individual contributions are effectively integrated, they align seamlessly toward shared organizational goals.

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1) **Characteristics of Japanese Management: A Model for Contemporary Practices in Globalized Environments**

- a) **Lifetime Employment:** In Japanese corporate culture, employment is often regarded as a lifelong commitment. Employees typically remain with the same organization until retirement, with termination occurring only in rare cases, such as severe health issues or disciplinary actions. This approach promotes job stability, strengthens employee loyalty, and reinforces organizational commitment.
- b) **Gradual Evaluation and Promotion:** Performance assessments for promotion are generally conducted after a minimum of ten years. This delayed evaluation reflects the belief that an individual's full potential becomes evident only over time. While this approach may seem demotivating, it is widely accepted due to the security provided by lifetime employment.
- c) **Collective Decision-Making:** Japanese management emphasizes a consensus-driven approach, where decisions flow from the bottom up. When consensus is reached, senior management ratifies the decision, thereby ensuring its acceptance and adherence across the organization.
- d) **Shared Responsibility:** Emphasis is placed on teamwork and collective responsibility, where individual efforts are directed towards the organization's objectives. While individual initiative is encouraged, it is expected to align with the broader group ethos.
- e) **Comprehensive Employee Development:** Employees are encouraged to rotate across different roles within the same level, gaining insights into diverse functions. This cross-functional exposure enhances collaboration and enables seamless role substitution when necessary.

- f) **Implicit Control Mechanisms:** Japanese management often relies on self-regulatory control mechanisms, wherein employees monitor their own performance, reducing the need for extensive external oversight. This approach fosters trust between management and employees, leading to enhanced morale and productivity.
- g) **Functional Flexibility over Rigid Specialization:** Continuous role rotation replaces rigid specialization in Japanese organizations, fostering adaptability, creativity, and a broader skillset (Al-Chamaa & Hamoud, 1999, pp. 107-111).

The Japanese model prioritizes the collective expertise and contributions of employees, fostering an open environment for dialogue and consultation. Often described as paternalistic, where the employer assumes a guiding role, this approach emphasizes organizational commitment to employee involvement, even in high-level decision-making. While Western models often prioritize individualism, Japanese management focuses on teamwork and loyalty, reinforcing a culture of respect, harmony, and a group-oriented mindset. Individualistic attitudes are generally discouraged, and those exhibiting adversarial tendencies toward organizational values may be marginalized. This model also highlights the value of "work groups," ensuring that individuals are seamlessly integrated within the organizational framework.

2) Ohno Taiichi's Principles of the Toyota Production System

The *Toyota Production System*, introduced by Ohno Taiichi, transformed Toyota's management practices and has become a globally influential model. Initially, American management models influenced European corporations in the 1950s, but Japanese manufacturing practices have since emerged as global benchmarks, supplanting traditional approaches like Taylorism and Fordism.

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2. Core Principles of the Toyota Production System:

- a. **Just-in-Time Production:** Producing only what is needed, when it is needed, to align output precisely with market demand, thus maintaining a controlled flow of production.
- b. **Autonomous Production Activation:** Both employees and machines possess a degree of autonomy, allowing them to address issues independently, such as halting production if a defect is anticipated.

3. Positive Outcomes of the Toyota Model:

- a. **Organizational Impact:** Reduced inventory and lower storage costs.
- b. **Consumer Impact:** Improved product quality, diverse offerings tailored to consumer preferences, and shorter delivery times.
- c. **Employee Impact:** Enhanced autonomy, broader skill development, better training, and flatter hierarchical structures. According to Ohno, workers, previously considered “blue-collar,” are now integrated with responsibilities akin to “white-collar” roles. This shift fosters team accountability, reducing absenteeism. The strength of the Toyota model lies not only in advanced mechanization but also in a focused organizational philosophy that maximizes the value of human and technical resources. This approach exemplifies a modernized form of Taylorism, adapted to meet the evolving demands of both internal and external organizational dynamics (Slatniya & Kira, 2008, pp. 95-96)

CONCLUSION

Organizational structure forms the administrative backbone of any institution, serving as a framework within which roles, functions, and relationships are effectively coordinated to achieve pre-defined objectives. In the context of globalization, the significance of

organizational structure becomes particularly salient as institutions navigate diverse operational environments, each with unique goals and contextual demands. Historically, employees were often regarded as cost elements to be minimized; however, in today's globalized landscape, human resources are recognized as vital assets. Investing in skill development and fostering positive organizational behaviors are now essential to achieving long-term success. In this context, human resources serve as a central component of value creation, marking a shift towards a human-centric approach in modern management practices aimed at maximizing the added value of human performance.

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