

Sub chapter 1-1

Introduction

Organizing, the process of structuring human and physical resources in order to accomplish organizational objectives, involves dividing tasks into jobs, specifying the appropriate department for each job, determining the optimum number of jobs in each department, and delegating authority within and among departments.

One of the most critical challenges facing lodging managers today is the development of a responsive organizational structure that is committed to quality.

The framework of jobs and departments that make up any organization must be directed toward achieving the organization's objectives.

In other words, the structure of a lodging business must be consistent with its strategy

Purpose of Research

The general purpose of this research is to define how job tasks are formally divided, grouped and coordinated, taking into consideration the key elements that managers need to address when they design an organizational structure.

In identifying the limits of this study, the following specific research objectives will be **covered**:

- ..Organizational structure definition
- ..Principles of organizational structuring
- .Traditional and modern types of organizational structure
- .Considerations in choosing organizational structure
- .Reengineering organizational structure
- including a case study for specific and well known organization showing
- .their own experiment structuring their organization

Problem statement

The main problem of this research is explaining the role and the relationship of organization structure on Managing and Controlling Business Activities and how work inefficiency and bureaucratic problems are due to a hierarchal organizational structure, and we can make the organization structure as tool to achieving efficiency and effectiveness

Hypotheses of the Research

There is positive relationship between efficiency and adaptability of -1
\. organizational structure

There is positive relationship between decentralization and the authority -2
.delegate

There is positive relationship between controlling and clarity policies and -3
(procedures (rules and regulation

There is negative relationship between complexity of organizational -4
.structure and operational efficiency

Research methodology

The researcher has used Descriptive and analytical methodology. By using a structured questionnaire, data were collected through personal interviews with the Managing Directors, Chief Executive Officers and employees of the selected firm.

Research Design

The Secondary Data method will be the basic research design which is suits the nature of this exploratory and descriptive research.

Sample Design

Primary Sampling Unit (PSU), which is Tawam Hospital In Affiliation with Johns Hopkins Medicine, a Multi-National Organization, that is located in Al-Ain, United Arab Emirates.

Data Gathering

Secondary Data which is required mainly to conduct this research will be collected through TWO main manners, they **are** :

- Internal and Proprietary Data.
- External Sources of Secondary Data, such as books and media sources.

Data Processing and Analysis

Standard editing and coding procedures will be utilized, simple tabulation and cross .tabulations will be utilized to analyze data

The researcher will administer questionnaire that will be analyzed by the statistical .package of social sciences (spss) to reach at conclusive results

Scope of Study

This study limits its self to the Tawam Hospital period of 2004 - 2010

Sub chapter 1-2

Previous studies

1- Study of Nabil Abd

Title of study : development of organizational structures of Palestinian ministries – Gaza Strip and their impact on managerial efficiency – 2007- Palestine- Gaza

The research has aimed to examine the development of organizational charts of the Palestinian ministries on the managerial efficiency. The research has reached to several outcomes most important ones are follow ; the organizational chart of Palestinian ministries suffer critical defects due to the continuous changes of Palestinian governments , in addition lack of efficiency of people who designed the charts.

The research recommended that changes in the structure of ministries one only needed in light of the strategies and mission of ministries¹

2- Study of Afaf M. Omer

study title : Impact of organizational change on the growth of organization- a case study Bank Group, Nile - 1994 - 2002 – Sudan
University Ph.D.

The study aimed to identify the statement of the important components of organizational change and the means to affect the growth of the organization and measuring the yield of these components on the stability and growth of the organization the Problem of study was that competition among large organizations to achieve sustainability and success has led to the sustainability and continuity of change and the researcher had assumed that there is a relationship between the organization and continuity of growth and acceptance of change

¹ Magazine of Islamic university – book five second addition 2007

Impact of organizational change on the growth of organization- Thesis for master degree 2003

The study has reached a several of results most important ones That organizational change have been instrumental in the growth of the organization and continuity and, and to renew the life cycle of the organization and continuity depends on the renewal and change some components of the regulatory environment And the study has recommended several recommendations most important ones are :

The organization should be set basis of fair rules in the promotion Sharing of Employees in decisions making. ²

3 – **Study of Mahmud alsir .m**

title of study: Managing of change in the matrix structures and practices and their impact on achieving job satisfaction – development bank- 2008- Sudan university

The study aimed to identify the methods adopted by bank in the managing of change and how to overcome the fears of employees and its impact on the achievement of job satisfaction

Problem of the study was to look at change as a managerial tool by re-managing and re-employment, arrangement and the performance of the human elements the study Had reached several of outcomes most important ones are:

Satisfaction working for changes in the systems actions and relationships

The senior management has succeeded to overcoming staff of fears of change

Study has recommended many of recommendations

The need to prepare for the changes permanent we Need to use self-evaluation

Continued attention to job satisfaction.³

² Impact of organizational change on the growth of organization- Thesis for master degree 2003

³ Managing of change in the matrix structures and practices and their impact on achieving job satisfaction - Thesis for master degree sust- 200

4- Study of John Child

Title of study : organizational structure environment and performance – the role of strategic choice

The research aimed to examine available theoretical models which have derived from statistically established patterns of association between contextual and organizational variables

The researcher assumed that there is a relationship presence of association between organizational characteristics leaves underlying processes to be inferred there is a positively established association between dimensions of organizational structure the study has reached several outcomes most important ones :

- the design of organizational structure only has a limited effect on performance level

if they perceive structure as having performance implications organizational decision makers may prefer to satisfice.⁴

⁵ Prediction of Organizational Effectiveness as a Function of Type of Organizational Structure - *Journal of Social Psychology*, 132. Heldref Publications, 1992

The authors examine how work inefficiency and bureaucratic problems are due to a hierarchical organizational structure. They studied 20 engineers after giving them a task to accomplish. The research design was a 2x2x2 factorial model. Scores were compiled using a three-way analysis of variance (ANOVA). Results indicate that a hierarchical structure hindered task completion. The results indicate that how an organization is structured has a link with effectiveness.⁵

⁴ Thesis for master degree - organizational structure environment and performance – the role of strategic choice - 2008

⁵ Prediction of Organizational Effectiveness as a Function of Type of Organizational Structure - *Journal of Social Psychology*, 132. Heldref Publications, 1992

The Use of Organizational Culture and Structure to Guide-6 6Strategic Behavior: An Information Processing Perspective

Journal of Behavioural and Applied Management- Apr 2001

This presents a descriptive model explaining the roles and relationships of organizational culture and organizational structure in guiding employee behavior toward strategic objectives. Using an information-processing view, it proposes that organizational culture and structure direct the behavior of employees through the reduction of uncertainty and equivocality. Furthermore, it propose that differing levels of both cultural and structural influences are implemented in different organizational types based on the level of skill, originality, and training required of the tasks being performed by members of the organization, and based on the geographical dispersion of the employees themselves. It also presents the concept of the “cosmopolis,” which is an organization rich in both cultural and structural elements. Implications for both research and managerial practice are discussed.

8- RELATIONSHIPS BETWEEN ORGANIZATIONAL STRUCTURE, HUMAN RESOURCE PRACTICES, ORGANIZATIONAL CULTURE AND

MOHD KHAIRUDDIN HASHIM, MUSTAFA ZAKARIA AND DZULHILMI AHMAD FAWZI - Faculty of Business Management, Universiti Utara Mal

The review of small business literature reveals that limited studies have been done on the relationships between organizational factors and innovation activity in small- and medium-size enterprises (SMEs), particularly in the Malaysian context. This study aims to address this issue by examining the relationships between organizational structure, human resource practices, organizational culture and innovation activity of 48 SMEs in the manufacturing sector. Findings from the study reveal significant positive relationships between organizational structure, human resource practices, organizational culture and innovation activity of the 48 small and medium manufacturing firms.

⁶ **Journal of Behavioral and Applied Management- Apr 2001**

9- Organizational climate: Relationship to rganizational

⁷structure, process and performance- Edward E. Lawler, III ²,

Douglas T. Hall and Greg R. Oldham - University of Michigan, USA-August 2004.

The present study was designed to test the view that organization structure and process are related to organizational climate which in turn is related to organization performance and employee job satisfaction. Questionnaires were completed by the directors of 117 research and development organizations and by 291 scientists in a subsample of 21 of these organizations. Results showed that several organizational process variables (but no structural variables) were significantly related to the climate of the organization as perceived by scientists. Perceived climate in turn was shown to be significantly related to measures of organizational performance and to job satisfaction.

10-

⁷ University of Michigan, USA-August 2004.