

Defining and Solving the Organizational Structure Problems to Improve the Performance of Ministry of State for Environmental Affairs - Egypt

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Abstract - The structured problem solving is important methodology in improve the organization performance. This study is aiming to provide more insight that determines the organizational problems, solutions for the ministry of state for environmental affairs which it is one of the most critical issues effect the administration fields. Firstly, we discuss the concept of organization structured and organization structured types. Secondly, we focus on the signs of poor organizations structured which it indicate that the organization is deeply need to solve the mentioned problem. Thirdly, we discuss the base of structured problem solving is the Deming circle: And introduce the Bank's 6 steps process of the problem solving, then discuss the important of a create and maintain healthy organization structured manner using team in problem solving. Finally, we discuss the arguments against using a structured problem solving.

Keywords: Organizational structure, OS types, Poor OS, Healthy OS, OS arguments, OS procedures.

1. Introduction

Organizational structure refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be met. When a work group is very small, and face-to-face communication is frequent, formal structure may be unnecessary, but in a larger organization decisions have to be made about the delegation of various tasks. Thus, procedures are established that assign responsibilities for various functions. It is these decisions that determine the organizational structure[08].

In an organization of any size or complexity, employees' responsibilities typically are defined by what they do, who they report to, and for managers, who reports to them. Over time these definitions are assigned to positions in the organization rather than to specific individuals. The relationships among these positions are illustrated graphically in an organizational chart. The best organizational structure for any organization depends on many factors including the work it does, its size in terms of employees, revenue, the geographic dispersion of its facilities, and the range of its businesses[05].

The organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment[16].

The organizational structure affects organizational action in two ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions [14].

2. Organizational structure types

2.1. Functional structure

Employees within the functional divisions of an organization tend to perform a specialized set of tasks. This leads to operational efficiencies within that group. However it could also lead to a lack of communication between the functional groups within an organization, making the organization slow and inflexible[08].

Generally functional organization is best suited as a producer of standardized goods and services at large volume and low cost. Coordination and specialization of tasks are centralized in a functional structure, which makes producing a limited

amount of products or services efficient and predictable. Moreover, efficiencies can further be realized as functional organizations integrate their activities vertically so that products are sold and distributed quickly and at low cost. For instance, a small business could make components used in production of its products instead of buying them[03].

A disadvantage of functional groupings is that people with the same skills and knowledge may develop a narrow departmental focus and have difficulty appreciating any other view of what is important to the organization; in this case, organizational goals may be sacrificed in favor of departmental goals. In addition, coordination of work across functional boundaries can become a difficult management challenge, especially as the organization grows in size and spreads to multiple geographical locations[02].

2.2. Divisional structure

Also called a "product structure", the divisional structure groups each organizational function into a division. Each division within a divisional structure contains all the necessary resources and functions within it[09]. Divisions can be categorized from different points of view. One might make distinctions on a geographical basis (a US division and an EU division, for example) or on product/service basis (different products for different customers: households or companies). In another example, an automobile company with a divisional structure might have one division for SUVs (*Sport Utility Vehicle*), another division for subcompact cars, and another division for sedans. Each division may have its own sales, engineering and marketing departments.

Organizations that are spread over a wide area may find advantages in organizing along geographic lines so that all the activities performed in a region are managed together. In a large organization, simple physical separation makes centralized coordination more difficult[06]. Also, important characteristics of a region may make it advantageous to promote a local focus. For example, marketing a product in Western Europe may have different requirements than marketing the same product in Southeast Asia. Companies that market products globally sometimes adopt a geographic structure. In addition, experience gained in a regional division is often excellent training for management at higher levels.

Large, diversified companies are often organized according to product. All the activities necessary to produce and market a product or group of similar products are grouped together. In such an arrangement, the top manager of the product group typically has considerable autonomy over the operation. The advantage of this type of structure is that the personnel in the group can focus on the particular needs of their product line and become experts in its development, production, and distribution. A disadvantage, at least in terms of larger organizations, is the duplication of resources[08]. Each product group requires most of the functional areas such as finance, marketing, production, and other functions. The top leadership of the organization must decide how much redundancy it can afford [05].

2.3. Matrix structure

The matrix structure groups employees by both function and product. This structure can combine the best of both separate structures. A matrix organization frequently uses teams of employees to accomplish work, in order to take advantage of the strengths, as well as make up for the weaknesses, of functional and decentralized forms[09]. An example would be a company that produces two products, "product a" and "product b". Using the matrix structure, this company would organize functions within the company as follows: "product a" sales department, "product a" customer service department, "product a" accounting, "product b" sales department, "product b" customer service department, "product b" accounting department. Matrix structure is amongst the purest of organizational structures, a simple lattice emulating order and regularity demonstrated in nature.

Because the matrix structure is often used in organizations using the line-and-staff setup, it is also fairly centralized. However, the chain of command is different in that an employee can report to one or more managers, but one manager typically has more authority over the employee than the other manager(s). Within the project or team unit, decision making can occur faster than in a line-and-staff structure, but probably not as quickly as in a line structure[05].

Weak/Functional Matrix: A project manager with only limited authority is assigned to oversee the cross functional aspects of the project. The functional managers maintain control over their resources and project areas[03].

Balanced/Functional Matrix: A project manager is assigned to oversee the project. Power is shared equally between the project manager and the functional managers. It brings the best aspects of functional and projectized organizations. However, this is the most difficult system to maintain as the sharing of power is a delicate proposition[03].

Strong/Project Matrix: A project manager is primarily responsible for the project. Functional managers provide technical expertise and assign resources as needed[03].

3. Signs of Poor Organizational Structure

The organizational structure of a business is the framework that facilitates communications and efficient work processes. When business problems emerge, signs often exist within the design or components of the organizational structure. In some cases, these signs can be early indicators of significant problems that need to be addressed [20].

- **Low Productivity**

Productivity is a key metric for almost every business. Low productivity levels can indicate a problem in an organization's structure. Through inefficient resource allocation, poor vertical communication and employee empowerment constraints, employees may not have the proper environment to complete their work assignments in an efficient manner.

- **Unequal Workload**

Poor organizational structure can cause an unequal distribution of work between departments or divisions. When some areas of a company are routinely understaffed and work overtime to meet workload requirements, while other areas struggle to find sufficient work to keep every employee busy, the organizational structure has not been optimized for business requirements.

- **Lines of Communication Unclear**

Employees routinely bypassing the standard chain of command in a company could be a sign of poor organizational design. Employees with complaints or suggestions should typically provide feedback to their manager or occasionally to their manager's boss. In an optimal business, employees should feel their voices are heard through the standard management path. In an organization with a poor structure, employees may feel the need to go directly to a department head, vice president or even the president to express concerns or recommendations.

- **Lack of Teamwork**

Bad organizational structure does little to foster the concept of teamwork. Departments may be unwilling or unable to cooperate with each other, and workers within departments may not feel a sense of camaraderie [04]. Workers may focus on their individual tasks and not offer assistance to others unless directed to do so by a supervisor.

- **Slow Decision Making**

Slow decisions can hamper sales opportunities and innovations. If an organizational structure is not optimized to direct decision making authority to the appropriate person, or must travel through multiple layers of management before a result is rendered, the organizational structure may need to be changed[03]. A leaner or departmental decision-making process may be needed to foster an innovative spirit in the company.

- **Lack of Innovation**

Companies with bad organizational structure are often slow to innovate. A pipeline for new ideas may not exist, and even if it does, poor communication may mean that the idea never reaches the right source for development and implementation. Consequently, workers who come up with new ideas may keep them to themselves or take them to a new employer.

4. Organizational problems of Environmental Affairs

Although an increased financial allocations for environmental and sustainable development over the long run there are common and variety of problems, such as bloated management , poor communication and poor customer service.

Evaluation and reporting of the Egyptian's environment, on the hand the Assumptions which should put in our consideration the UNDP-GEF (United Nations Development Programme - Global Environment Facility) Medium-Size Project (MSP) document as follows [10,12]:

- Weak accountabilities, particularly at the individual level.
- Weak integration of technical and scientific expertise. This leads to gaps/duplications in activities between different technical and scientific institutions.
- Poor coordination between entities responsible for the data collection and management. This is primarily resulting from a lack of institutional frameworks to specify this coordination. This lack of coordination leads to incompatibilities of data and data collection and management, resulting in limitations of data exchange thus leading to gaps/duplications in data collection.
- Lack coordination of project activities with related government and donor-funded initiatives.
- Miss all appropriate government and non-government stakeholders are involved in the project.
- Administration problems when disbursement of funds as per operational procedures consistent with financial management standards of the Government and UNDP-GEF.

The Environment Affairs organizations structure could be represent more the than structure from **Functional structure that** Employees within the functional divisions of an organization tend to perform a specialized set of tasks, for instance the nature protection , climate change department (Figure 1). **Divisional structure that** Divisions can be categorized from different points of view. One might make distinctions on a geographical basis (Cairo governorate and Alx. governorate for example) (Figure 2 & figure 3). **Matrix structure that** The employees by both function and product. This structure can combine the best of both separate structures. A matrix organization frequently uses teams of employees to accomplish work, in order to take advantage of the strengths, as well as make up for the weaknesses, of functional and decentralized forms [109]. for instance the Industrial Pollution project and Eco-friendly Products project (Figure 4),

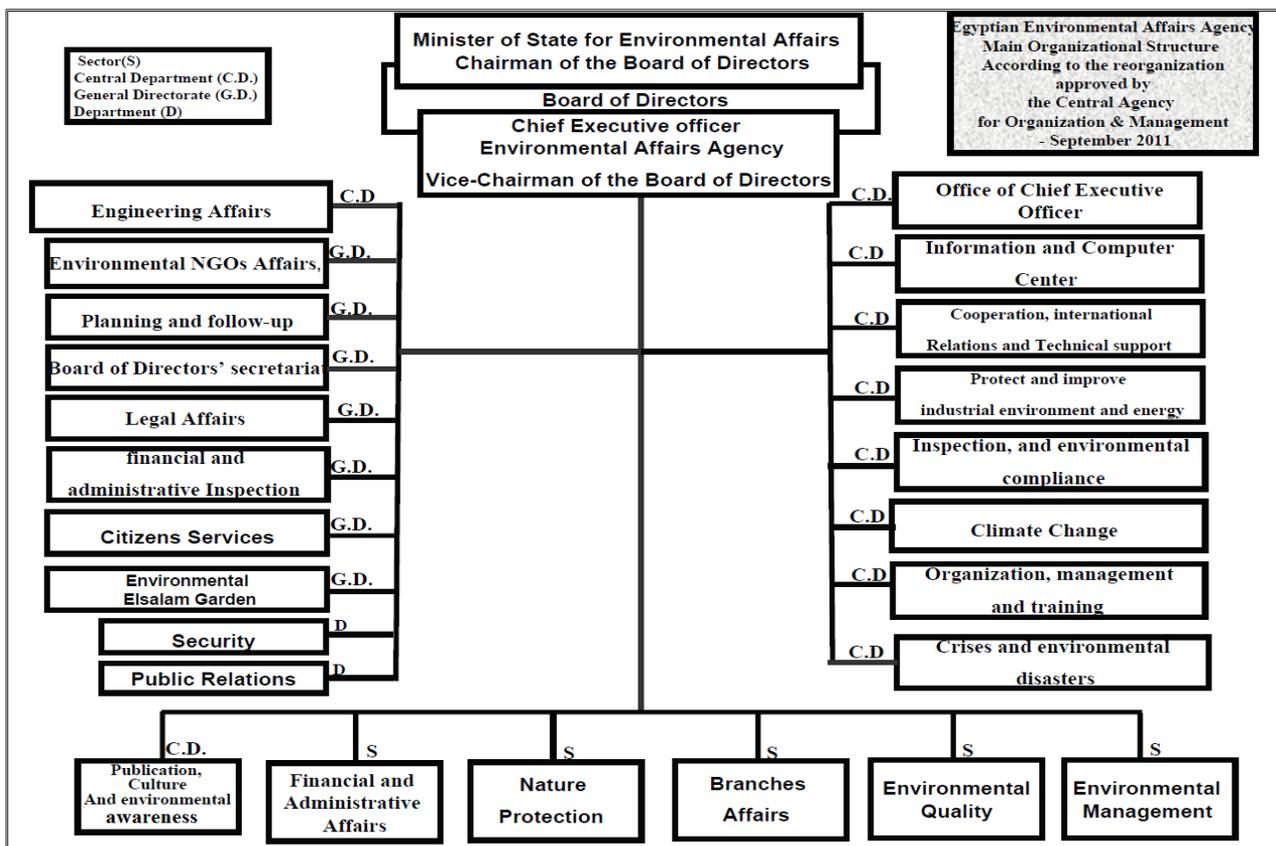


Figure 1. functional structure model in ministry of state for environmental affairs (MSEA)

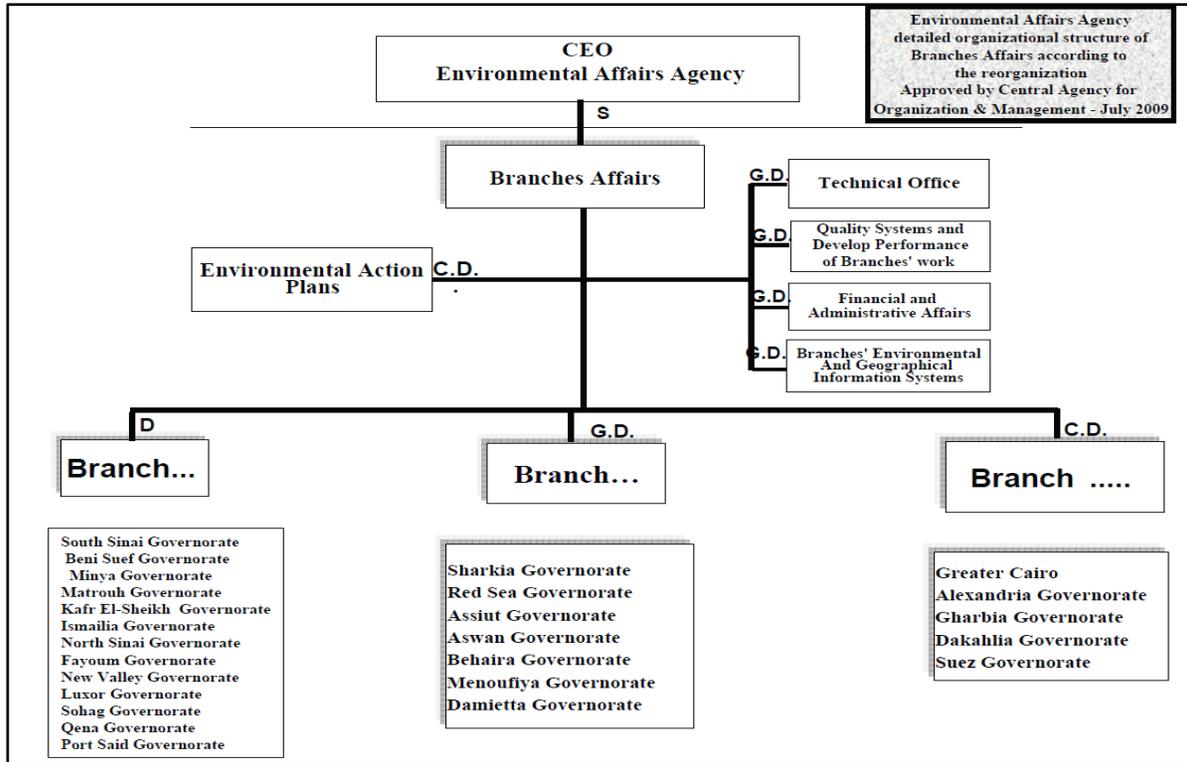


Figure 2. Divisional structure model in ministry of state for environmental affairs (MSEA) 1/2

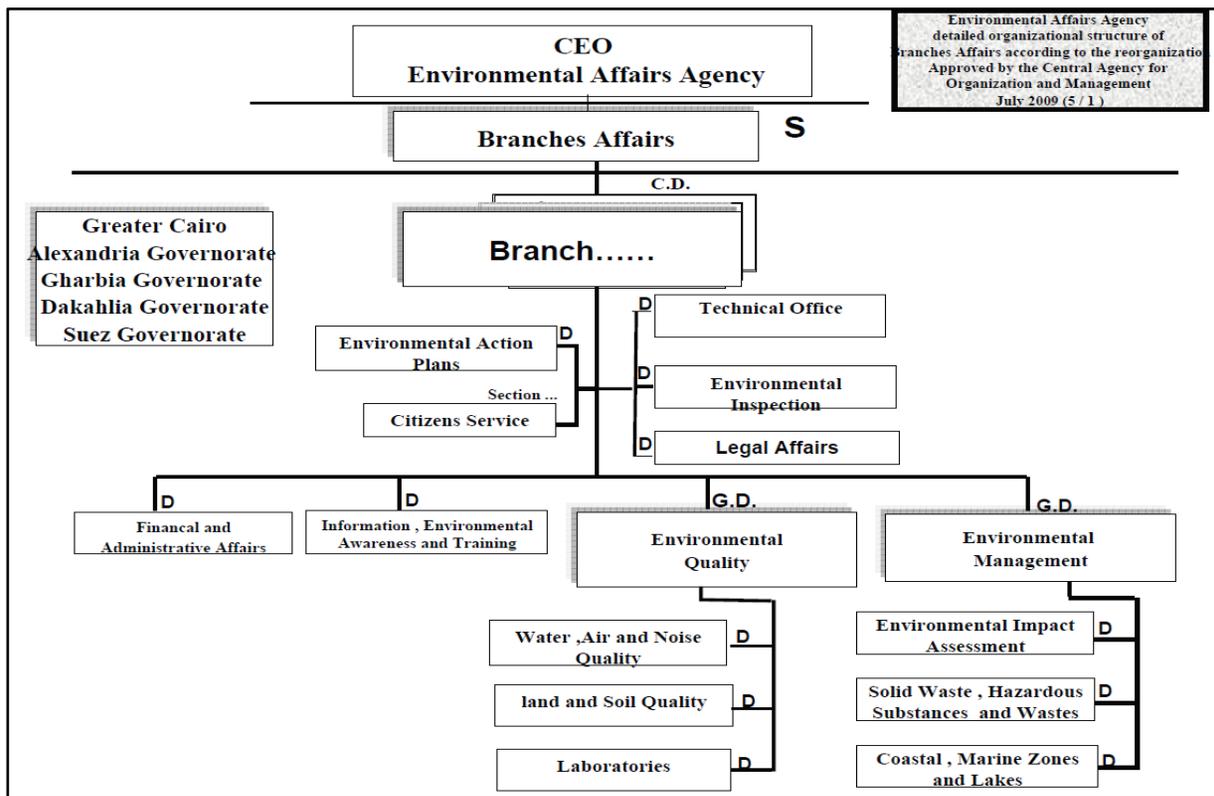


Figure 3. Divisional structure model in ministry of state for environmental affairs (MSEA) 2/2

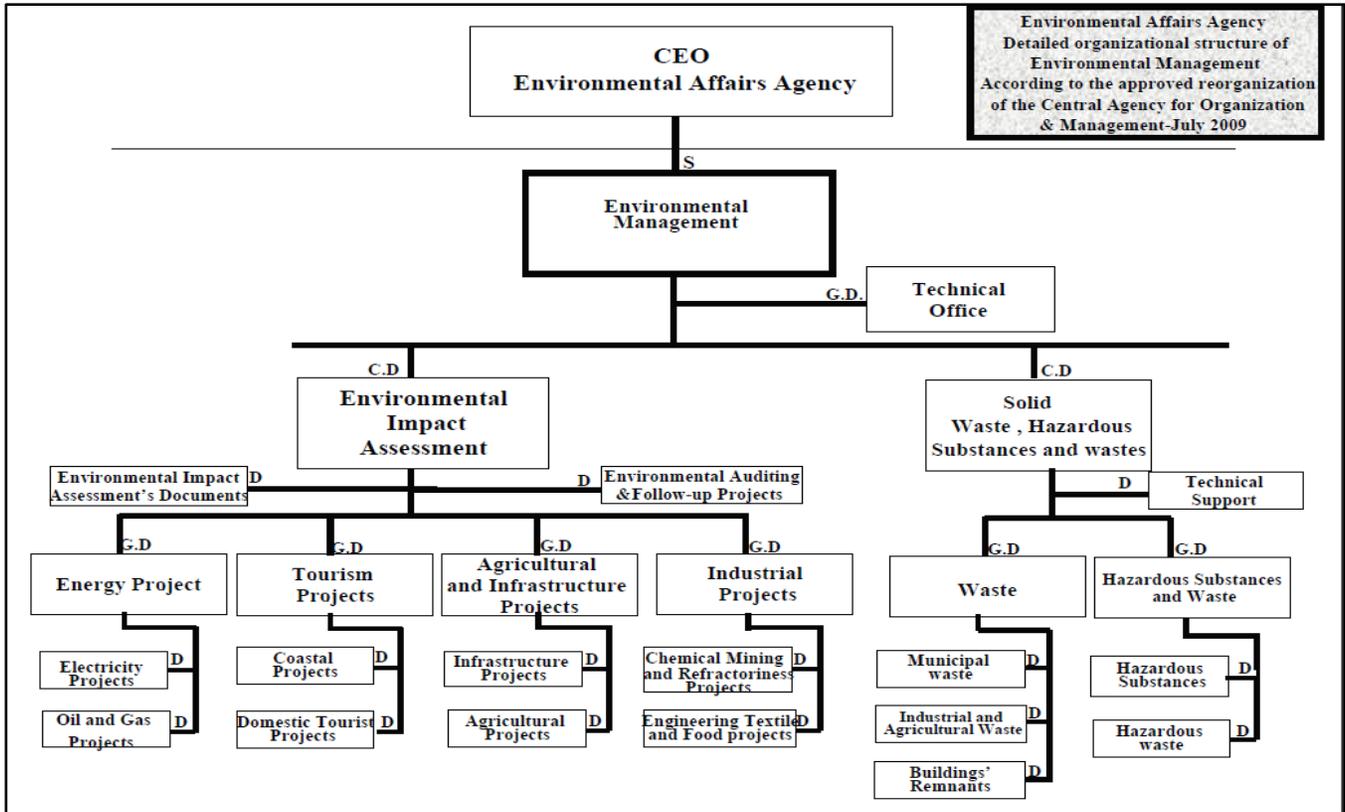


Figure 4. Divisional matrix model in ministry of state for environmental affairs (MSEA)

5. Solutions of organizational problems of Environment Affairs

To improve a organization's performance by successfully solving problems that is causing dissatisfaction for internal or external customers we need focus on Elimination of Root Cause problems.

Organizational change is the movement of an organization from one state of affairs to another. A change in the environment often requires change within the organization operating within that environment[13]

Change in almost any aspect of a organization's operation can be met with resistance, and different cultures can have different reactions to both the change and the means to promote the change. To better facilitate necessary changes, several steps can be taken that have been proved to lower the anxiety of employees and ease the transformation process. Often, the simple act of including employees in the change process can drastically reduce opposition to new methods. In some organizations, this level of inclusion is not possible, and instead organizations can recruit a small number of opinion leaders to promote the benefits of coming changes[05].

Organizational change can take many forms. It may involve a change in a company's structure, strategy , policies, procedures, technology, or culture. The change may be planned years in advance or may be forced on an organization because of a shift in the environment. Organizational change can be radical and swiftly alter the way an organization operates, or it may be incremental and slow. In any case, regardless of the type, change involves letting go of the old ways in which work is done and adjusting to new ways[06]. On the other hand we need to focus in two terms whenever we need to plan, to create and to maintain the new organizational structure form:

Centralization

Organizations with a centralized structure have several layers of management that control the company by maintaining a high level of authority, which is the power to make decisions concerning business activities. With a centralized structure, line and staff employees have limited authority to carry something out without prior approval. This organizational structure tends to focus on top-down management, whereby executives at the top communicate by telling middle managers, who then tell first-

level managers, who then tell the staff what to do and how to do it. Since this organizational structure tends to be fairly bureaucratic, employees have little freedom. Centralized organizations are known for decreased span of control a limited number of employees report to a manager, who then reports to the next management level, and so on up the ladder to the Head [14].

Decentralization

Because individual creativity can be stifled and management costs can be greater in a centralized organization, many organizations continue to downsize into a more decentralized structure. Decentralization seeks to eliminate the unnecessary levels of management and to place authority in the hands of first line managers and staff thus increasing the span of control, with more employees reporting to one manager. Because more employees are reporting to a single manager than before, the managers are forced to delegate more work and to hold the employees more accountable. Downsizing has also helped to change the flow of communication, so that top management hears staff concerns and complaints in a more direct manner and management has a more hands on approach. The hands on approach involves less bureaucracy, which means there is a faster response to situations that demand immediate attention. This structure also takes advantage of bottom up communication, with staff issues being addressed in a timely manner [15].

The restructuring generally takes place at the mid management level. Because some middle managers have lost their jobs, been laid off, or simply taken advantage of early retirement and severance packages, their positions have been phased out, thus helping to reduce unnecessary costly salaries and increasing employee span of control. Many middle managers who stayed in their current "positions" found that their jobs have changed to being coaches, or team leaders, who allow their employees greater freedom in completing their work responsibilities [16].

The chain of command is the protocol used for communication within organizations. It provides a clear picture of who reports to whom. Quick decisions can be made in decentralized organizations because approval usually has to come only from the manager one level higher than the person making the decision.

Finally The tendency is to offer decentralization, in which some power is devolved to field level, as a solution to the problem of tensions between field offices and headquarters. However, decentralization can have the paradoxical effect of increasing bureaucracy as organizations devolving power on the one hand, tend to set up all sorts of control measures on the other.

6. The methodology of structured problem solving

6.1 concept

It should be important to understand the concept of problem and structured problem solving. it is known that a problem is defined as a discrepancy between an existing standard or expectation and the actual situation[09].

Heads have define the concept of structured problem solving as a structured process that identifies, analyzes, and eliminates the discrepancy between the current situation and an existing standard or expectation, and prevents recurrence of the root cause[08].

6.2. Structured problem solving methodology

it has been developed the structured problem solving methodology in the early years of the quality revolution. [16] . Through the structured problem solving, identifying the root cause and implement a solution that prevents recurrence and contributes to quality continuous improvement. Within the quality development, there are the deferent forms of the problem solving methodology [04].

6.3. The procedure and the tools of structured problem solving

Base on the Deming cycle[20]. it has been developed the common procedure of the structured problem solving, which will give us a snapshot of the structured problem solving. there are 6 steps in the problem-solving process. They should normally be taken in sequence (Figure 4).

Step 1: Identifying and selecting problem. It is necessary to define a problem as the difference between the target and the actual. A problem report should be written base on measurements.

Step 2: Analyzing the problem cause. In this step, only spend time on finding the cause(s) and not to go to think about the solutions.

Step 3: Generating potential solutions. It is necessary to explore alternatives because only one solution is not good enough.

Step 4: Selecting and planning the best solution. Makes sure the right people do the right things at the right time and planning the best solution results in low cost.

Step 5: Implementing the solution. Seeing the job through to conclusion is necessary, with appropriate contingency lanning in case some of the new ideas do not quite work out.

Step 6: Evaluating the solution. Reviewing the results is very important, that will be sure the problem really has been solved.

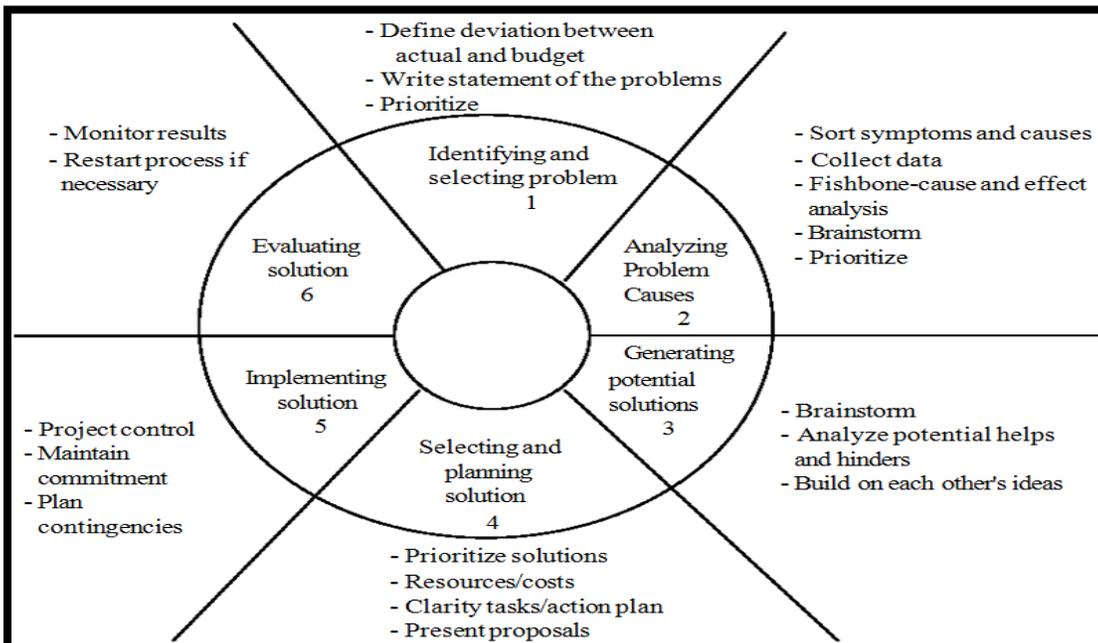


Figure 5. The Problem-Solving Process (Bank, 1992)

7. Create & Maintain a Healthy Organizational Structure

A healthy organizational structure allows its employees to focus on producing quality products and services. Effective organizations provide opportunities to its employees to develop new skills. This allows the staff to constantly improve business operations and ensures that the company maintains a competitive edge required to thrive in a dynamic global marketplace. Creating a healthy organizational structure begins by assessing the company's needs. Sustaining the structure involves running events and programs to maintain a productive workplace[20].

Step 1

Analyze the policies and procedures. Structure the management framework to support efficient production. For example, to create an effective organization, arrange The personnel into functional groups, such as Finance, Purchasing, Marketing, Sales and Human Resources. Align each group's performance goals with the company's strategic objectives. Create or revise the organization's mission, vision and goals. Account for social and economic changes.

Step 2

Document the company's hierarchical structure and publish it on the company's website, through email or in print form. This allows everyone in the company to see the reporting structure, associated roles and responsibilities.

Step 3

Use the resources provided by the Society of Human Resource Management website to learn about industry trends. For example, use the State and Local Resources website to get information about state law updates for the state. Ensure the business adheres to regulations, such as family leave laws or hours of rest required in the state. These contribute to maintaining a healthy organization.

Step 4

Conduct an annual survey using online questionnaires, such as Zoomerang, SurveyMonkey, Qualtrics or Google Docs forms. Invite employees to respond anonymously to the survey to gauge how well the environment supports employees. A comprehensive survey allows you to measure employee perceptions of company operations. By running the survey annually, you can compare results from year to year and determine the success of intervention programs you run.

Step 5

Identify areas that need improvement to maintain a healthy and safe workplace. Using tools available from websites, such as the Mind Tools Problem Solving Techniques website, create cause and effect diagrams to isolate problems.

Step 6

Help the employees adapt to change by communicating regularly with the staff. For example, publish a monthly newsletter that describes upcoming events, changes in personnel and new company directions. Ensure that all employees respect and support the people around them by facilitating sessions in valuing cultural diversity, handling workplace conflict and time management. Professional development enables employees to act appropriately in today's often turbulent world.

Step 7

Encourage employees to share their skills and knowledge using social media technology such as wikis, blogs and forums. In addition to providing meaningful connections to people who may not work in the same location, online communication documents knowledge attained, such as troubleshooting procedures and solutions.

Step 8

Provide opportunities for personnel to receive coaching and mentoring to further their careers. A healthy organization recognizes the value of individual achievements. By providing feedback and advice, executive leaders can groom new personnel to take on additional responsibilities. This helps the company's bottom line as well.

Step 9

Implement performance-based management. Evaluating employees on their ability to achieve their own goals establishes personal accountability. By retaining and developing motivated employees, the company can maintain its competitive edge.

Step 10

Establish professional skills development programs to help all employees at every level do their jobs better. Encourage employees to take and pass exams associated with professional credentials, such as the Project Management Professional, Microsoft Certified Professional or other certifications associated with the industry.

8. The arguments against using a structured problem solving

The structured problem solving methodology has developed several decades, it is natural that some arguments against using a structured problem solving.

8.1. The argument about the problem solving process

The structured problem solving process has long lead time. Firstly who need to use the statistical tools and powerful members from inside and outside the organization as well to study, identify the problem and analysis the root cause of problem, generate the potential solutions, then make out the action plan, to fix the problem[09].

8.2. The argument about the solving conflict of interest

A conflict of interest is a set of circumstances that creates a risk that professional judgment or actions regarding a primary interest will be unduly influenced by a secondary interest. Conflicts of interest are not always obvious. A conflict of interest is any situation that might cause an impartial observer to reasonably question whether your actions are influenced by considerations of private interest. "Private interest" can include financial interests, interests related to your personal relationships, or interests related to your other outside activities[14].

8.3. The argument about the cost of change

The cost-benefit analysis for change management is not unlike other cost-benefit analyses. we are attempting to show the relationship between what it costs to manage the people side of change and the benefits of applying a structured approach to enabling and encouraging employees to adopt a change[05].

Applying change management on a project is not free. It takes time, energy and resources. According to the necessary to apply change management[03].

9. Conclusion

By study, we found that the structure problem solving is most useful way to continuant improving the performance of organization.

To improve a company's performance by successfully solving problems that is causing dissatisfaction for internal or external customers. and to ensure that problem solvers do not jump to solutions before they have analyzed the cause(s) of the problems. then provide a process that can be used by project teams to maximize the contribution from each individual. finally implement solutions to problems that really does eliminate the problems through prevention processes.

Often it will be necessary to collect data, which will then be analysis. When all or most of the facts are known, the possible solutions can be considered; next the ideas must be sorted out. We need to choose the manner teams to solve the problem in the organization. we should setup the common structured problem solving process for the organization. And the teams also are the key fact to success implying the structured problem solving methodology.

Applies to all types of problems , creates a culture of strong problem solving , creates a culture where all are involved in continuous Improvement so appropriate people involved in solution provides a formal communications and follow-up tools

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