

DISSERTATION

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**The organizational structure in public sector. The case of e-EFKA
and the directorate of pensions.**

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Abstract

The impact of definite factors on organizational structure has been in researchers' focal point for years. This article reviews the literature referring the relationships of size, technology, environment and culture to organization structure, points out areas of agreement and disagreement, and offers directions for future research. A wide consideration is first given to structural dimensions. Both dimensions and determinants studied, were plumbed from extensive scientific journals and bibliography. Afterwards, structured questionnaires were distributed to the employees of directory of pensions in EFKA with regard to these factors. It is concluded that, in the large-scale organization studied, the framework of structure cannot be satisfactorily predicted or fully understood with respect to traditional contingencies such as environment, technology and culture.

Keywords: Organizational Structure, (de)centralization, lack of autonomy, functional specialization,

horizontal integration, hierarchy, formalization, environment, technology, culture.

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Περίληψη

Ο αντίκτυπος καθοριστικών παραγόντων στην δομή ενός οργανισμού βρίσκεται στο κέντρο του ενδιαφέροντος των ερευνητών τα τελευταία χρόνια. Η παρούσα διπλωματική παρουσιάζει τα αποτελέσματα μιας έρευνας προκειμένου να αξιολογήσει εκείνους τους παράγοντες που επηρεάζουν την οργανωτική δομή μιας δημόσιας υπηρεσίας. Βάσει λεπτομερούς βιβλιογραφίας, παρουσιάζεται η σχέση μεγέθους, τεχνολογίας, περιβάλλοντος και κουλτούρας με τις διαστάσεις της οργανωτικής δομής, οδηγώντας σε ομοιότητες ή διαφονίες και προσφέροντας υλικό για μελλοντική έρευνα. Μια ευρεία μελέτη παρουσιάζεται όσον αφορά θέματα οργάνωσης. Η ανάλυση των αναφερόμενων διαστάσεων και των παραγόντων της δομής των οργανισμών βασίστηκε σε επιστημονικά άρθρα και βιβλιογραφία. Στη συνέχεια δομημένα ερωτηματολόγια διανεμήθηκαν στους υπαλλήλους της Διεύθυνσης συντάξεων του ΕΦΚΑ αναφορικά με το συγκεκριμένο πλαίσιο έρευνας. Το αποτέλεσμα αυτής της έρευνας είναι ότι η δομή ενός μεγάλου οργανισμού, δεν μπορεί να προβλεθεί ή να γίνει εύκολα αντιληπτή, υπό το πρίσμα παραδοσιακών παραγόντων όπως το περιβάλλον, τη τεχνολογία και την κουλτούρα.

Λέξεις κλειδιά : Οργανωτική δομή, (από)κεντρωση, έλλειψη αυτονομίας, λειτουργική εξιδίκευση, οριζόντια

ολοκλήρωση, ιεραρχία, τυποποίηση, περιβάλλον, τεχνολογία, κουλτούρα

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A Dissertation

Entitled

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and the directorate of pensions.**

By Vasiliki Koraka

We hereby certify that this Dissertation submitted by **Vasiliki Koraka** conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirements for the degree of Master of Science.

Approved:

Dissertation Advisor

Date

2021

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List of Abbreviations & Acronyms

EFKA Single Agency for Social Insurance

SPSS Statistical Package for Social Sciences

Sd Standard Deviation

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CHAPTER 1: Introduction

1.1 Introduction

Generally, the public sector is the world's most extensive service supplier. Traditionally, Public Sector has been seen as a passive vehicle for fulfilling More specific, the social insurance system is whatever governmental system which provides monetary or health assistance to people. Social insurance is a construct through which the government interferes in the insurance market to guarantee the protection of individuals against the risk of any emergencies (Wikipedia, 2021).

Greece's social insurance system was complicated from its constitution, with many many laws to surround it. As a result of that was the incapacity to supply remarkable services, lack of communication and the existing of a bureaucracy system. With a view to more effective and efficient system, the old one had to be restructured.

On 1 January 2017 the Single Agency for Social Insurance (EFKA) merged eight main Greek social insurance Agencies with all of their different management/structuring arrangements yet without any structural reform. The e-EFKA came afterwards intending to underline the new digital time of the organization. Unfortunately, the merger led to bureaucratic mechanism's increase, the maintenance of the lack of communication between the departments and many other organizing problems.

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1.2 Research aim and objectives

The scope of the dissertation is to provide an overview of Greece's insurance system and to highlight the importance of management in public sector organizations and particularly in the Single Social Security Fund EFKA.

In similar other studies such as that of Child (1973) or Miller & Droge (1986), organizational structure was analyzed under two or three dimensions under the ground of size or size, technology or environment correspondingly. In addition, the research of Ford & Slocum (1997) tried to examine the relationships of size, technology and environment to organization structure, as far as centralization, formalization and intensity is concerned.

The main purpose of this dissertation is to examine these factors that modify the overall framework of structure of EFKA, which includes the following dimensions on the ground of size, technology, environment and culture. In particular, to examine the possible relationship between the total of dimensions of organizational structure of a public organization and its determinants.

In addition the present study is a case study of the directory of pensions in e-EFKA and it will try to approach its structure.

The theoretical objectives of this study are:

- The dimensions of the organizational structure in the terms of formalization, (de)centralization, lack of autonomy, hierarchy, horizontal integration and functional specialization.

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- The determinants of the organizational structure with regard to size of organization, technology, environment and culture.

The current research examines the potential relationship between the aims as described above.

1.3 Research approach

Dissertation as based on current literature through academic journal, books, and reliable network sources . For the creation of the research hypotheses and the description of the variables to be tested, the knowledge gained from them was crucial. For the implementation of this study, an appropriate questionnaire was constructed according to the literature review. Afterward, the questionnaire was distributed to the employees of the directory of pensions of EFKA ,having numerical data for statistical processing through appropriate software SPSS.

1.4 Dissertation Outline

In the first chapter, there is basic information about the dissertation for the reader to understand the meaning of the topic. In particular, the aim of the dissertation can induct the reader to the content of it.

In the second chapter, the theoretical background is analyzed. More precisely, the chapter begins with the general information about organizations and management. This chapter is separated into 5 sub-chapters.

- In sub-chapter one is presented the meaning of organizations.

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- Sub-chapter two underlines the basic theories of management such as classical theories.recent developments.
- Sub-chapter three widely develops the dimensions of organizational structure which is the main topic of the dissertation. The reader can have a whole picture of organizations' structuring.Definitions of formalization,(de)centralization,lack of autonomy,hierarchy,horizontal integration and functional specialization are analyzed based on academic sources.
- In sub-chapter four, determinants of organizations are the main issue. Size of organization,technology,environment and culture consist the framework of this study.
- In sub-chapter five there is a short summary

Chapter three presents the methodology of the research,the process of data collection and the construct of the questionnaire and the data analysis techniques.

In chapter four,the results of the research are analyzed using descriptive statistics and correlation.

In chapter five conclusions of this survey are presented, the limitations, and the future developments.

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CHAPTER 2 Literature Review

2.1 Introduction

There is a large and growing material of literature which examines the general definition of organizations and management. We therefore begin our review by analyzing these meanings. Subsequently, we detail the main issues of the research : dimensions and determinants of organizational structure.

2.2 Organizations

2.2.1 Definition of organization and organizational structure.

The word 'organization' arises from the Greek word 'organon', meaning 'tool' (Janicijevic, 2013).

Organizations are those entities aiming to achieve certain goals which seem important for the society. It is a formal existence that is deliberately structured. More broadly, organizations were identified as "natural systems" which fit themselves to the environmental situations (Christensen et al, 2007).

More particularly public organizations are those instruments that carry out the implementation of those tasks on behalf of the society. Public organizations should act instrumentally rationally for fulfilling their desiring goals. Instrumental rationality includes both the effects and the process of the organizational structure. Public sector doesn't include private companies, voluntary organizations and households. Generally the definition of the public sector includes not only the implementation and the authority of public policy but the government ownership as well (Christensen et al,

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2007). Governments have a top-down organizational hierarchy, where employees follow a chain of command, which demands clear objectives and adhesive administration to achieve goals. Public servants operate within a “policy subsystem” of actors who follow civil laws and regulations that lead the process of implementation (Marland, Osborne & Levesque, 2020).

The full term “management” is one that deduces from private sector occurrence, mentioning as it does a care for the use of documents to accomplish effects in distinction to the focus of “administration” as the support to official processes and procedures. Public sector bureaucrats, are sensed essentially as decision makers, and thus are regarded inferior to the private sector comparable's (Aucoin, 1990).

The Greek public management and the administrative system are represented by Kevin Featherstone as “*one governed by political clientelism tightly interwoven with bureaucratic, inefficiency*” (Koskina, 2008, p266). Political clientelism refers to the establishment of the relationships of the strong and powerless people which relies on a personal tie; that connection is detected within the world of politics (Koskina, 2008).

Organizational structure defines the arrangement of rules and roles, necessary for the implementation of the above goal and it is briefly described through the chart, job description. In other words, it is the set of rules and descriptions which simply devise the various tasks and measures the co-ordination among them (Miller, 1991). Meanwhile, the above chart reports nothing about the way an organization behaves in real. It simply sets the framework in which the organization should operate (Daft 2010).

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The existence of organizational structure could be separated, reported to the industrial or the post-war firms ,into organics(mechanistic) and inorganic ones (Nahma, Vonderembse,Xenophon&Koufteros,2003). They believe that the mechanistic model is efficient since environments have a advanced level of certainty, profession runs as routine, organizations are planned for large-scale, and employees are considered to be another resource. Internal structures are used to be vertical, functional, and bureaucratic. On the other hand, inorganic environments have to face chaotic-non stable conditions, technologies are non-routine and internal structures tend to follow the principles of team working, learning and innovation.

A cautiously designed organizational structure is necessary to a company's success.It can be said that organizational structure is an component through which managers achieve defined goals.Effective structure guarantees the constancy of a firm holds its competitive advantages and is the main factor for maximizing performance within that firm(Elezaj,Millaku&Kuqi,2020).

Therefore,it has a significant effect on organizational effectiveness, property, creativeness, innovation, knowledge management and mental empowerment (Eketu,Edeh,Alamina,Fern,Kumari&Eder,2020).

Pribadi (2013) attempts to separate “structural” and “structuring” meanings of organizational characteristics. The “structural” of an social group mentions to physical characteristics such as size/sub-unit size, span of control, flat/tall hierarchy,

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and body degree. Meanwhile the “structuring” names to the line and actions happen in an organization that draw and limit the action of members of the organization such as specialization, formalization, and centralization (Pribadi ,2013).

At this point, a special reference should be made about the formal and informal norms. Formal rules are usually described in organizational chart and the job description. It is more a structural characteristic and specifies the procedures and principles that are followed. Informal rules are the unwritten ones that establish the organization's tradition and values. They are generally institute the culture and the ideal ,that coordinators follow(Diefenbach&Sillence,2011).

2.2.2 Characteristics of public organizations :

Public administration developed in a period marked by rapid change connected to the industrial revolution, economic improvement and the building of modern states in the late 19th and early 20th century in Western Europe and North America. Government is seen as the direct factor responsible for serving the public good (Nhema,2015).

Concerning the private organizations, it would be of fundamental importance to emphasize the main differences of public from private sector. Firstly, public organizations report to an democratically elected leader and consequently they are accountable for their actions to society through elections. Due to that, public organizations are guided by politicians, so as to protect the needs of citizens

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(Mihaiu,Opreana&Christescu ,2010). On the contrary, private sectors report only to stakeholders and that for profit maximization is their primary goal. Since public sector is part of the chain of government,faces different challenges and is managed by restrict rules and regulations.Secondly, it is about a multifunctional sector, which may received as an pathological or an inherited one. In the first case, leaders of the system see it as a chance to reform the system, through the so called “new public management” or in the second case see it as the pathogenicity of the system that cannot easily resolved , which is a main difference from the private sector. In addition, public organizations do not operate into a free - competitive market as the private industrial does and consequently don't aim to profit (Christensen et al.,2007).

As specified by Hooijberg and Choi (2001),they noticed three differences between public and private sector :

- Private sector's targets are less ambitious and less complicated than those of public sector's.
- There is more leadership profit in public than in private organizations.
- Public employees enjoy greater job security due to the presence of wide grievance procedures.

Undoubtedly,nevertheless,the most often repeated findings about public organizations are that their targets are especially unclear and impalpable in contrast to those of private firms and that they usually have aggregate, contradictory goals (Rainey,2009).

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A private organization seek particularly to get economic benefits, displaying a decreased care for the social and environmental concerns. Nevertheless nowadays more companies are starting to change their profit by trying to replace the social obligation vision with the one of receiving profit. From that economic aspect, public organizations are poorly funded whereas private firms are financed in compliance with to their productivity (Mihaiu et al.,2010).

As far as the employees of public organizations is concerned, due to the bureaucratic stereotype, are often regarded as slackers who do not show much initiative. However, that only describes extreme cases. The majority of public employees are decently motivated, productive, and careful for the public interest (Brewer,2011).

Undoubtedly, however, the observations about public organizations that are repeatedly discussed is that their visions are especially undefined and intangible in contrast to those of private business companies and that they more often have multiple, contradictory goals.

Greek civil service is a big and complicated system, which consists of different kinds size national forms that provide all kinds of state employments (Sotirakou &Zeppou,2006).

In the opinion of Spanou (2008), the recently formed Greek state was planned along the principles of the Napoleonic model. On the one hand particular reconstructions have attempted to strengthen central control and to increase bureaucratic

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accountability and on the other hand, other reforms have attempted to relax primal nation control on local governance (Spanou ,2008).

2.3 Management

2.3.1 Definition of management and functions of it.

Management is the fulfillment of the goals of the organization with a dynamic and productive way through four operations:planning,organizing,leading and controlling organizational holdings (Draft, 2010).To manage is to predict and to program, to form, to command, to co-ordinate and to command (Rana,Ali &Saha,2016).

Organizing follows the planning, indicates how the organization will fulfill the plan.More specific is that part of management that refers establishing an intentional structure of roles for people to fill in an organization.Leadng includes motivating employees and entire departments to accomplish the shared goals and values. Controlling ,the final step in the management process,supervise the employees activities and valuates if the target is achieved and if not, makes the necessary corrections (Mahmood,Basharat&Bashir,2012).

Hence, management refers to the improvement of bureaucracy that deduces its value from the demand for strategic planning, co-ordination, directing and commanding of big and compound decision-making procedure (Mahmood et al.,2012).

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2.3.2 Theories of management.

The study of management can be traced to 3000 b.c., to the first government organizations promoted by the Sumerians and Egyptians, but the formal study of management is recent. Contemporary theories of management tend to explain and help understand the speedily commuting nature of today's organizational environments (Olum, 2004). Several management theories are classified as follows: Scientific management school comprising the works of Frederick W., the classical organization management school prizing the works of Henri Fayol's views on management, and Max Weber's idealized bureaucracy, Behavioral School comprising the work of Elton Mayo and his equals; the Management Science School and Recent Developments in Management Theory

Scientific management

Scientific management aimed to increase productivity and efficiency. Its main opponent, Frederick Winslow Taylor in 1911, strongly believed and introduced the following principles in industrial work, as the best way to do a job (Haveman & Wetts, 2018):

- 1 Discover of the most productive worker.
- 2 Break the job this worker carries through into their simplest sections and formalize these tasks into a set of rules and activities that all other workers can follow.
- 3 Examine human capabilities to perform these formalized jobs.
- 4 Hire and scientifically develop unskillful workers.
- 5 Set goals for them in agreement with to their human capabilities.

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6 Relate fiscal and career payments to task accomplishment.¹

Taylor's propositions were powerfully affected by his social/historical period (1856-1917) during the Industrial Revolution; it was a period of authoritarian management that saw Taylor changing to "science" (therefore, his principles of scientific management) as a solution to the inefficiency of the period. (Olum, 2004). Taylor's section of scientific management reasoned example change from the division of labor and the value of machinery to assist labor. In that case management should see labors having various skills and tasks, arouse the scientific decision making, preparation, and labor's development and the same division of job between labors and direction. That is a absolute intellectual alteration on the part of the workers' subdivision and an as absolute turning on the management's part (Khorasani & Almasifard ,2017). While Taylor's scientific management ideas continued to have greater national attending, it also attracted a lot of opposition.

Subsequent research has give emphasis the fact that individual activity in the organization is affected by a whole range of social and mental elements that Taylor evaluates as unrelated to productivity (Nhema,2015).

Classical Organizational Management School

Classical perspective_highlights a realistic knowledge base approach to the study management and led to make forms capable operating machines.The classical

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approach arose during the nineteenth and early twentieth centuries (Daft 2010). The development of the factory system, raised the need for planning, organizing, problems that employers hadn't before. Due to the thousands of problems in management and the complexity of the new, large organizations the need of a new suggestion to coordination and control, was born and led to the new management with classical perspective. This perspective consists of three sub-fields, scientific management, bureaucratic organizations, and administrative principles (Ziarab & Basharat ,2012).

Administrative Management theory was developed by Henry Fayol in 1916. This school of thought owes its origin to the works of Henri Fayol, a French mining engineer. Basing on his personal experience as a senior manager, wrote the book 'General and Industrial Management'. He emphasized at six basic functions, which are Forecasting, Planning, Organizing, commanding, Coordinating and Monitoring. Fayol's managing principles were the following :

1. Division of work, 2. Authority, 3. Discipline, 4. Unity of command, 5. Interrelation between individual interests and organizational objectives, 6. Unity of direction Remuneration, 8. Centralization, 9. Scalar chains, 10. Order, 11. Equity, 12. Job guarantee, 13. Initiatives, 14. Team-spirit .(Mihiotis 2005).

Fayol's five principle roles (Plan, Organize, Command, Co-ordinate, and Control) of management are still actively followed today. However, his principles of "unity of

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command” and “unity of direction” are systematically violated in “matrix management”, the structure of decision making for many of today’s companies (Olum,2004).

Bureaucratic theory of management,was born by Sociologist Karl Emil Maximilian known as “Max Weber” in 1947,according to Havemann &Wetts, 2018.He believed that managers have the right to direct employees in line with scripted rules and software. The focal point of his theory is the structure of organizations.He talked about bureaucracy as an idealistic type, since he believed that bureaucratic skillfulness of human activities was the characteristic of modern society, the effect of the growing rationalistic of human actions (Haveman& Wetts,2018) .Bureaucratic theory established mainly in public sector and generally in large organizations. Furthermore it’s values are close to technocratic thinking (Daft 2010) .Weber's ideal-representative bureaucracy involves the favourable elements:

- official areas whose regular activities, figures of formal authority, and employment are commanded by rules
- a hierarchical structure in which authority moves from top to bottom and information moves from bottom to top
- formal, written reports that allow organizational memory responsibility, and flow
- disconnection of bureaucrats' official roles from their personal lives
- distinctiveness in training and a clear division of labor

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- Directing that follows general, scripted rules, which are more or less effete (Haveman & Wetts,2018) .

As an ideal-type, bureaucracy has comparatively broad features, requirements and effects and that practice at best comes close to the ideal type. In the true world there are unstable and related structure principles (Olsen,2007).

On the one hand, there is the certainty that contemporary direction is reliant on a bureaucratic basic and as it is totally welcomed, it is most difficult to eject. However, the foundation and the devolution of bureaucratic system has become a monster of our culture,as bureaucracy “works in the opposite direction than democracy.”(Villoro,1998,p.98).

Behavioral School of Management

Following the classical approach but widening and expanding it,the neo-classical theory or Behavioral school of Management adds a more human perspective to the science of organization.More specifically, Mary Parket Follet,through magazines of the time emphasized the importance of co-operation than competence in the organizations.She believed in knowledge-based authority (Haveman &Wetts,2018).Pointedly, she applied the following principles in business management :

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-informal rules are of high importance. In other words authority in an organization derives from experience and not from the status.

-she wrote about union and “group principle” in the sense that both workers and managers have equal rights to the organization, since they contribute equal to it.

-promoted assistance and empowerment instead of control.(Daft,2010)

-inserted the term productive conflict in order problems to be solved.

Unfortunately, at that time she was ignored but afterwards American management academics, recognized her as: “the mother of modern management.”These theories have hold through time and are important channels through which to criticize motivation (Kroth,2007).

Recent Developments

Situational Management emphasizes the need of managers to adapt their style in conformity with the needs of the outside and inside environment.This theory approaches more the style of the leader than the management itself.As stated by Haveman and Wetts (2018), contingency theorists regarded something that scientific-management and human-relations scholars had neglected: organizational environments.In alliance this theory two system are defined: The open-system and closed system. Contingency theorists defined organizational surrounds on three leading dimensions: (1) complexity, indicating the number of environmental elements faced at the same time by any organization; (2) uncertainty, indicating the variance

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over time of those elements; and (3) inter-dependency, meaning the level to which those features are connected with each other.(Haveman & Wetts,2018).The above theory revealed a knowledge base for management.

Modern management theories are about management that introduced after the World War II, that adopted mathematics, statistics and other qualitative techniques for the solutions of managerial problems. Current management thinking spreads thorough the theme of quality. W. Edwards Deming, is considered the “father of quality movement”, who initially introduce the idea in America, but Japanese took into account this theory and established it in their industry (Mahmood et al.,2012). A new philosophy was created in the area of management from the Japanese. As stated by Powell (1995) Total Quality Management (TQM) as an incorporated direction philosophical system is a set of techniques that emphasizes, among other things, constant improvement, meeting customers’ demands, declining make over, long-range thinking, accrued employee participation and cooperation, process redesign, antagonistic bench-marking, team-based working, constant evaluations of results, and nearer state with suppliers (Powell, 1995).

Despite TQM programs can create execution benefits, they do not handle the demands of all organizations, and they are fraught with difficulties for firms that demand the necessity supplementary roots. Furthermore, although continual pressure from TQM is promoted, researches have concluded that it is quite likely for organizations to

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expand outside the scope of the TQM ideology and frame, so long as they grow the intangible resources vital to endurance and success(Powell, 1995).

Ultimately,each theory has set new particular laws and appointed new thoughts in direction field of study within 20 century. On the other hand, they have momentous influences in structure field of study.In briefing, the following image (Figure 1) presents the evolution of management theory within 20 century :



Figure 1 : Management Theory (Khorasani &Almasifard,2017)

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2.4 Dimensions of organizational structure

2.4.1 The degree of Centralization- Decentralization

The centralization according to Reimann (2008) was a capacity :

- of the point of decision making with regard to considerable and specific functional policies. .
- the degree of information-contribution between different levels of management
- The degree of co-operation, concerning the long-run plans (Reimann, 2008).

In other words, it is the process where the concentration of the decision making is on few hands (Siggelkow & Levinthal, 2003).

- On the one hand, in large organizations and generally in any bureaucracy, it is considered that the centralized decision making is essential and effective. Defenders of this aspect suggest that it can lead to high performance and quick decisions and builds apparent borders of authority. Classical theorists of bureaucracy consider the respective degree of centralization as inherent to comprehending how an organization's decision-making processes are contributing to higher organizational efficiency (Andrews, Boyne, Law & Walker, 2007). Joseph and Caba (2017) supported that lowering the costs of getting and communicating knowledge affects the extent of centralization within a firm. That is, centralized decision makers regard inter-dependencies are better

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(than decentralized ones) at following proposals but demand a strong set of proposals to which they can react. Joseph, Klingebiel&Wilson (2016) have pointed the following positive aspects of centralized decision-making :

- Vertical information flow may decrease delays owing to coordination problems , following termination decisions.
- Product appraisals are promoted to higher levels in the firm. Senior managers, focus their attention on the entity of the whole of products ,having as result the maximum performance of them.

The link between composition and execution is a dateless interest for students of national direction. However, there is still relatively little inquiry analyzing the outcome of the degree of centralization. From macroeconomic approach it proved that as examined to a environment without coordination among governments, a central planner's proposal would mean an increase in spending on government public goods which gains total factor productiveness and also productivity growth, if the regular state fends for economic growing (Behnisch, Büttner,& Dan Stegarescu,2001).

Andrews et al. (2007) following their article ,believe that high demonstration occurs for national forms that fit their decision-making structure with their important position within public organizations on public service performance.

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On the other hand decentralization is the decision making encourages the participation and involvement of the staff. It is the power to get over the weakness of successive judgment procedures: If all decisions have to be taken centrally, the procedure is mostly slower than if decisions can be made severally and synchronously by more than one player (Siggelkow & Levinthal, 2003).

Decentralization has many different definitions. First, decentralization symbolizes a “process”. For example “. . . any transfer of powers or functions of government from national level to any sub-national level” (Conyers, 1981, p. 108). Secondly there are the sub-dimensions of political decentralization, which reflects the formal transfer of power to autonomous and the fiscal decentralization which refers to both revenues and expenditures. Dubois & Fattore (2009) refer to the sub-types of decentralization which are de-concentration and devolution, along with delegation and privatization. However in terms of directional decentralization, a special report should be made for horizontal or vertical decentralization which refer to the dispersion of power between the same presences or to upper or lower level (Dubois & Fattore, 2009).

Dubois and Fattore (2009) believe that decentralization along one conception could be connected to one set of reasons and effects, and decentralization along another conception could relate to a contrary or opposite set of preceding and outcomes. Anrews et al. (2007), found that widening involvement in choice fashioning can gain organizational powerfulness by raising common power, status, and contentment.

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Concerning the public administration, decentralization has the following aspects :

- The electoral system, which leads to unity, or contrariwise – a difference in the policy of local and national authorities.
- Disagreement between regional upper classes and the central government.
- The degree of involvement of local governments in economic processes.

(Gavkalova &Irina Kolupaieva ,2018)

Gavkalova &Kolupaieva (2018) believe that decentralization in public management could be effective under certain criteria.

In general, the definition of decentralization is broad and should be carefully taking into account in the case a of research. Some theorists believe that the degree of centralization or decentralization could either affect or not the operation of an organization. More specifically, contingency theorists indicate that organizations should adjust their strategy to the environmental conditions that they confront (Anrews et al.,2007). An organization can move in both these directions at the same time since there are distinctly described measures of discriminating centralization and selective decentralization. It can be said with foregone conclusion is that centralization should only be positioned when a government does have particular strategic aim .Of significant importance in following this direction are the capabilities of governments to separate the pressing political problems and specific political

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priorities. The latter can be leaded centrally. The former, nevertheless requires decentralization (Aucoin,1990).

2.4.2 Functional specialization

Functional specialization is the number of projects from a specific describes job specialization consists the main factor shapes the division of labour , the number of tasks and each extent in a particular position (horizontal job specialization) and defines the obligations of the superior (vertical job specialization) as specified with Christensen & Lægreid (2011) Completeness in national forms signify contrary things.

Structural complexity in public organizations may be measured according to the following fundamental dimensions.. The first one is vertical specialization, and the second one is horizontal specialization, and both dimensions have intra- and inter-organizational elements (Christensen &Lægreid ,2011).Vertical inter-organizational specialization concentrates on the specialization among public organizations whereas horizontal inter-organizational specialization concentrate on specialization among public organizations on the same hierarchic flat (Christensen &Lægreid,2011).

The purpose of work specialization is to separate a job into specialized fields based on how it will benefit the organization. Again,functional specialization is to improve effective utilization of employee abilities and hence to improve them through

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continual process through which an employee will be experienced in that area. However, one of the lacks of work specialization is the weakness to acquire fresh ideas. (Eketu et al., 2020).

The degree of specialization impacts on the qualification of the staff to supervise and intervene with the efficiency of the organization's hierarchy. If the goal of an organization is only to maximize performance, a structure with lower levels of specialization may be optimal. However, a hierarchical structure which is defined by a high degree of specialization will permit a higher control of managerial behavior (Elezaj et al., 2020).

2.4.3 Formalization

By the term of formalization, we mean the degree to which the employees' role is defined by organization charts, formal rules, procedures, policy and job handbooks (Reimann, 2008). Formalization is a significant characteristic of Weber's bureaucratic type. As per Adler and Bory (1996) identified two contrary features of authority in bureaucracy :

- the management that bases on a system of rules .
- the other that the individual obey rules because is the only way to recognize the content of job's goal.

Loon, Leisink, Knies & Brewer (2016) define rules as those that achieve the functional objectives and could be represented as a required bureaucracy. However, rules that do

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not implicate a high conformation effect but need practicality can be characterized as unneeded rules. These regulations are obligatory but do not foster their supposed role.

Much of the relevant literature of the Human Resources Management underlines the negative aspect of formalization. More specifically, Kaufmann and Borry (2018) pointed out the negative link between formalization and job satisfaction and identified that procedures and rules lead to feelings of powerlessness and self-isolation. While there are some aspects that support that formalization limits innovation and environmental quality, others share the opinion that authority could easily lead to execution of innovation but not to the genesis of it. Sociology scientists and engineers believe that bureaucratic formalization undermines the employees' loyalty and the innovation effectual (Kaufmann & Borry (2018)).

Jacobsen & Jakobsen (2017) examined formalization from different perceived aspects. Pointedly, he believed that one actor can comprehend a set of regulations as red tape, while another sees them as defending essential values. Furthermore, formalization is related to an entire set of rules despite of their source within or outside of the organization or their particular direction.

Kaufman (1977,p5) believed that "it is people's perceptions of government constraints, not objective measures of reasonableness, that lead them to attack constraints as red tape".

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The other contrary feature of formalization is the one that underlines the technical part. Supposed there is a well designed framework of procedures that would result in high demonstration (Adler & Bory, 1996).

Auh & Menguc (2007) studied how formalization affect customer orientation .Formalization is a key control mechanism on customer orientation but in alliance with centralization, could be less effective. Moreover involvement and support from management people to the salesmen could only be taken as positive sign. Except from the Salesforce environment, formalization encourages employees to follow up given procedures and present an of high level quality product (Auh & Menguc 2007).

There are two types of formalization :the one that alters employees to control their job (enabling) and the other to force effort and obligingness from employees (coercive). As Adler & Borys (1996) define there are rules of common interest of both managers and workers, rules that are of interest of one party against the other and finally the so called “bad rules” which ignored from both parties (e.g non-smoking rules). To continue and increase the rules 'potential of enabling and coercive), organization are distinguished by two dimensions (Adler & Borys, 1996)

- Type of formalization (enabling and coercive).

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- Degree of formalization, which represents the extent of formalized rules controlling work behaviour and the degree of formalization.

The following image (Figure 2) sums-up the above two-dimensional framework.

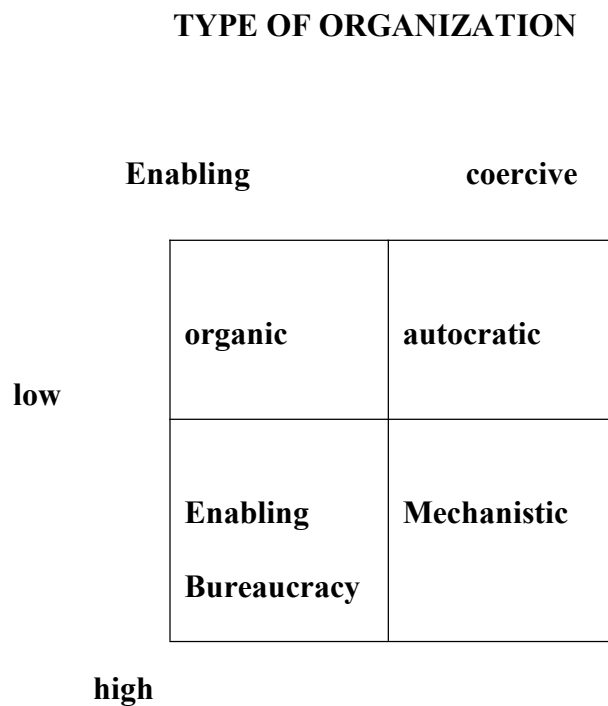


Figure 2 : Typology of organizations (Adler&Borys,1996)

Under certain conditions, formalization could distribute to administrative efficiency.

Chen and Huang believe (2007) that organizations with low formalization behaviors are comparatively unstructured and individuals have greater exemption in dealing

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with the demands of their related tasks. Thus, social communications among organizational members are more regular and modifier for completing the tasks. Consequently, the less formalized work procedure is possible to affect the social interactions among organizational members.

To summarize, formalization contributes to skillfulness in management and affects by bringing as a normal of distributive justness. The formalization process establishes the standards and the measures against which state is compared and rewards or penalize (Adler & Borys, 1996) .

2.4.4 Lack of Autonomy

Autonomy may be defined as the degree to which one actor can take central decisions without the permission of others. At several levels of research we are allowed to examine at the autonomy of individuals within an organization or the autonomy of organizations or their divisions (Brock 2003). Autonomy is highly related to the sense of decentralization of public administration, that was analyzed earlier. Thus, at this point a note should be made for these two similar concepts, autonomy and (de)centralization. Autonomy refers to the extent of decision making authority maintained by a given position, whereas whereas centralization refers to the set of decision-making authorization in an system the degree to which decision-making is accumulated in a single point or distributed throughout the structure (Brock 2003).

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Yesilkagit & Thiel (2008) believe that that political reformers gathered division units from ministries, produced extremely specialized organizations, and assigned considerable degrees of autonomy to these bodies. In their research, they measure the degree of financial and policy autonomy, and how his influence any choice within the organization. Autonomy is highly related to the sense of decentralization of public administration, that was analyzed earlier. Bauer and Ege (2018) try to approach the meaning of autonomy by the sociological and relational aspect. According to them, bureaucratic autonomy is the aggregation of the capability to develop independent options within the organization (autonomy of will) and the capability to translate these options into action (autonomy of action).

Koen, Guy, Geert and Bram (2004) define bureaucratic liberty as the nominal release of an office head from full governmental oversight by the departmental executive. They created a broad abstract map of autonomy, which includes liberty as the flat of conclusion making abilities of the agency and autonomy as the immunity of restrictions on the real use of decision making abilities of the agency. Roness, Rubecksen, Verhoest and Macarthaigh (2007) study autonomy and regulation from structurally dis-aggregated state agencies. In its broadest definition, regulation equals all forms of social control or influence. From the pattern of reinforcement, there is a positive relationship between regulation and lack of autonomy. From the classical perspective, general regulations and procedures interesting staff, financial proceedings,

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or primary production procedures may guarantee internal mobility, sympathy, and economies of scale, confront fraud and guarantee equity for citizens and avoid policy differences across areas. However, aiming at responsibility to a highly unstable and complicated environment, open system theory recommends strongly decentralized organizational forms, in which organizations have sufficient liberty and autonomy to alter their internal procedures to adjust external environmental natural events (Roness, Rubecksen et al. ,2007). Pursuing in-dependency, the lack of a strong national private sector in most countries signified the bureaucracy as the main tool of economic improvement. Furthermore, this meant the bureaucracy turned to be the leading source of employment in developing countries. Thus, change in the quality of political-bureaucratic dealings is associated to the comparative capability of the private sector (Dadandi & Esteve, 2017). As Schick (1998: 129) notices, 'progress in the public sector requires parallel advances in the market sector.

2.4.5 Delegation of authority

Delegation of authority fits the quantitative relation of the number of specific management decisions the primary administrator delegated to the number he had the authority to make (Reimann, 2008).

One of the relentless criticisms of organizational design in government is the attitude to fill up line organizations with aggregate, and even conflicting, objectives. What are created, as a result, are "Corporation" organizations which more often than not

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attempt to ride off in several directions at the same time. The managerialist approach regards this a formula for powerless performance (Aucoin,1990). A significant role to success, exists in the degree to which the corporate administrator - president, prime minister is capable and prepared to define the essential targets of line organizations and to restrict themselves from increase on objectives which, however coveted in themselves, effectuate to muddy the waters with regard to original missions (Aucoin,1990). Nearly connected to these principles for delegation is the detected demand for organizations to be managed in ways which alter them to "stay close to the customer," or, in public management terms, to be responsive to citizens (Aucoin,1990).

Following Colombo & Delmastro (2004), there are two models that analyze the issue of delegation of authority. The first model disregards the problem of contradictory targets among bureaus (teams or agents) and examines the content of coordination of perfectly enlightened agents. By delegating decision-making to the agent who is well informed relating to a given decision, firms can fully use economies originating from local capacities and jobs specialization. The second models examines the decentralization of motivators setting. More specific, it is presented that the transportation of decision authority to the representative relies definitely on the information benefit he enjoys with regard to the principal and the level of the private profit he can extract from exercise of decision-making power.

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In the field of political authority, models of delegation have cast light on the recovered of bureaucratic organization (Moe,2012). Moe (2012) assumes that bureaucrats are inferiors in the order of government, clean and simple. As public authority is concerned, this is precise and becomes clear. However, in a democracy, political superiors are elected, and as a result, since ordinary bureaucrats can get formed to take corporate activity in politics—through public sector unions, for instance—they can have political influence over their own dominants. Whenever it occurs, they can play leading functions in deciding who is chosen and what policies the second follow in office (Moe,2012).

Sengul and Gimeno (2013) pointed out the meaning of constrained delegation across multiple industries. Operations in aggregate industries, makes the necessity for delegation more essential than in environments typically studied in the multi-market where firms sell nearly indistinguishable products across various markets. Constrained delegation expresses selectivity with regard to which subsidiaries decision rights are more probable to be centralized in a multi unit firm and provides a significance compromise between full centralization and full autonomy. It is essential to concentrate on the allocation of decision rights to unit managers, because many strategical starts are developed and executed at their level. Their study (Sengul& Gimeno,2013) supplies information that selective participation does expose limits on firm development but because collective headquarters limits the behavior of assistants with high possibility as to avoid multi-market competition.

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2.4.6 Hierarchy

Hierarchical Control is the degree of the accumulative authority duty resting in the various levels of the hierarchy. The hierarchy is a tool for representative management where problems of increasing complexity are associated with in the organization (Reimann, 2008).

Despite all the theoretical approaches about flat, lean or virtual organizations, family-, team- or network-based modes of organizing, most organizations still officiate on the basis of hierarchical principles and mechanisms (Diefenbach & Silline, 2013).

In a conventional form, inner structures tend to be vertical, functional, and bureaucratic. On the contrary, the organic paradigm recognizes the co-seismic, even disorganized nature of the external environment (post-industrial). In that cooperation model, the organization system is usually flat, bases on common goals for control and cooperation (Nahma et al., 2003).

Lower level individuals are thus constricted to or constrained by their differentiated cognition and control difficulties that fit their skill level (Reimann, 2008). Flatness of organization pecking order is conceived as the extent to which an social group has many or few flatσ of administration hierarchy (Teixeira et al., 2012).

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Despite 'bureaucracy' is used generally in critical terms its hierarchical principles are still at the centre of current orthodox organizations. New management thoughts are still supported by the principles of formal hierarchy. Little more than the vocabulary and style has changed: "managers do not 'command' any more but provide guidance' employees do not 'obey rules' but 'engage with company policies', staff are not 'being told' but 'informed' and so on" (Diefenbach & Silline,2013,p1520).

Moreover, a flat social group can decrease problems of collection postponements, deformation and corruptness as cognition flows from one level to another (Teixeira et al.,2012) .

On the one hand there are powerful opinions that hierarchy is in decrease, on the other hand,approaches make a powerful case for its continuity. Diefenbach and Silline (2013) believe that hierarchy either formal or informal reckons on the kind of the organization.More particular :

- In the bureaucratic/orthodox organization, the principle of formal hierarchy line management is changed by secondaries into the principle of informal control among equivalents. The informal hierarchical procedure helps to keep the formal hierarchical order working and entire.
- In the professional organization, the formal principle of seniority and the formal principle of professional autonomy, although in oppressiveness to each other, approach towards the informal principle of control among semi-autonomous individuals.

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- In the typical democratic organization, the principle of formal hierarchy is vocal for the principle of informal political domination. Together, both values represent both the formal and the informal control of a politically active minority over a politically inactive majority.
- In the hybrid organization, a formal hierarchical dual structure of rules of direct and indirect line management is balanced by a powerful informal principle of constant hierarchical orienting at work.
- In networks, the formal principle of structures and procedures supplies the set for some units to create conventional roles and corresponding behaviour of control and obedience. Therefore, informal hierarchy starts to dominate, based on an informal principle of communicative control.

Lundholm, Rennstam & Alvesson (2012) present three hierarchical mechanics – loose coupling, transformation, and consolidation. Loose coupling happens when managers effort to effect employees by influencing other aspects of organizational life than the actual work, hoping to increase the probability of spiritualist actions on part of employees.

Therefore, when work gets complicated, the spacing between management and the work process increases and managers will try to aim the work activity through means that are only indirectly connected to the work process. The second dynamic happens when manager will have a medium perceptive of the technical aspects of work.

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The hierarchy is a tool for challenging management where problems of increasing complexity are raised within the organization (Joseph & Gaba, 2007). Generally, hierarchy tends to make communicating between flats more hard and holding in the rate of progressive thoughts.

2.4.7 Level of horizontal Integration

The “level of horizontal integration” is the extent to which departments and workers are utility specialized of horizontal versus integrated in their work, abilities, and education (Nahma et al, 2003). Vonderembse, Raghunathan & Rao (2010) pointed that advanced performing tend to have higher levels of integration at all levels in the organization. Concerning manufacturing, integration adopts both a set of physical actors and information flows that span the value chain (Vonderembse, Raghunathan & Rao, 2010).

Lundholm et al., (2012) present integration as the third dynamic of hierarchy. In conformity with them, integration occurs when procedures of verticalization and horizontalization integrate and become tangled to the degree that it becomes hard to make a important difference between them. Therefore, since the manager is familiar with the effective work, directions to subordinates will be quite particular and hence difficult to abstain or redirect (Lundholm et al., 2012).

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The flat of cross-firm integration intensified during the late 1990s with the evolution of the Internet and technical software platforms (Claycomb&Dro"ge, 2008).However, their research had a concentration on integration demanding direct human interaction: cross operational teams,work committees.

Concerning communication, the degree of integration is positively connected to social interaction, according to the research of Chen and Huang (2007).By the term of interaction, is meant the degree to which individuals interact among each other with trust, communication, and coordination.Therefore, the constitution of social interaction system is essential for organizational actors to promote the knowledge diversity needed for the work and to integrate knowledge across organizational members (Chen & Huang ,2007).

Beyond the narrow meaning of integration,there is also a broader concept of it.More specific,Teixeira et al.(2012),set up a theoretical model in which integration consists of three parts : suppliers,customers and functional one, that all of them have different effects on manufacture performance such as quality,flexibleness,cost,innovation and delivery. That definition deprives the strategic importance of integration.Functional integration implies the wealth of cooperation and communication environment between individuals and departments, exploding common feedback and the chance to work out difficulties. As a result,it leads a better performance in terms of quality and innovation.Supplier integration refers to the collaborative and long-term relationship

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between buyers and suppliers. Customer integration is outlined as the cooperative participation of customers with the buyer organization. Integration, a multi-dimensional concept, affects positively the manufacturing performance (Teixeira et al, 2012).

Ultimately, Joseph and Gaba (2007) in their research, emphasized in the opportunities for integration. The first key to integration, is modular plan rules at the plant level which leads to the unplanned effect of making an integrated body for engineering know-how. Furthermore that strategic prevision is greater in individuals whose psychical representations are broad and accurately match the agreement. Moreover, individuals in contrast with group demonstration, they found that teams display greater strategic foresight than do individuals (Joseph & Gaba, 2007).

2.5 Determinants of organizational structure

2.5.1 Size

Size, is generally considered as the number of full-time employees and its relationship with structural variables is strong (Ahmady, Merpour & Nikooravesh, 2016).

Scholars have frequently attempted to theoretically point organizational size from different aspects. According to Josefy, Kuban, Ireland & Hitt (2015), size is defined as

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the extent of proceedings checked within a firm's limits at a particular point in time. Modifications in the size of firms shows a change in the powers that affect the range and intensity of transactions. As organizations grow, they tend to use more complicated structures to promote effective management of employees. Nevertheless, firms defined by important bureaucratization often are slow to adjust. Thus, the lack of change gets them defenceless to competition. However, bureaucracy also has some benefits such as the delegation of authority allows a large organization to behave more like a smaller firm and sub-units succeed in making the decision (Josefy et al., 2015).

Rainey (2009) supports that raised size grows the division of labor which subsequently increases vertical and horizontal complication. Additionally the link among size, division of labor, and vertical and horizontal differentiation were more powerful in federal units doing regular job than in those doing non-routine work. Thus larger public organizations incline toward slightly greater structural complexity than smaller ones.

In alliance with their research, Miller and Droge (1986) support that specialization, centralization, and formalization are positively related to size. Yet, it stays uncertain if size causes more complex, decentralized, and formalized structures or such structures promote growth. In addition they found that the effect of size altered according to the technology of the organization. The uncertainty in the external environment has an

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impact on size and invokes greater administrative complexity at a bigger scale alongside.

Ford's and Slocum's research (2014) had quite contradictory results. More specific administrative component increased along with size, asymmetrically with the level of education. In conclusion, the relationship between size and structure is not well-defined. Despite some have found powerful relationship and argue for its informal nature, others have found no such relationship or have disagreed for its being an outcome rather than a cause. It seems that any research of the determinants of structure should take into consideration the simultaneous analysis of size and technology.

2.5.2 Technology

By the term of technology is meant the ways or activities used by the system for altering inputs into outputs (Miller & Droge, 1986).

Ford and Slocum (1977) indicated two dimensions in technology: the number of exceptions happened and the extend to which search processes are decipherable. Collectively, these dimensions determine four technology types: craft, routine, engineering, and non-routine. Routine technologies permit for bigger bureaucratization of an organization's structure, on the contrary non-routine

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technologies demand greater structural flexibility. In short, the effect of technology is possible to be selective, affecting some structural dimensions more than others. However, it is suggested that it is not the technology in itself, just the type of the inter-dependency made by a technology that is essential in defining an organization's construction.

Based on Pfeffer and Leblebici (1977), pointed out that firms in which structure fit the technological needs tended to be more profitable than those in which structure did not adjust to technological requirements. Perrow (1967) faced uncertainty in the technology as a significant factor which impacts on organizational structure through its outcome on the control procedure. Thompson (1967) concentrated on structure from the aspect of organizational operation. Organizational structure, according to his belief, was planned to guarantee integrated behavior among differentiated elements in the organizations. If structure is planned for accomplishing coordination and control of behavior, it is logical to argue that structure will alter as the technology of organizational control itself alters (Pfeffer and Leblebici, 1977).

As per Miller and Droge (1986), the smaller the organization is, the greater the effect of technology on structure. The main explanation is that larger firms frequently have a number of various technologies in various units, and these can have complicated and assorted effects on structure. Thus, despite technology does not appear to have a systematically straight effect on structure, nevertheless periodically significant results

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propose that we include it into any model forecasting structure. In the same spirit, Marsh's and Mannari's (1981) research, accepted that larger industries frequently cannot logically be defined by a single dominant type of technology. The same organization could meanwhile use two or more types of technology.

In conclusion, technology is shown to be important in predicting structural abstraction other than differentiation and formalization. "Technology is causally prior to the size of the workforce. and is also causally prior to organization structure." (Aldrich, 1972, p 34). Child (1973) believed that since size, technology is taken in simultaneity with technological and environmental components, provisions concerning organizational structures and processes can be made.

2.5.3 Environment

One of the most broadly discussed and most complicated concepts in the field of organizational study is the relation between the structure and its environment. Many theorists emphasize that organizations must adjust to the environment changes since if they are to hold and increase their effectiveness. However, the difficulty has been how "best" to define the environment (Ford and Slocum, 1977).

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Child (1972) identified three environmental conditions of outstanding importance :Environmental variability,illiberality and complexity.It is considered that variability contributes mainly to uncertainty and therefore the structure of the organization should be more adaptive through communication and regular meetings.The term of illiberality refers to the threats that managers and generally decision makers have to face in order to fulfil their goals.Concerning complexity,the higher this is,the more relevant environmental information the decision makers perceive.Thus,heterogeneous information leads to high specialization and problems of communication between specialists.

Thompson (1967) has claimed that two essential environmental dimensions are heterogeneity-homogeneity and stability-change. If the organization's environment is homogeneous and stable as well, Thompson supposed that there would be less sub-units and more centralized structure.A formalized, centralized structure acts sufficiently in a plain, steady environment, where it can utilize specialization and clear forms of communicating and authority (Rainey,2009). On the contrary, heterogeneity in the organization's environment would lead to the formation of more sub-units, and fast change in the environment would lead to more decentralized decision-making (Thomson,1967).Communication needs to move sidelong among people and departments, not according to the rules up and down a hierarchy. Individuals working at lower levels could decide without having to ask permission up the hierarchy, and delegation of authority would be broader (Rainey,2009).

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Liao, Chuang&To (2010), studied Knowledge Management view as a theoretical framework and examined the impacts of environmental uncertainty on organizational construction with KM power as the leading interfering component.Environmental uncertainty is related with the variety of external forces with which an organization should respond to.According to their research, environmental uncertainty is not associated with centralization, formalization, and integration of organization,but the total impact of it on structural complexity is respectable.

In the same spirit,Ford and Slocum (1977) attempted to analyze the role of environmental uncertainty in the terms of centralization, formalization, administrative intensity and complexity.Main issues that came up from their research is,firstly the consequence of situation uncertainty on internal transactions of the system that is likely to limit managers at the institutional level.Furthermore,a different issue is how managers perceive the environmental changes.

Miller (1986) pointed uncertainty of the organization's external environment, as the most known studies of the determinants of structure.Accumulated uncertainty makes an administrative project more analyzable and non-routine.In turn this leads to less formalized and more flexible structures, a more analyzable and various array of departments and parts, more personal involvement and collaboration, a exceptional delegation of authority to lower-level directors who vary in definite projects.

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To sum up the borders of structure and its environment is characterized, in a large extent, by the kinds of relationships that managers or similarly decision-makers select to enter upon their equals in other organizations. The important liaison lies in the decision makers' appraisal of the organization's situation in the environmental areas that they regard as important, and therefore the way they will react, as far as its internal structures is concerned (Child, 1972).

2.5.4 Culture

As Gordon (1981) believes, environments affect organization cultures and that is apparently connected to the argument that forms are influenced by their environments. So far, typical variables studied in various researches were structure, size, technology, and leadership forms. Latterly, more subjective variables, like culture, have been inserted into the systems model. The conception of culture has been connected eventually to the study of forms (Smircich, 1983).

By the term of organizational culture is meant the way in which we act and handle situations within the organization (Lundy & Cowling, 1996). Organizational culture stands through norms, values and rules used by organizational individuals to understand and measure their values and others too (Khatri, 1999). As Smircich (1983, p 339) noted, the concept of culture has "been borrowed from anthropology, where there is no consensus on its meaning."

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To be more accurate organizational culture is “a pattern of basic assumptions— invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”(Schein, 1985, p. 9).

There are many categories of organizational culture forms, and they all alter as to the criteria used to distinguish culture types .For instance power culture, or family culture, which express the metaphor of the family, which means that parts consider the organization as a kind of patriarchal family led by the ‘father’.s. This form of culture entails a broad level of adaptability, since the organization members promptly respond to all the changes decided from the leader. As result, low formalization flat, plain structure, and poorly development of the grouping, procedures, and other formal limitations of individual and corporate states arise (Janicijevic, 2013).

Additionally, Role culture, or ‘Eiffel Tower’ culture, is the culture of bureaucratic organizations. This term indicates a high indicator of formalization and standardization, as the organization, like a machine, has to fulfil its purpose in a accurate and appointed way. Role or ‘Eiffel Tower’ culture leads to inflexibility and resistance to change, as changes affect the harmonized operation of the ‘machine’ (Janicijevic, 2013).

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The described types of culture are different based on several criteria such as the assumption of distribution of power and the essential model of corporate action through which the organization actualizes its destination. Role culture or 'Eiffel Tower' culture entail the execution of the bureaucratic model of organization, whereas family culture corresponds better to the implementation of the simple model of organizational structure (Janicijevic, 2013).

Organizational culture has an outcome on the conceptualization, attitudes, and behavior of members of the organization, including motivation. Olsen (2007) noted that comparatively few cultural standards and sets are distributed in modern society because rationalization decreases the importance of association and membership as recognition markers.

In a similar study, Pandey and Moynihan (2006) support that advanced levels of political influence and a developmental culture decrease the negative effect of detected red tape. Organizations that receive higher political support from elected officials, will conceive less rules and regulations because they do not run in the shadow of a "gotcha" position to accountability where legislatures are actively forcing organizational errors.

In compliance with the research of Nasirpour, Gohari & Moradi (2009), organizational culture that stress on discipline, preciseness, and regulations is more agreement with

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bureaucratic structure whereas organic and flexible structures are more in agreement with cultures that emphasizes on innovation and change. Concerning concentrated structure, decentralization process should be served and effectual measures should be taken to change the existing culture of organizations, for instance offering a appropriate environment for productive personnel.

In conclusion, organizational culture and organizational structure are the most researched approaches inside the organizational environment, as they have an special powerful effect on the action and performance of both the organization individuals and the organization as a whole. However, the organizational structure can support or even alter the existent organizational culture. Hence, the link between organizational culture and structure is interconnected and thus structure should be in alliance with the existing cultural beliefs, values, and norms.

Lastly, the following diagram (figure 3) sums up the connection of organizational structure and culture ((Janicijevic, 2013).

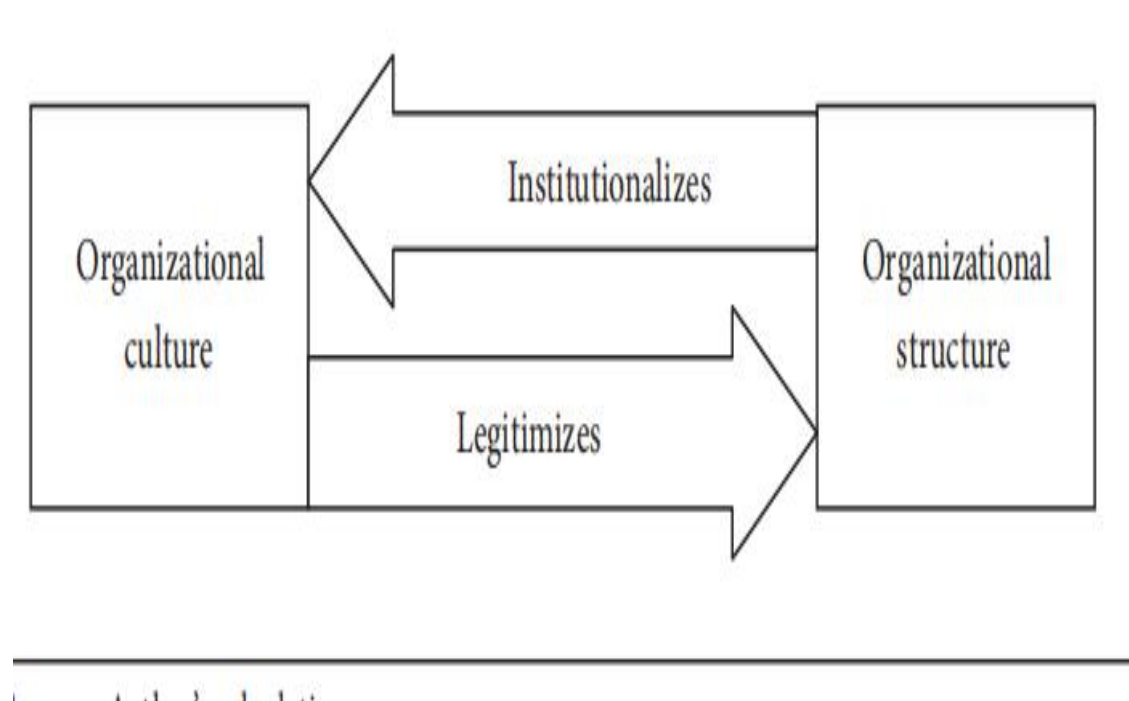


Figure 3 : Mutual relations between organizational culture and structure ((Janicijevic,2013)

2.6 Summary

All these seven contingency dimensions that we discussed have obviously received varying levels of support in the literature. There has also been great support for the impact of technology, environment and culture on the structural mentioned variables.

To sum up the smaller the organization is, the greater the effect of technology on structure (Miller & Droge ,1986). As Aldrich (1972) supported technology is also causally prior to organization structure. Miller (1986) pointed uncertainty of the

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organization's external environment, as the most known studies of the determinants of structure. The borders of structure and its environment is characterized, in a large extent, by the kinds of relationships that managers or similarly decision-makers select to enter upon their equals in other organizations. Organizational culture and structure is interconnected and thus structure should be in alliance with the existing cultural values, and norms (Janicijevic, 2013).

However, despite size is a potential determinant of structure, it is ignored in the current research concerns a large organization.

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CHAPTER 3 Methods and Methodology

3.1 Introduction

This chapter is devoted to the research methodology. More particularly, research methodology presents and describes how the researcher directs, measures and interprets reality. In other words, this chapter provides an summary of the quantitative method research design that was used. In other words, the reader will acquire information about how a large public organization is structured and how factors such as culture, environment and technology are correlated with the reported structure.

3.2 Sample/population

The participants of this research were 246 employees of the general directory of pensions in EFKA Organization. It is about the Greek Organization of Social Insurance (EFKA), one of the largest public organizations in the country. The general directory of pensions, to which I responded, is spread in more than ten towns of Greece and occupies more than 500 employees. The main reason I preferred that, was my occupation there for the last four years. Therefore, the data was collected by the sample of 246 participants through the appropriate questionnaire.

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3.3 Philosophical stances

All research is based on some fundamental philosophical assumptions about what constitutes 'valid' research and which research method(s) is/are suitable for the process of knowledge in a taken study. It is said that the research philosophy that a scientist prefers indicates the way he/she perceives the world. Scientific research philosophy is a method of the researcher's idea, following which new, trustworthy knowledge about the research target is obtained. In other words, it is the reason of the research, which regards the choice of research strategy, preparation of the problem, data selection, processing, and analysis. The model of scientific research consists of ontology, epistemology methodology, and methods

.

3.3.1 Ontology

Ontology describes the quality of reality. Ontological and epistemological features concern what is usually referred to as a person's world view which has significant influence on the perceived relative value of the aspects of reality. Two possible philosophies are: objectivistic and constructivist.

Objectivism expresses the position that social entities exist in experience external to social players (Saunders, Philip & Thornhill, 2009).

Subjectivism (constructivism) argues that social phenomena are made from the cognitions and resulting actions of social actors (Saunders et al., 2009).

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As far as the current quantitative study is concerned that constructivism is the appropriate ontology.

3.3.2 Epistemology

Epistemology indicates what is accepted knowledge in a specific area of study and preoccupied about the necessary conditions of knowledge, its sources as well as the structure and the possible limitations. Epistemology consists of three basic aspects: Positivism, interpretivism and realism.

The positivist example of exploring social reality is based on the philosophical ideas of the French Philosopher August Comte. Positivism is used to stand for the epistemological possibility that empirical knowledge based on principles of objectivity, verificationism and reproducibility consists of all trustworthy knowledge (Brayman, 2001).

Interpretivism is the opposite of positivism. It recommends that the subject topic of the social sciences, people and their organizations, is essentially different from that of the physical sciences (Brayman, 2001). More particularly, researcher and reality are integrated and the knowledge is based on the conceptional reports of meanings, formed of human experiences (Žukauskas, Vveinhardt & Andriukaitienė, 2017).

Realism indicates that sociology should succeed the logic and methods of the natural

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sciences (like positivism) .The reality is objective and sensed and acquisition of cognition is not connected to values and conscientious content. Moreover, realists consider that orderly selection of evidence, reliability and transparency are the acceptable criteria that provide guidance to researches. (Žukauskas et al,2017)

The philosophical assumptions underlying this research arise primarily from interpretivism , concerning the acquisition of knowledge.

3.4 Methodology and data collection

The most frequent categorization of research methods is separated into qualitative and quantitative.

Qualitative research does not occupy with numerical representativity, but with the internal understanding a certain problem. In qualitative research, the researcher is both the subject and the object of his research (Queirós, Faria & Almeida ,2017).

Quantitative research is a research scheme that concentrates on quantifying the selection and analysis of data.It is settled from a analytical approach where emphasis is placed on the testing of theory, shaped by empiricist and positive philosophies.According to Queirós, Faria & Almeida (2017) the samples are mostly large and considered representative of the population, the results are taken as if they established a general and broad view of the whole of population.Moreover it is using statistical methods begins with the selection of data, based on the literature review. Afterwards a large sample of data is collected – in our case the employees of

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EFKA organizations and more particularly the directory of pensions. A primal principle in quantitative research is that correlation does not imply causation, however some such as Clive Granger indicate that a series of correlations can indicate a level of causality.

According to Queiros et al.(2017), the advantages of the quantitative research are :

- Focus on objectivity.
- The data you collect more reliable and less open to argument, since it is based on experimental design and structured procedures.
- Research that involves complex statistics, the software of SPSS and formal instruments are considered valuable.
- It derives from a well defined theoretical framework.

However, a low comprehension of the context of the problem, the overlook of broader themes and situations -that statistical numbers could ignore -and the difficulty in setting up the research model are some of the negative points of the current method.

3.5 The development of the questionnaire

In the current study, I tried to target questions which reveals the main features of Public's Sector's management system .

The measurement in this research followed the following process :

Step 1

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The first part consists of questions that concern demographic data in order to categorize the sample population according to age, marital status, number of children, size of the organization and work department.

Step 2

In second part the contributors were called to answers to questions concerning centralization&lack of autonomy, decentralization, hierarchy, horizontal integration, delegation of authority, culture, technology, environment. The difficulty of this research was the selection of the proper questions and the adoption of the corresponding questionnaire that would cover the whole of the variables. Environment, hierarchy, specialization were measured with questions that were constructed by with Miller & Droge (1986),delegation of authority was measured by questions of Sarah Cook, Gower and Aldershot. Furthermore formalization and centralization were measured by using questions of Mugizi, Nuwatuhaire and Turyamure and by Johari, Yahya and Omar,too.Up to this point,it should referred to the fact that lack of autonomy regarded as the reverse of centralization and therefore was measured with the same questions.Technology was measured by questions of Wijeratne,a post graduated student in Moratuwa University. Horizontal integration was measured with questions by Nahma, Mark , Vonderembse & Koufteros. Finally culture was measured by selected questions though questionnaire that was pumped from the web-sight

<https://chapters.theia.org/louisville/News/ChapterDocuments/ChangeMgmtSurveyClassExample.pdf>.

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Step 3

Finally in order to address the functional specialization, an extra question with multiple answers was granted (Miller & Droge, 1986).

Therefore, the present research was founded on the selection of primary data, which was accomplished with the use of a questionnaire.

A multiple-item method was used to construct the questionnaires. All of the items were formalized in previous research and on a five point Likert scale arrayed from strongly disagree (1) through neutral (3) to strongly agree (5). Moreover, Likert Scales have the advantage that they do not expect a simple yes / no answer from the participant, but instead allow for degrees of opinion. Thus quantitative data is received, which means that the data can be analyzed with relative simplicity. Another advantage of the 5-point Likert Scale is that it offers self-managed questionnaires that decrease social pressure, and therefore may reduce social desirability bias. Paulhus (1984) found that more attractive personality characteristics were reported when personal data were asked such as their names, addresses and telephone numbers on the questionnaire than when they were asked not to put identifying data on the questionnaire. Nevertheless, the validity of the Likert scale attitude measurement can be compromised due to social desirability. In other words respondents may answer to the questions from an ideal and desirable aspect and not the real one.

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Therefore, 27 questions concerning demographic data and the literature review were selected. The main idea was a brief and specific questionnaire so as the participant could complete the survey quite easily and not to get bored. Moreover the questions were chosen, having in mind that the respondent's point of view and generally were adjusted to the special conditions of a public service. Since the survey was performed in a Greek Service, the original questions were translated from English into Greek.

Once the measurement model was established, it was uploaded to the Google Forms site (<https://docs.google.com/forms>) to be used as a web survey for the selection of the data.

Employees were informed about the survey electronically through EFKA's information channels (Facebook) and feedback would be gathered from most of EFKA's Directory of Pensions all over Greece. It is best known that a survey, completed through internet platforms, provides premium levels of reply rate and it is more accessible for both the researcher and the respondents. On the contrary, a paper based survey, it does not ensure that all questionnaires are rightly filled up. As in further, since there is no expenditure for printing process, it is the most structured and coherent method.

The goal was to provide a sample that would precisely correspond to the population of EFKA employees in ,and especially in the directory of pensions that I am occupied, and obtain the least possible sampling error

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Concerning the sample selection process in the present survey, a selection was made based on the sampling of non-probabilities. The sample is typical of the wider population of employees of the particular directory. The specific sampling technique does not conjure risks concerning the objectivity of research and the results are generalized across the population.

The concentration of the questionnaires occurred between April 3 and 18 of 2021. Completed questionnaires were collected from the researcher during the first days of April, ensuring that no fraud would come out. Aiming to guarantee the quality of the research the respondents should remain anonymous so as the completing of the questionnaires would have the most honest and representative outcomes. Once the procedure was completed and the answers were validated for their quality, the information was exported to the appropriate computer-readable formats for statistical analysis through the Microsoft Excel and IBM SPSS applications.

Through this procedure we will seek to "lighten" the dimensions of organizational structure and its main determinants too, so as to reveal the main of features management systems in Greek public sector.

3.6 Reliability and Validity

The reliability refers to the stability of findings (Mohajan, 2017). In other words the better the reliability is executed, the more precise the results, which increases the

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chance of making correct decision in research. Reliability is a required, but not a sufficient assumption for the validity of research. In quantitative research, reliability refers to the consistency, stability and repeatability of results, therefore the result of a researcher is regarded reliable if accordant results have been obtained in identical situations but under diverse conditions (Mohajan,2017). The most frequent internal consistency measure is Cronbach's alpha (α), which is usually explained as the mean of all possible split-half coefficients. To ensure reliability Cronbach's alpha was measured up to 0,710. Values above 0.7 are generally considered acceptable and satisfactory (Mohajan,2017).

In quantitative research validity is the degree to which any measuring tool measures what it is intended to measure. It is the degree to which the results are honest. Therefore it involves research instrument (questionnaire) to exactly measure the concepts under the study. In research, validity has two primary parts: a) internal (credibility), and b) external (transferability). Internal validity points whether the outcomes of the study are legitimate due to the way the groups were selected, data were recorded or analyses were performed. To assure it, the researcher can describe appropriate strategies, such as triangulation, extended contact, member checks, impregnation. External validity displays whether the results given come from the study are moveable to other target groups. A researcher can increase external validity by: i) achieving creation of the population through strategies, such as, random selection, ii) using varied groups, iii) using non-reactive measures, and iv) using accurate description to allow for study reproduction or reduplicate study across different

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populations (Mohajan,2017). There are three types of evidence that can be used to present a research instrument has construct validity: homogeneity—meaning that the instrument measures one construction,occurrence and theory evidence (Heale&Twycross,2015).

3.7 Ethical Issues

During the research study ethical issues may arise. In order to avoid ethical issues in the present study some precautions were valuated.First of all, application and protection of equity and justice was reassured by defining the type of sample selection so that all participants who comply with the selection criteria have an equal possibility to participate in the study.Moreover,the questionnaire was clear, precise and the anonymity of participants was maintained avoiding deceptive practices.In addition the sample volunteered to participate in the research so as obtaining inform concept .Finally,the participants were informed about the benefits and risks, since it was clearly stated in the document that was uploaded to Facebook, in order the risk should be minimal in relation to the benefits-favourable risk benefit ratio (Perez,Rapiman,Orellana &Castro,2017).

3.8 Summary

The methodology of the present dissertation was analytically presented and all the steps that have been followed will respond to research's main point: the possible

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relationship between the determinants and the dimensions of the organizational structure. In the next chapter findings from the data will be briefly presented, with the help of descriptive statistics and then conclusions will be derived in comparison with the literature.

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CHAPTER 4 Findings

4.1 Introduction

As soon as the questionnaires were completed by the participants, a statistical analysis occurred. In that way the research data that was collected could be evaluated and then represented in an interpreting configuration. All findings are presented in summary tables and various graphs.

4.2 Descriptive statistics

Descriptive statistics are used to expound the elementary features of the data in a study. They provide plain summaries about the findings of the sample's measures. They are typically used in alliance with simple graphics to form the basis of every quantitative analysis of data. They clarify large amounts of data mainly for demonstration purposes.

Demographic analysis:

Gender:

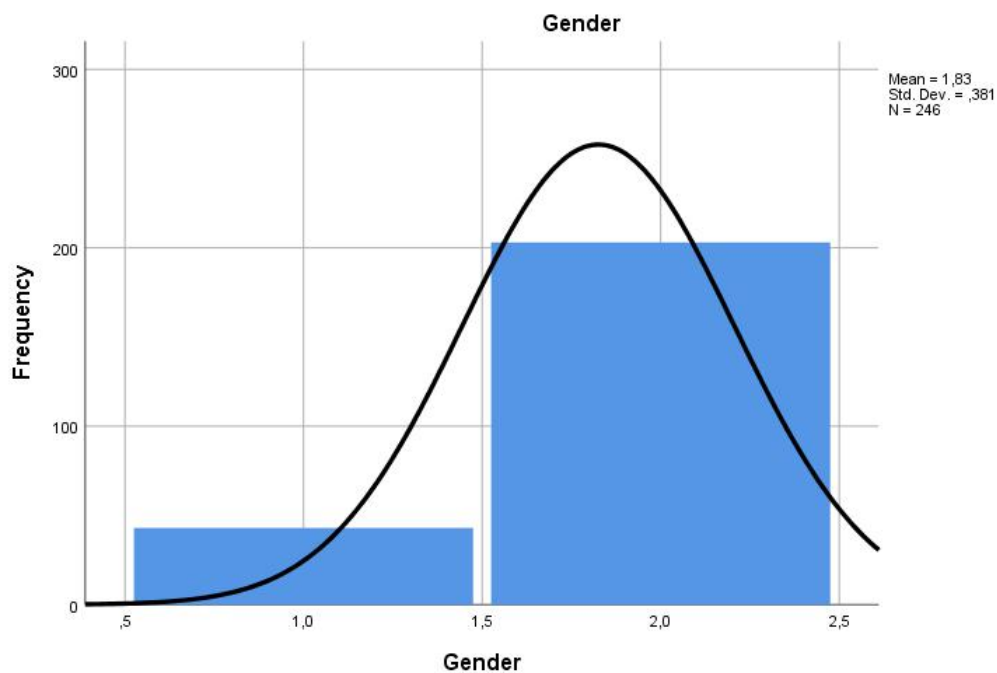
In table 1 is presented the gender of the sample.

As expounded in table 1 the final data was represented by 43 males (17,5%), 203 females (82.5%). It is obvious, there is a enormous difference between males and females, something very usual in the public services.

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Table 1

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	43	17,5	17,5	17,5
	female	203	82,5	82,5	100,0
	Total	246	100,0	100,0	



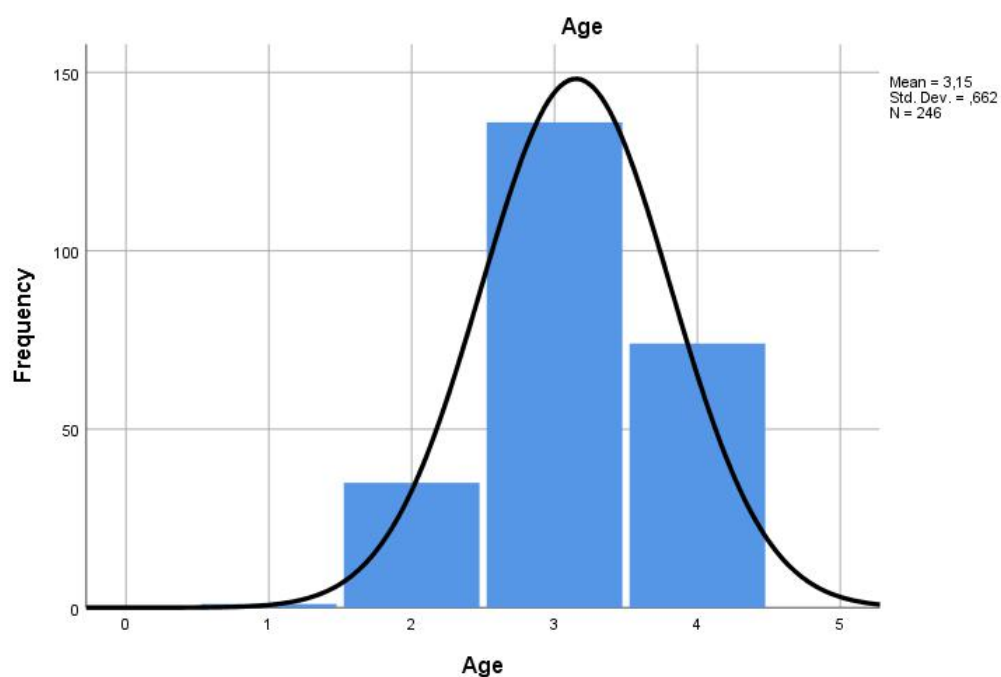
Age:

The category of age is separated into 4 parts. The first one includes participants 18-30 years old, the second one from 31-40, the third one from 41-50, and finally, the last one from 51- 60 years old.

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Table 2

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	1	,4	,4	,4
	31-40	35	14,2	14,2	14,6
	41-50	136	55,3	55,3	69,9
	51-60	74	30,1	30,1	100,0
	Total	246	100,0	100,0	



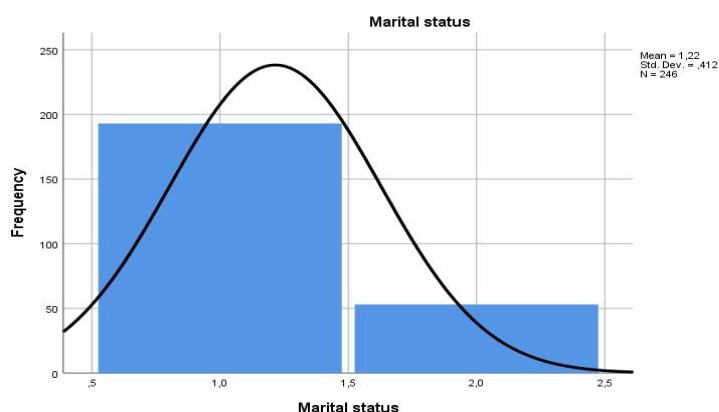
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Marital Status

As presented in the following table, 193 of 246 participants are married and the 53 others are not.

Table 3

		Marital status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	193	78,5	78,5	78,5
	Others	53	21,5	21,5	100,0
	Total	246	100,0	100,0	



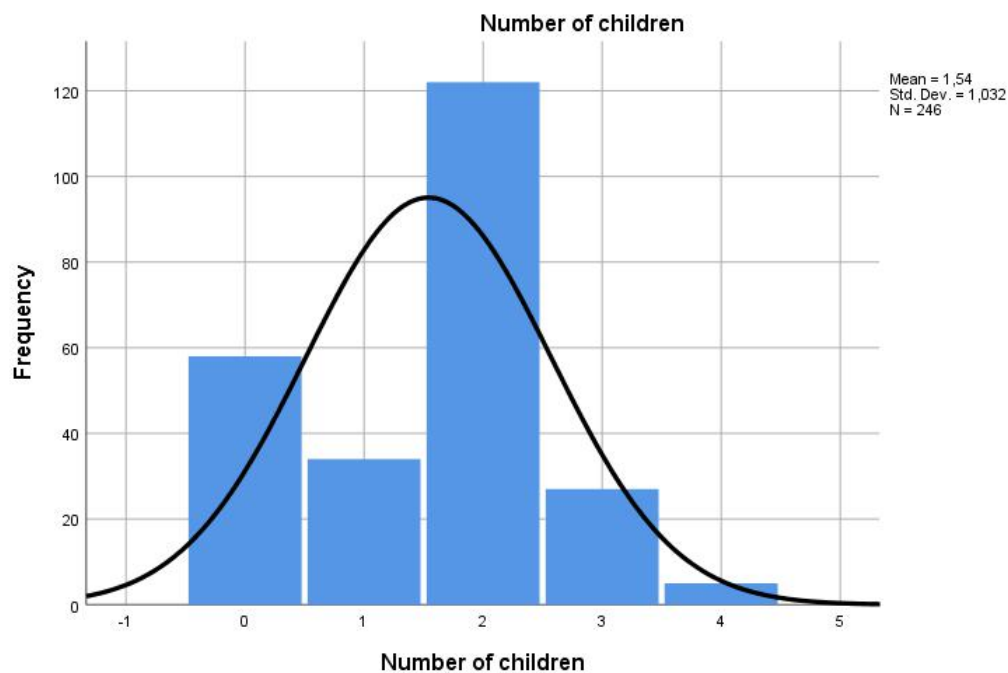
Number of children

According to the next table, the majority of the participants (49,6%) has two children, the 23,6% of the participants-public servants has no child, the 13,8% of the participants-public servants has one child and it follows the 11% of the sample that has three children and the 2% of them with four or more children, correspondingly.

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Table 4

Number of children					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	none	58	23,6	23,6	23,6
	one	34	13,8	13,8	37,4
	two	122	49,6	49,6	87,0
	three	27	11,0	11,0	98,0
	four or above	5	2,0	2,0	100,0
	Total	246	100,0	100,0	



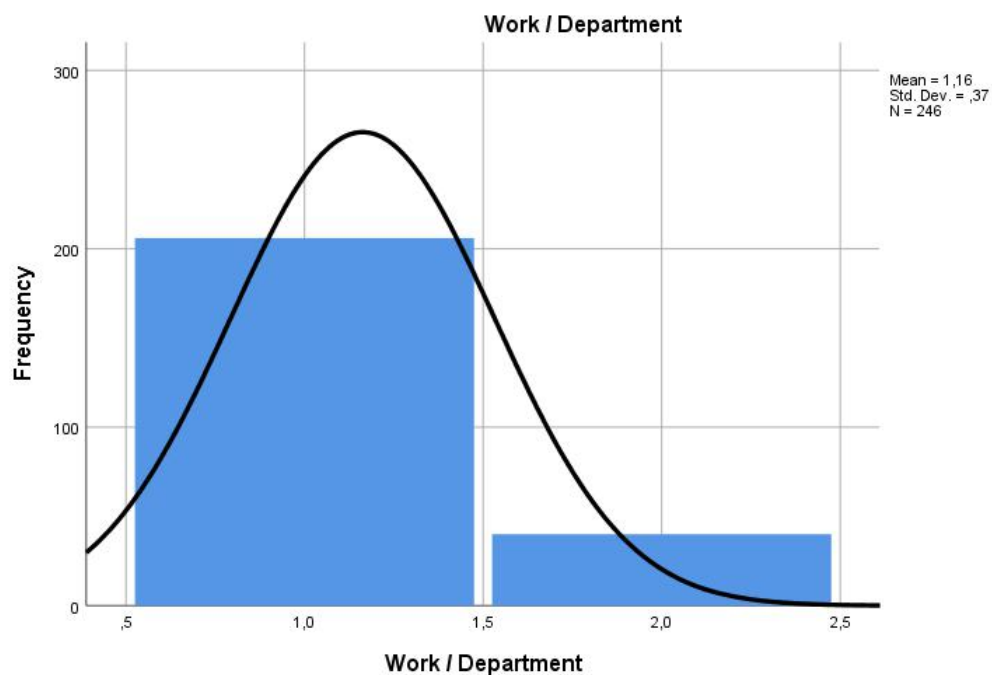
Working department

As it is presented in the table 5, the 83,7% of the participants are occupied in brunch stores, which is reasonable since EFKA has many brunches all over Greece. The other 16,3% is occupied in the Central Administration.

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Table 5

		Work / Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Brunch store	206	83,7	83,7	83,7
	Administration	40	16,3	16,3	100,0
	Total	246	100,0	100,0	



Size of the company

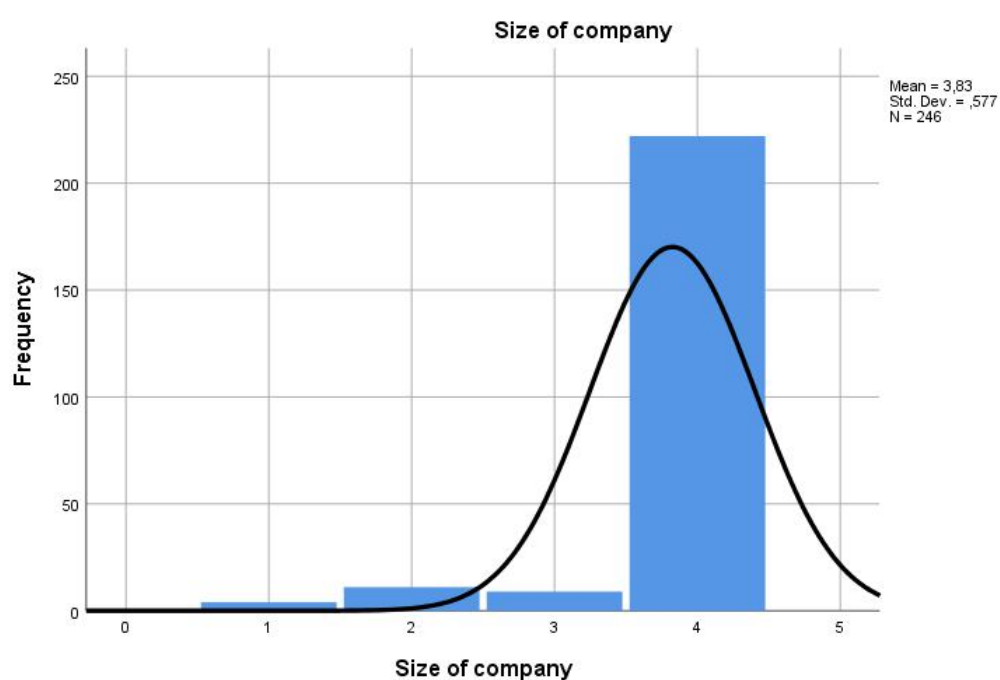
Although the size of the organization is not considered a demographic data, nevertheless it is connected to the nature of the research. Despite some conflicting results, we should take into consideration its relationship with the other structural

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variables (Ahmady et al.,2016).As it is expounded in the next table (6),EFKA is a large public organization with more than 500 employees,as it is already known,and 90,2% of the respondents-colleagues answered that.The rest of the percentage,it is attributed to the fact that correspondents interpreted the size of the company as the size of their department or brunch.

Table 6

Size of company		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	fewer than 5 full-time employees	4	1,6	1,6	1,6
	5-50 employees	11	4,5	4,5	6,1
	51-500 employees	9	3,7	3,7	9,8
	more than 500 employees	222	90,2	90,2	100,0
	Total	246	100,0	100,0	



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Descriptive statistics of dimensions

Formalization

Concerning the dimension of formalization, the mean value (m) is 3,78 and the standard deviation (sd) is 0,884. It is obvious that the average of participants reveal the formalization as a significant characteristic of Weber's bureaucratic type in public organizations, since more than 70% of them, agree or strongly agree with the questions that they were sent .

In comparison with the research of Nahm et al (2003), the nature of formalization was measured with a median of 2,90 and 1.03 sd, and a sample of 104 participants. Moreover the research of Kaufman & Borry (2018) the dimension of formalization points out a mean of 2,96 and 0,90 sd and a sample of 1901.

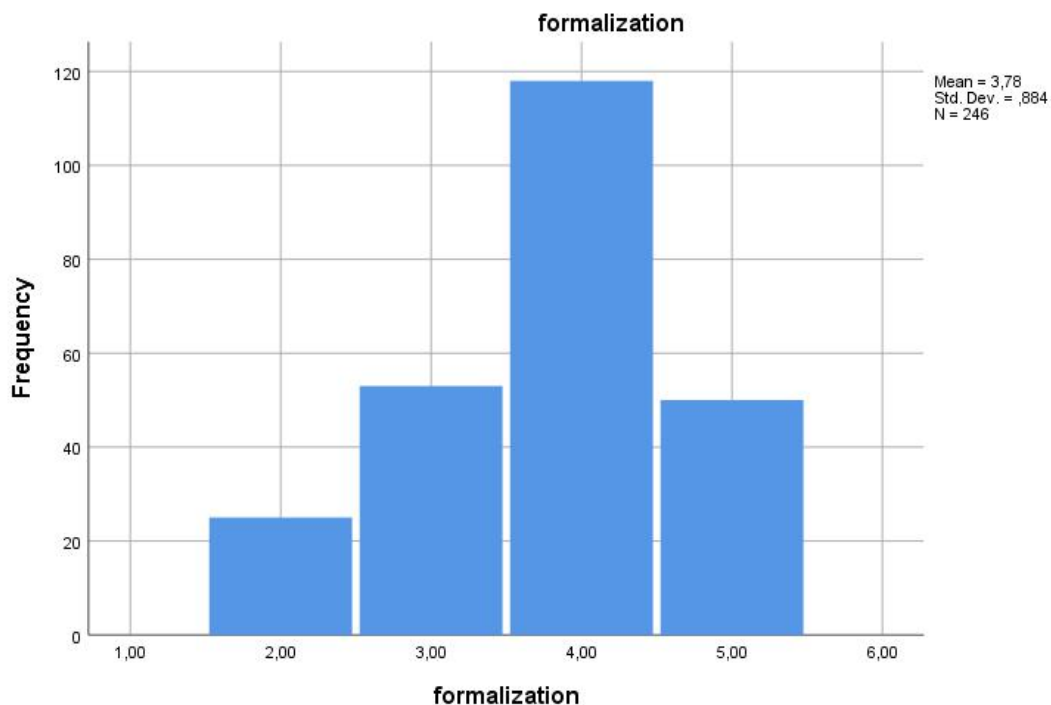
Taking in mind the above outcomes, the degree of formalization in EFKA in 2021 seems to be higher in contrast to the researches of 2003 and 2018, which is unpredictable.

Table 7

formalization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	tend to disagree	25	10,1	10,2	10,2
	hard to decide	53	21,5	21,5	31,7
	tend to agree	118	47,8	48,0	79,7

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	strongly agree	50	20,2	20,3	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		



Centralization

The participants seem to believe as it is expected, according to the next table, that there is a high degree of centralization in the organization of EFKA. At this point a reference should be made for these two similar concepts, autonomy and centralization. Despite the fact that there is a distinction between the two senses, the measurement of both dimensions was made with the same questions. As it seems, the

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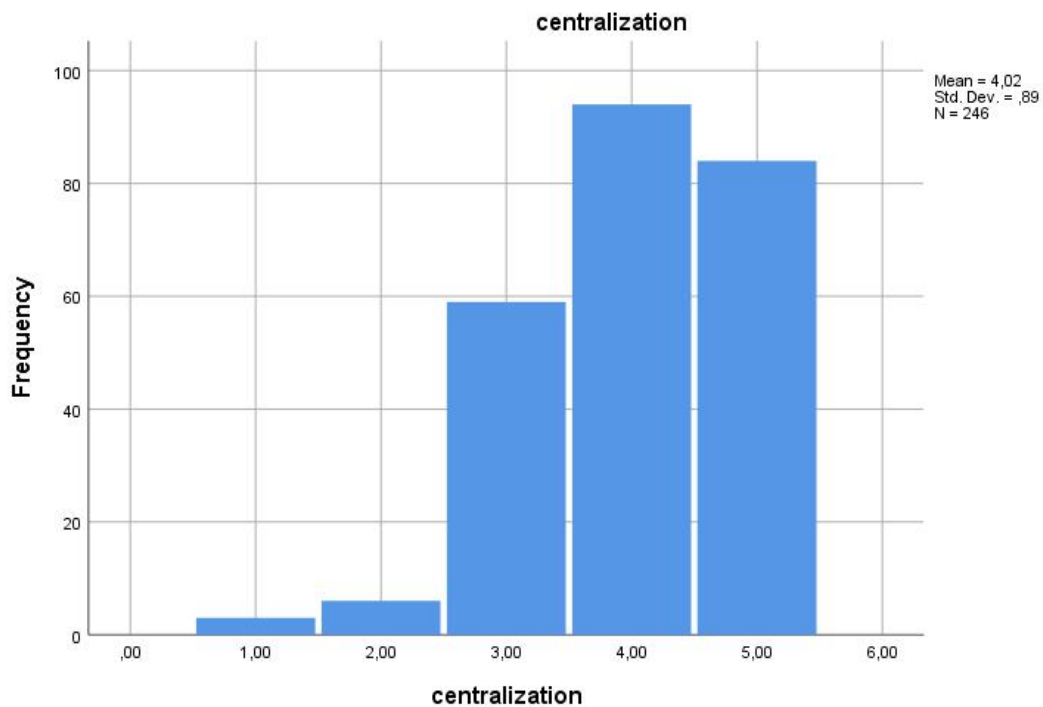
mean value is 4,02 and the standard deviation 0,89 with N=246. It is apparent that centralization still remains a big issue for the public management. In alliance with Miller & Droge (1986), support centralization is positively related to size. Thus the results of the degree of centralization is somehow expected.

In comparison with the previous researches, in that of Nahm et al. (2003) the median is 3.40 with 0.79sd. Moreover, in Kaufman and Borry's research centralization had a median of 8.16 and sd 4.95 (with range from 0-18) and a sample of 1941 participants.

Table 8

centralization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	3	1,2	1,2	1,2
	tend to disagree	6	2,4	2,4	3,7
	hard to decide	59	23,9	24,0	27,6
	tend to agree	94	38,1	38,2	65,9
	strongly agree	84	34,0	34,1	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		

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Decentralization

Paradoxically, the same participants of EFKA seem to believe that there is a satisfied degree of decentralization in the organization. More specifically, the 47,2% tend to agree or agree with the questions that measure the above dimension. In addition, the mean value is 3,83 and standard deviation 0,859. This paradox could be justified due to the fact that participants come from different departments of EFKA, following various norms and having different style of leadership and organizing.

In alliance with Aucoin (1990) an organization can move simultaneously in both the directions of centralization and decentralization if there are clearly delineated measures of them.

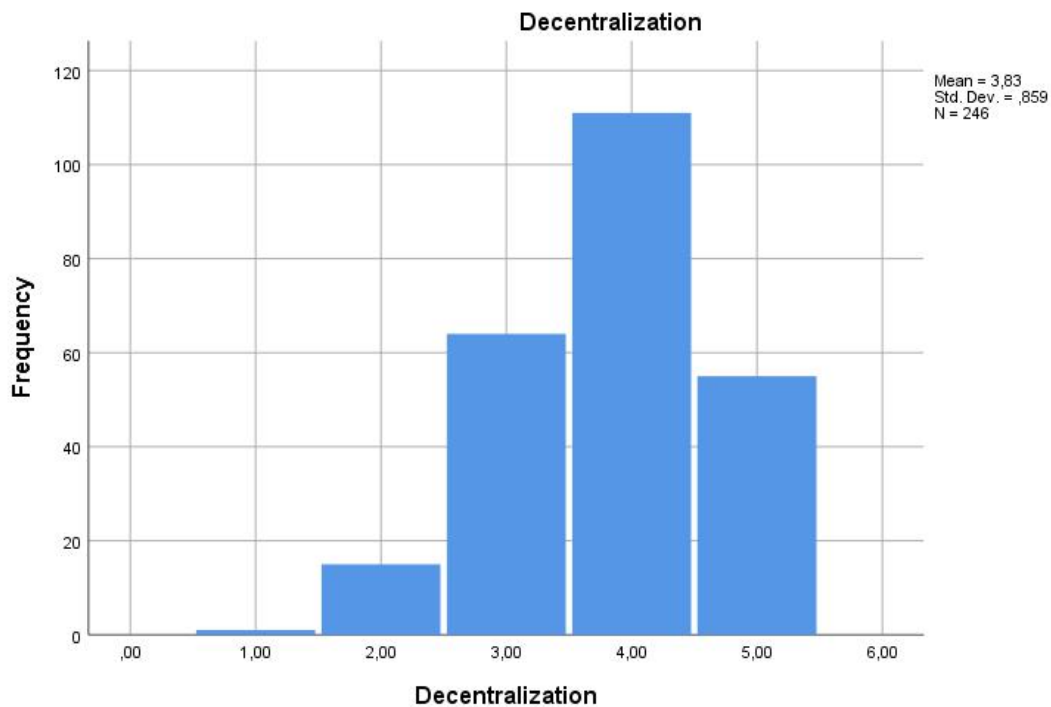
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According to the research of Siggelkow & Levinthal (2003), the degree of centralization or decentralization balance immediately after environmental changes.

Table 9

Decentralization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	1	,4	,4	,4
	tend to disagree	15	6,1	6,1	6,5
	hard to decide	64	25,9	26,0	32,5
	tend to agree	111	44,9	45,1	77,6
	strongly agree	55	22,3	22,4	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		

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Hierarchy

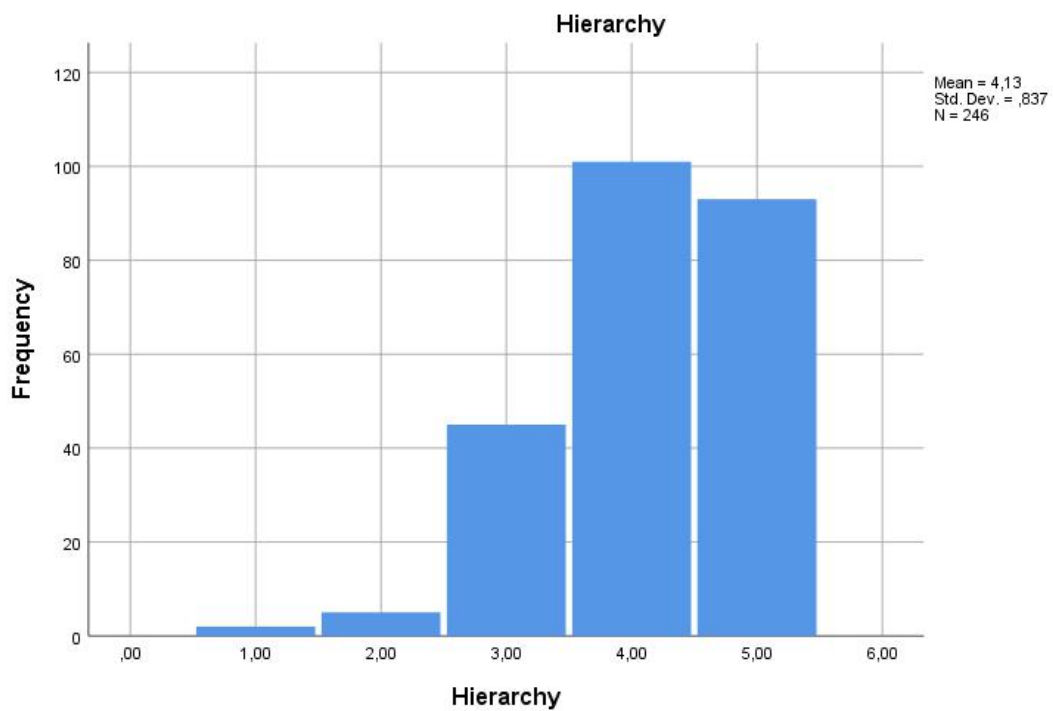
As it seems in the following table, hierarchy dimension has a mean value 4,13 and standard deviation=0,837. The results indicate that participants believe that EFKA remains a bureaucratic, vertical and functional organization, since more than the 50% of them agree or strongly agree with questions concerning the hierarchy.

In comparison with the research of Nahm et al (2003) in a sample of 104 participants the corresponding mean is 3.70 and the standard deviation 1.08, whereas in Kaufmann & Borry's (2018) research the mean is 4.47 and sd= 2.81 and a sample of 1942 respondents.

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Table 10

Hierarchy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	2	,8	,8	,8
	tend to disagree	5	2,0	2,0	2,8
	hard to decide	45	18,2	18,3	21,1
	tend to agree	101	40,9	41,1	62,2
	strongly agree	93	37,7	37,8	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		



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Horizontal Integration

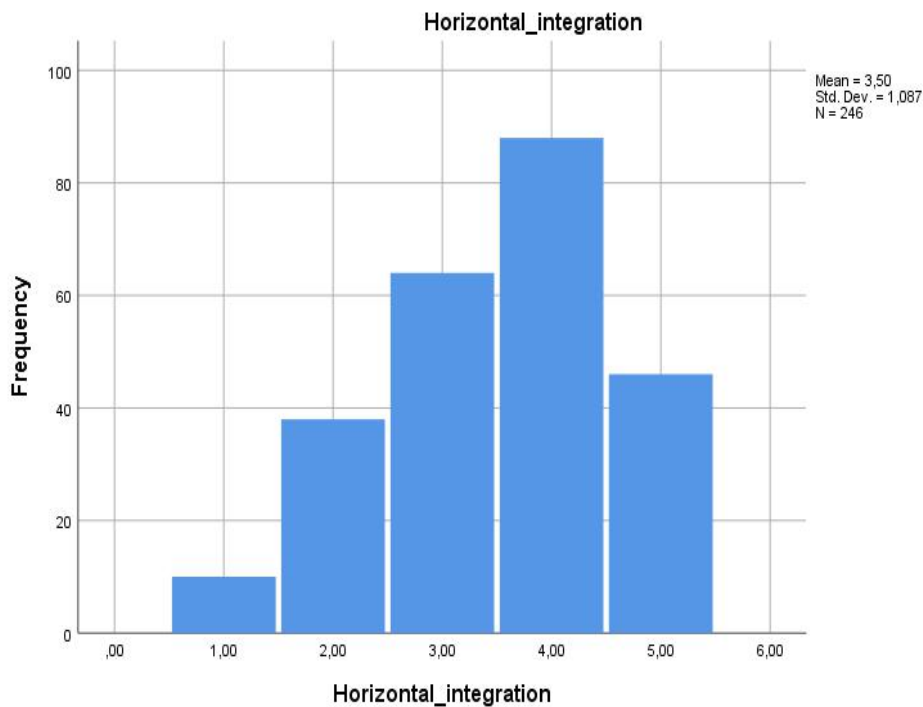
As far as horizontal integration concerns, the mean value is 3,50 and standard deviation 1,087. It seems that the 35,6% of the participants tend to agree that their departments are specialized and integrated. It is also observed that more than the 50% of the participants tend or strong agree with the above subject but simultaneously quite over the 40% of the sample, answers that it is hard or tends to disagree with that. The previous result, comes to some extent in contrast with the literature review. More specific, in the current research respondents reveal a relative high level of horizontal integration, which leads to easy, fast, and abundant communication.

In comparison with Nahm et al (2003) the level of horizontal integration was measured with $m=2.91$, $sd= 0.91$ in a sample of 104 respondents.

Table 11

Horizontal_integration					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	10	4,0	4,1	4,1
	tend to disagree	38	15,4	15,4	19,5
	hard to decide	64	25,9	26,0	45,5
	tend to agree	88	35,6	35,8	81,3
	strongly agree	46	18,6	18,7	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		

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Delegation of authority

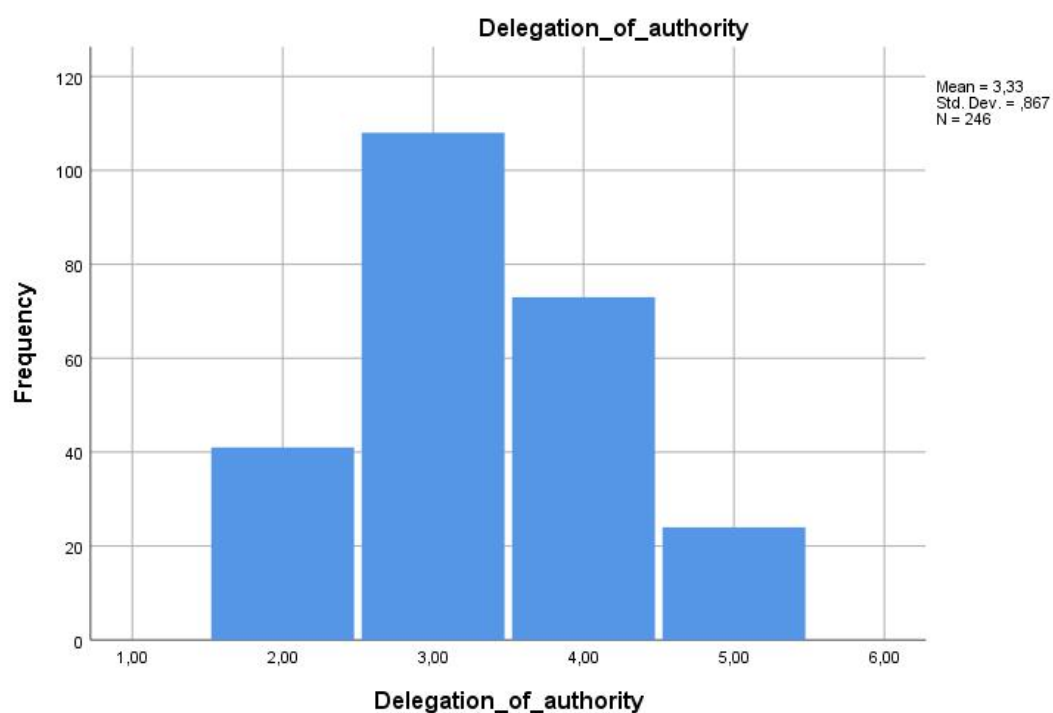
An additional dimension, the mean value is 3,33 and the standard deviation is 0,867. According to the table 12, the 43,7 % of the participants reveal that in their public service neither face to face meetings take place or the top manager does not delegate some of the authorities to departments or employees.

As far as delegation of authority, no official measurement has been done at the moment, however Aucoin (1990) has referred to it as a dimension of the organizational structure.

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Table 12

Delegation_of_authority					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	tend to disagree	41	16,6	16,7	16,7
	hard to decide	108	43,7	43,9	60,6
	tend to agree	73	29,6	29,7	90,2
t	strongly agree	24	9,7	9,8	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		



Functional Specialization

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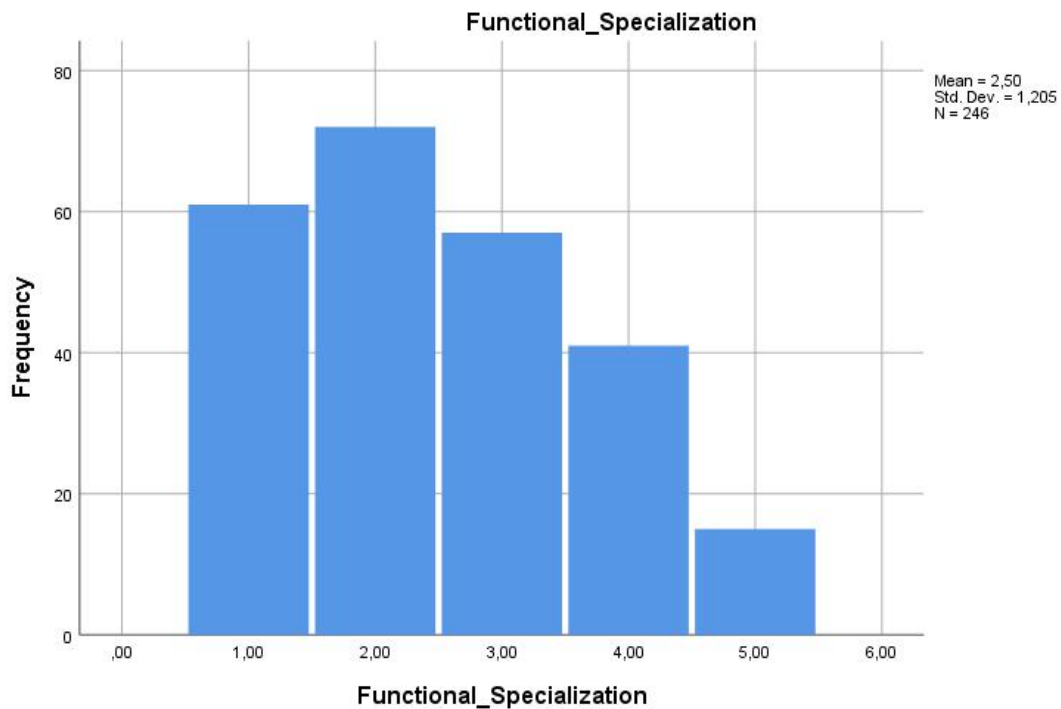
The last dimension functional specialization, is presented in the table 13. In regard to the previous dimensions, the current one has mean value 2,50 and standard deviation 1,205. Over of the 50% of the respondents, reveal that there is not functional specialization in the EFKA Organization. As the right skewed histogram reveals, the skew distribution is asymmetrical.

The concept of functional specialization was widely measured from Child (1973), by comparing the correlations between the logarithm of total employees and the six structural measures across five studies. According to that, a progression through the sample from smaller to larger organizations was accompanied by increasing heterogeneity within functional units.

Table 13

Functional_Specialization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	61	24,7	24,8	24,8
	tend to disagree	72	29,1	29,3	54,1
	hard to decide	57	23,1	23,2	77,2
	tend to agree	41	16,6	16,7	93,9
	strongly agree	15	6,1	6,1	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		

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To sum up the dimensions of the organizational structure of the directory of pensions in EFKA organization, research reveals a high tendency to centralization, hierarchy, formalization and a median tendency to horizontal integration. The paradox of the current research is that also reveals the decentralization to be high in the organization and the low level of functional specialization. One possible reason could be attributed to the fact that EFKA is the agency has created from the merger of eight organizations in 2017 and the sample of 246 participants comes from all the former services. On the contrary, a low tendency to functional specialization and delegation of the authority is revealed.

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Descriptive statistics of determinants

Environment

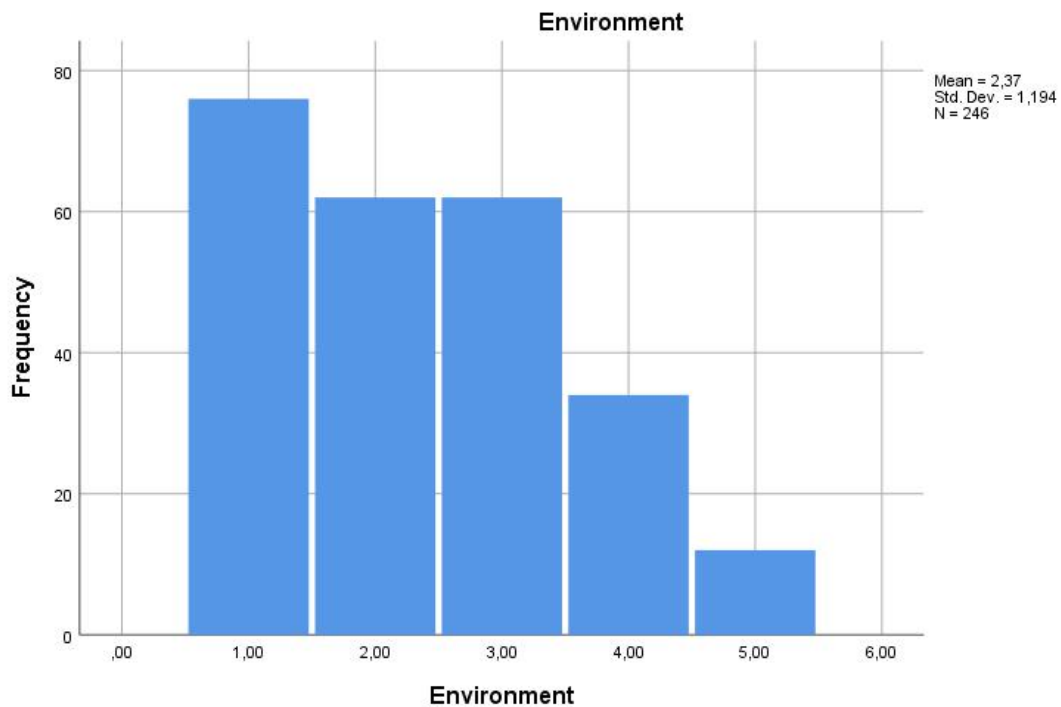
According to the table below, the majority of the participants (55,9%) reveal environment as a determinant with low effect on the organization. In other words, this means that EFKA organizations seem to have a difficulty in adjusting to the environment conditions. The mean value of environment is 2,37 and the standard deviation 1.194.

The research of Damanpour & Gopalakrishnan (1998), tried to measure environment uncertainty through t-test, which reveals the correlation of environment with other structural variables.

Table 14

Environment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	76	30,8	30,9	30,9
	tend to disagree	62	25,1	25,2	56,1
	hard to decide	62	25,1	25,2	81,3
	tend to agree	34	13,8	13,8	95,1
	strongly agree	12	4,9	4,9	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		

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Culture

As it is presented in the table below, similarly to the previous determinant the majority of the participants (over the 50%) seem to reveal a low degree of culture in the organization. Its mean value is 2,41 and standard deviation 0,832 .

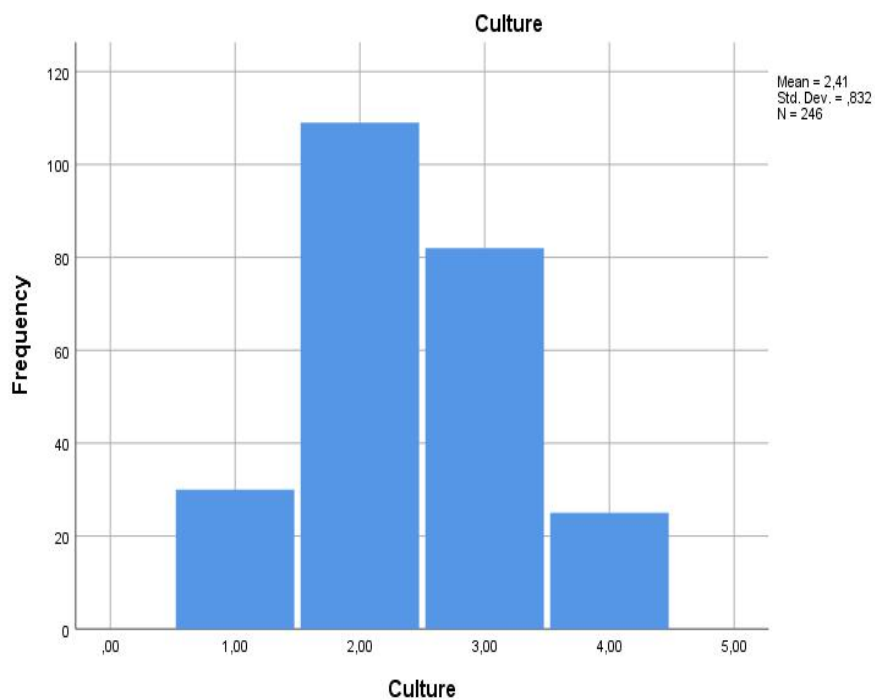
Smircich's research (1983), used culture as a subjectivist variable into the system model. Goic (2013) measured culture with a mean=3,17, sd=0,547 and a sample of 73 companies (the number of the participants is not referred in the research), which nevertheless higher than m=2.41 of the current's research.

Table 15

Culture

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	30	12,1	12,2	12,2
	tend to disagree	109	44,1	44,3	56,5
	hard to decide	82	33,2	33,3	89,8
	tend to agree	25	10,1	10,2	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		



Technology

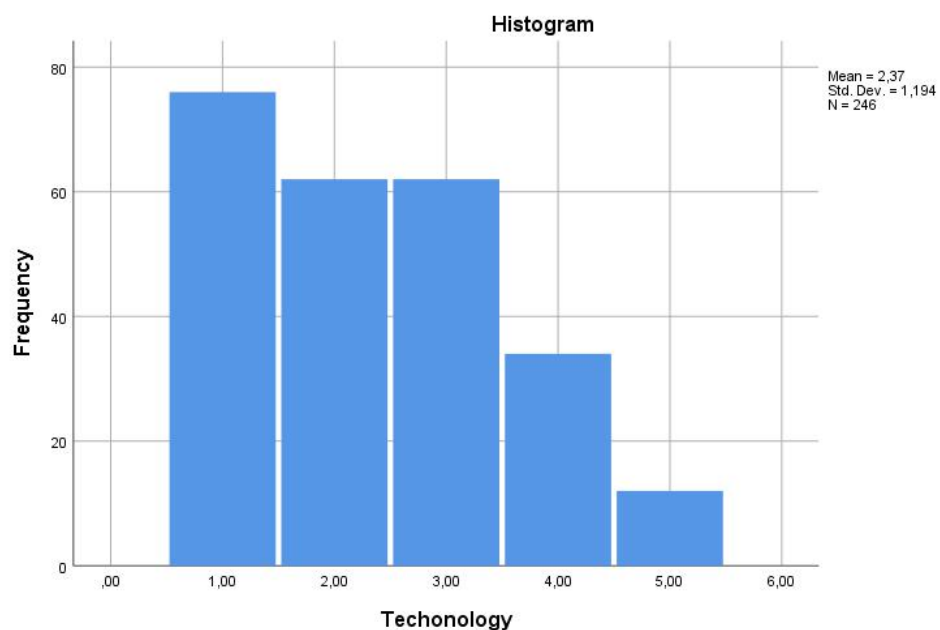
Correspondingly, technology's mean is 2,37 and standard deviation is 1,194. In the same way, over the 50% of the respondents reveal the low degree that EFKA adjusts to technology, which is excepted to large and public organization.

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Aldrich (1972) measured the variables technology and size in relation to structure, finding out 6 possible relationship between the variables.

Table 16

Technology					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	76	30,8	30,9	30,9
	tend to disagree	62	25,1	25,2	56,1
	hard to decide	62	25,1	25,2	81,3
	tend to agree	34	13,8	13,8	95,1
	strongly agree	12	4,9	4,9	100,0
	Total	246	99,6	100,0	
Missing	System	1	,4		
Total		247	100,0		



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Generally, EFKA organization seems to have a low degree of technology, culture and environment, based on the current research. In compliance with the histograms of these three determinants, it is obvious that there is a low tendency. All histograms are right skewed and almost have the same image. It was expected, based on the literature review that in a large organization, granted that EFKA has more than 500 employees, a low degree in technology, environment and culture lead to high tendency of centralization, hierarchy, formalization and a median tendency to horizontal integration, that compose organizational structure. Moreover, in a large organization the research reveals low level of functional specialization, which it was not expected though.

Table 17

Dimensions	Mean	Determinants	Mean
Hierarchy	4,13	Culture	2,41
Centralization	4,02	Environment	2,37
Decentralization	3,83	Technology	2,37
Formalization	3,78		
Horizontal Integration	3,50		
Delegation of authority	3,33		
Functional Specialization	2,50		

4.3 Correlation

The correlation coefficient is a statistical mensuration of the posture of the relation between the comparative movements of two variables. The Pearson correlation coefficient is an proper index to use when searching for a possible relationship. The values range between -1.0 and 1.0. In this part, the correlation table (17) below summarizes all the data and presents whether the variables move to the same direction

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or not. As we can see, the line with number 1 indicates that each variable correlates with itself perfectly.

Furthermore, the correlation matrix indicates that hierarchy has a negative correlation with delegation of authority, functional specialization, technology and formalization, which means that hierarchy within the EFKA organization moves to the opposite direction from the mentioned variables.

In addition, the higher correlation between variables are:

- those of horizontal integration and delegation of authority (0,430), which is rational since the degree to which employees are assigned to work together is related to the degree the authority is delegated to employees, in some extent. It indicates that the greater the horizontal integration is the higher the delegation of authority.

Besides, the data present that the coefficient of the correlation is important. It means that the information and coefficient gained in the samples could be generalized in the population where the samples are taken. The data could point the condition of population as too.

Finally, as the following table presents, there is almost no correlation between culture and hierarchy.

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Correlations

		Formal ization	Central ization	Dece ntrali zatio n	Hierarc hy	Horizo ntal_int egratio n	Delegati on_of_a uthority	Cultur e	Enviro nment	Functiona l_Sp ecializa tion	Techno logy
Formal ization	Pearson	1	0,051	,134*	-0,045	0,086	,257**	,205**	0,118	0,102	0,118
	Sig.2tailed		0,424	0,036	0,486	0,178	0,000	0,001	0,066	0,112	0,066
	N	246	246	246	246	246	246	246	246	246	246
Central ization	Pearson	0,051	1	0,089	,277**	,220**	0,099	0,068	0,056	0,084	0,056
	Sig.2tailed	0,424		0,164	0,000	0,001	0,121	0,288	0,383	0,190	0,383
	N	246	246	246	246	246	246	246	246	246	246
Decent ralizati on	Pearson	,134	0,089	1	,150	0,091	0,004	,139*	0,025	0,067	0,025
	Sig.2tailed	0,036	0,164		0,018	0,155	0,955	0,029	0,693	0,295	0,693
	N	246	246	246	246	246	246	246	246	246	246
Hierarc hy	Pearson	-0,045	,277**	,150	1	,198**	-0,014	0,010	-0,023	-0,061	-0,023
	Sig.2tailed	0,486	0,000	0,018		0,002	0,833	0,874	0,716	0,343	0,716
	N	246	246	246	246	246	246	246	246	246	246
Horizo ntal_int egratio n	Pearson	0,086	,220**	0,091	,198**	1	,430**	,142*	,171**	,147*	,171**
	Sig.2tailed	0,178	0,001	0,155	0,002		0,000	0,026	0,007	0,022	0,007
	N	246	246	246	246	246	246	246	246	246	246
Delega tion_of _author ity	Pearson	,257**	0,099	0,004	-0,014	,430**	1	,299**	,236**	,239**	,236**
	Sig.2tailed	0,000	0,121	0,955	0,833	0,000		0,000	0,000	0,000	0,000
	N	246	246	246	246	246	246	246	246	246	246
Culture	Pearson	,205**	0,068	,139*	0,010	,142*	,299**	1	,299**	,436**	,299**
	Sig.2tailed	0,001	0,288	0,029	0,874	0,026	0,000		0,000	0,000	0,000
	N	246	246	246	246	246	246	246	246	246	246
Enviro nment	Pearson	0,118	0,056	0,025	-0,023	,171**	,236**	,299**	1	,244**	1,000**
	Sig.2tailed	0,066	0,383	0,693	0,716	0,007	0,000	0,000		0,000	0,000
	N	246	246	246	246	246	246	246	246	246	246
Functiona l_S peciali zation	Pearson	0,102	0,084	0,067	-0,061	,147*	,239**	,436**	,244**	1	,244**
	Sig.2tailed	0,112	0,190	0,295	0,343	0,022	0,000	0,000	0,000		0,000
	N	246	246	246	246	246	246	246	246	246	246
Techno logy	Pearson	0,118	0,056	0,025	-0,023	,171**	,236**	,299**	1,000**	,244**	1
	Sig.2tailed	0,066	0,383	0,693	0,716	0,007	0,000	0,000	0,000	0,000	
	N	246	246	246	246	246	246	246	246	246	246

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

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4.4 Summary

Comparing the current research with that of Pugh (1973) we have the following results. Pugh tried to measure specialization, standardization, centralization in four organizations. The organization C represented a “big business” such as EFKA organization. In the reported case-study, the results of the third organization presented the effect of size to specialization, standardization, and formalization but decentralization too. Centralization correlates negatively with almost all other structural scales. The more specialized, standardized, and formalized the organization, the less it is centralized, or differently, the more it is decentralized.

Further, Miller and Droge (1986) examined the traditional contingencies of size, technology, and environmental uncertainty- with organizational structure. According to the particular research, size was a good predictor of centralization and formalization but failed to relate significantly to structural integration .

In comparison with the research of Nahm (2003), firms with a low degree of formalization tend to have few layers in hierarchy, high level of horizontal integration and a low degree of centralization. However, in this investigation, factors such as environment, culture were not taken into consideration.

However the present research reveals high score in formalization ,centralization and a low score in specialization, in contrast with literature review whereas Child (1973) pointed out that large organizations are connected with high work specialization.

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These systematic differences support the conclusion that every investigation counts on the existence of the organization and the timing.

Generally, a few studies have been carried out which analyze the relationship between the dimensions of organizational structure and its determinants, due to the fact that structure has multiple dimensions.

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CHAPTER 5: Summary, conclusions and Recommendations

5.1 Summary of the dissertation

The primary documentary of this dissertation was to examine the possible relationship between the dimensions of organizational structure of a public organization and its determinants. More specific it was widely presented the total of the dimensions such as (de)centralization, lack of autonomy, functional specialization, delegation of authority, formalization and horizontal integration based on a thorough literature. Moreover, it was analyzed the determinants of structure that is, culture, technology, environment and size.

Therefore, a questionnaire was developed in Greek and sent to 246 employees in EFKA organization on the 3rd of April 2021. The employees belong to the directory of pensions of EFKA.

To interpret the data, descriptive statistics were used. In compliance with them, it is obvious that majority of the sample is female, most of the employees are 41-50 married, with two children. Additionally, 83,7% of the sample occupies at brunch stores.

Furthermore, according to the results, EFKA as a large organization has a tendency towards centralization ($m=4,02$), hierarchy ($m=4,13$), formalization ($m=3,78$) and a median tendency to horizontal integration (3.5). Additionally, participants revealed a slight tendency to delegation of authority ($m=3,33$) and a low on to the functional

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specialization. The controversy of the research is that participants seem to agree with $\text{mean}=3,83$ that there is decentralization in the decision process, which needs future analysis.

The correlation matrix indicates that hierarchy has a negative relationship with delegation of authority, functional specialization, technology and formalization. In addition, horizontal integration and delegation of authority have a positive relationship between them (Pearson correlation= $0,430$). Finally, as the following there is almost no correlation between culture and hierarchy.

5.2 Conclusions

Possibly the most important feature of this study is that it is an effort to thoroughly present formal organizations. We have tried to understand the functioning and structuring of bureaucratic organizations in alliance with components such as the size, technology, environment and finally culture. The main conclusion of this study is that in a large organization, such as EFKA, holds the main features of bureaucracy. Though, the subject of investigation is still in its infancy. We have just made a hard beginning, and this research comes up with more questions than answers.

5.3 Recommendations & Limitations

The framework developed in this paper has several boundaries, that other students might wish to address themselves. First, EFKA is a large-scale complex organization, due to the fact that has been created by merger of 8 previous public

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services. Secondly, the current research provides a rather thorough list of dimensions that is examined. Our model became complex, since too many variables got into statistical analysis. Organizational structure is determined by many components at various levels of analysis, however we should concentrate at most three or four variables in order to have more secure results. In that way deliberate parsimony permits empirical tests of the model; an important feature of any theory is its testability (Bacharach, 1989). Nonetheless, similar models of individual, group and process determinants of structuring is needed and we recommend their development.

Furthermore, the model used in the latter part of this study does not, for example, provide an accurate prediction of decentralization. More analytically, the result of the research pointed out high scores of both centralization and decentralization, which have a contrary sense. A main reason for that, could be the diversity of the sample. In other words, participants come from different working departments and under different supervisors. In my opinion, this reveals the role of supervisor-leaders on the structuring of an organization. Various styles of leaders, such as charismatic or transformational have a special effect on managing, controlling and consequently to the upper target of a public service: customer service and administrative efficiency.

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Moreover, to explain organizational structure, I suggest that researchers first attempt to explain as much variance as they can separately on the ground of context (size, technology, environment) before they move to results in terms of cultural values.

The focus of the current study is on overall organizational structure and consequently it does not include a more fine-grained structural perspective. Yet it may well be the case that organizational structure will be the benchmark of future studies concerning wider samples such as public or private firms.

Up to this point, it should be underlined that more recent researches such as Damanpour & Gopalakrishnan (1998) or Nahm et al (2003), examined organizational structure in relevance with other variables such as innovation adoption or plant performance corresponding. As a result, the potential of making comparison with similar studies arose enough difficulties. Therefore it was not possible to compare and limits our ability to generalise the results of the study. In addition, the old age of the journals and studies included in this review could be considered a limitation of this study, as they could not respond to present.

Case studies such as these characterize the beginning of research in the field. From these studies, a theory could be developed that draws vital relationships between the dimensions and the factors. The factors need to be carefully defined, instruments need to be developed to measure these factors, and wide-sample data selection needs to be

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undertaken to examine this relationship. These findings may spur managers to think more explicitly about the underlying reasoning for how organizations are structured, and to what extent the selected structure warrants perceived red tape.

In the long term the organizational structure should boost the achievement of missions and vision of the organization, that is administrative efficiency and improvement of customer service. Nowadays, perhaps more than ever, public administration needs to respond to the distinctive period.

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Appendix Questionnaire

Ονομάζομαι Κόρακα Βασιλική και στο πλαίσιο της φοίτησής μου στο Ελληνικό Ανοικτό Πανεπιστήμιο στο μεταπτυχιακό Master in Business Administration διενεργώ ερευνητική εργασία με τίτλο " Η Όργανωση στο δημόσιο τομέα.Η περίπτωση του eEFKA και της διεύθυνσης των συντάξεων".Η συμμετοχή σας στη έρευνα ,κυρίως των συναδέλφων των τμημάτων συντάξεων , είναι πολύ σημαντική.Η συμπλήρωση του ερωτηματολογίου γίνεται διαδικτυακά και διαρκεί το πολύ 2 λεπτά. Οι απαντήσεις είναι απολύτως ανώνυμες και απόρρητες και θα χρησιμοποιηθούν μόνο για τους σκοπούς της διπλωματικής εργασίας μου.

The organizational structure in public sector . The case of e-EFKA and the directorate of pensions.

Η Όργανωση στο δημόσιο τομέα.Η περίπτωση του e-EFKA και της διεύθυνσης των συντάξεων.

Demographics Δημογραφικά στοιχεία

Gender (φύλλο)

Male (Αρρεν) Female(Θηλυ)

Age (ηλικία)

18-30 31-40 41-50 51-60

Marital Status (οικογενειακή κατάσταση)

Married / Accompanied Others

Number of Children (αριθμός παιδιών)

0 1 2 3 4+

Define the **size of** company that you are working for: (προσδιόρισε το μέγεθος του οργανισμού που εργάζεσαι)

- Fewer than 5 full-time employees -Λιγότερα από 5 υπαλλήλους []
- 5-50 employees(υπάλληλοι) (small firm) []
- 51-500 employees (medium-sized firm) []
- More than 500 employees (large firm)-Περισσότεροι από 500 υπαλλήλους []

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Work Department (τμήμα εργασίας)

ΥΠΟΚΑΤΑΣΤΗΜΑ ΔΙΟΙΚΗΣΗ

Disagree Διαφωνώ	Tend to disagree Τείνω να διαφωνήσω	Hard to decide Δύσκολο να αποφασίσω	Tend to agree Τείνω να συμφωνήσω	Strongly agree Συμφωνώ απόλυτα
1	2	3	4	5

Please rate how strongly you agree or disagree with each of the following statements by circling the appropriate number:(παρακαλώ δήλωσε πόσο διαφωνείς ή συμφωνείς με τις παρακάτω προτάσεις κυκλώνοντας τους αντίστοιχους αριθμούς)

My agency (Η υπηρεσία μου).

1.My agency has an organization chart.	Η υπηρεσία μου έχει οργανόγραμμα	1	2	3	4	5
2.A complete written job description on my job has been provided to me	Έχω παραλάβει γραπτή αποφαση ανάθεσης καθηκόντων με πλήρη περιγραφή των εργασιών που πρέπει να ασκώ	1	2	3	4	5
3.Any major decision in this agency requires approval by top management	Οποιαδήποτε απόφαση σε αυτή την υπηρεσία απαιτεί έγκριση από ανώτερο προϊστάμενο	1	2	3	4	5
4.The top manager alter the responsibilities or areas of work of departments .	Ο ανώτατος προϊστάμενος (διοικητής) τροποποιεί την ευθύνη ή την έκταση της ευθύνης των τμημάτων της υπηρεσίας.	1	2	3	4	5
5.The employees of your service have the authority to correct problems when they occur.	Οι εργαζόμενοι της υπηρεσίας έχουν την αρμοδιότητα να διορθώνουν τυχόν προβλήματα όταν προκύπτουν.	1	2	3	4	5
6.Management in this organization does not solicit inputs and feedback from employees especially on decisions that affect employees' services and well being.	Η διοίκηση αυτού του οργανισμού δεν αναζητά ανατροφοδότηση (πληροφορήση) από τους υπαλλήλους της, ιδιαιτέρως σε αποφάσεις που επηρεάζουν την ευημερία των υπαλλήλων και την παροχή υπηρεσιών από αυτούς.	1	2	3	4	5
7.Little action can be taken until a supervisor approves a decision	Σε θέματα που αφορούν την υπηρεσία,δεν μπορεί να ληφθεί καμμία πρωτοβουλία,χωρίς έγκριση από τον αντίστοιχο προϊστάμενο.	1	2	3	4	5
8.There are many management layers between plant operators and the CEO (more than 6) (reverse)	Υπάρχουν πολλά επίπεδα ιεραρχίας (δηλαδή περισσότερα από έξι) ανάμεσα σε υπαλλήλους και τον διοικητή του οργανισμού	1	2	3	4	5
9.The staffs of our agency are assigned to work in the cross-functional teams	Στους υπαλλήλους της υπηρεσίας μας έχει ανατεθεί να δουλεύουν σε διατμηματικές ομάδες (υπάλληλοι διαφόρων τμημάτων)	1	2	3	4	5
10.Each department in your organizations exchanges information, technology and	Κάθε τμήμα της υπηρεσίας ανταλλάσσει πληροφορίες μεταξύ τους .	1	2	3	4	5

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resources.					
11.The organization properly delegate authority to employees and departments	Ο οργανισμός εκχωρεί αρμοδιότητες σε τμήματα και υπαλλήλους	1	2	3	4 5
12.Face to face meetings are occasionally arranged	Συχνά πραγματοποιούνται κατ' ιδίαν συναντήσεις μεταξύ των τμημάτων	1	2	3	4 5
13.Our group units understands and shares the same business objectives	Κάθε τμήμα της Υπηρεσίας μοιράζεται τους ίδιους στόχους	1	2	3	4 5
14.The department is free from "red tape."	Το τμήμα μας είναι απαλλαγμένο από γραφειοκρατία	1	2	3	4 5
15.People work well together in this company	Οι υπάλληλοι αυτής της Υπηρεσίας δουλεύουν καλά μαζί	1	2	3	4 5
16.I can easily access the available technology in my job when I need it.	Έχω εύκολη πρόσβαση στη διαθέσιμη τεχνολογία από το γραφείο μου	1	2	3	4 5
17.Reusable software modules are widely utilized in new systems development in our organization	Μοντέλα επαναχρησιμοποιούμενου λογισμικού χρησιμοποιείται σε εξελιμένα συστήματα στην υπηρεσία μας	1	2	3	4 5
18.Our organization must frequently change its practices in order to keep up with the market	Η υπηρεσία μας συχνά αλλάζει την στατηγική της προκειμένου να προσαρμοστεί στην αγορά	1	2	3	4 5
19.The rate at which services are obsolete in the society is very slow.	Ο τρόπος με τον οποίο παρέχονται οι υπηρεσίες μας είναι απαρχαιωμένος	1	2	3	4 5
20.The division of labor of the organization you are working is flexible	Ο καταμερισμός εργασίας στην υπηρεσίας είναι ευέλικτος (μεταβάλλεται εύκολα)	1	2	3	4 5

21.Which of the following activities are dealt with exclusively by at least one full time person in the organization who: (Ποιες από τις ακόλουθες δραστηριότητες χειρίζονται από ένα τουλάχιστον υπάλληλο πλήρους απασχόλησης στο Υποκατάστημα ή την Διεύθυνση σας (και όχι από κεντρική Διεύθυνση

1. Carries outputs, resources, and other material from one place to another (μεταφορέας υλικού-κλητήρας)[]
 2. Acquires and allocates human resources Υπεύθυνος προσωπικού[]
 3. Develops and trains personnel-Υπεύθυνος για την εκπαίδευση προσωπικού[]
 4. obtains and controls materials and equipment (buying and stock control)-Υπεύθυνος διαχείρισης υλικού και γραφικής ύλης []
 5. maintains and erects buildings and equipment-Συντηρητής κτιρίου []
 6. records and controls financial resources (accounts)-Οικονομικό Τμήμα []
 7. develops and carries out administrative procedures (statistics, information systems, filing, etc.) Υπεύθυνος τμήματος στατιστικών στοιχείων []
- deals with legal and insurance requirements -Νομικό τμήμα []