

TI-3252: Perancangan Organisasi

Struktur Organisasi (Mintzberg)

Laboratorium Sistem Produksi

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STRUKTUR ORGANISASI

- Organizations are structured to capture & direct systems of flows and to define inter-relationships among **different parts** (Mintzberg, 1993).
- 5 parts of organization:
 - Operating Core
 - Strategic Apex
 - Middle Line
 - Technostructure
 - Support staff



FIVE BASIC PARTS OF THE ORGANIZATION (1)

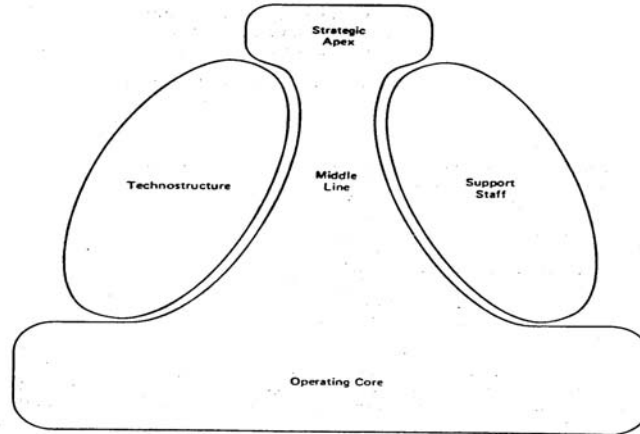


Figure 1-2. The five basic parts of the organization

FIVE BASIC PARTS OF THE ORGANIZATION (OPERATING CORE)

- The **operators** who perform the basic work related directly to the production of products & services
- 4 fungsi:
 - **Secure** the inputs for production
 - **Transform** the inputs into outputs
 - **Distribute** the outputs (selling & physically distributing)
 - **Provide** direct support to the input, transformation & output function (performing maintenance on the operating machines & inventorying the raw materials)
- Operating core ⇒ **the heart of every organization**, the part that produces the essential outputs that keep it alive

FIVE BASIC PARTS OF THE ORGANIZATION (STRATEGIC APEX)

- People who charged with overall responsibility: chief executive officer, executive committee
- Charged with ensuring the organization:
 - serve its mission in an effective way
 - serve the needs of those who control or otherwise have power over the organization
- 3 duties:
 - **Direct supervision** ⇒ mechanism of coordination, allocate resources, issue work orders, authorize majors decisions, resolve conflits, design & staff the organization, monitor employee performance, motive & reward employees



FIVE BASIC PARTS OF THE ORGANIZATION (STRATEGIC APEX)

- **The management of organization's boundary** ⇒ relations with its environment
 - Informing influential people in the environment about the organization's activities
 - Developing high level contacts for the organization
 - Negotiating major agreements with outside parties
 - Serving as figureheads
 - Carrying out ceremonial duties
- **The development of the organization's strategy** ⇒ mediating force between the organization and its environment



FIVE BASIC PARTS OF THE ORGANIZATION (MIDDLE LINE)

- Senior managers to the first line supervisors who have **direct authority** over the operators
- Taks:
 - Collects **feedback** information on the performance of his own unit, often aggregating information in the process
 - Flowing up are **disturbances** in the unit
 - Proposals for **changes**; decisions requiring **authorization**
 - Flowing down are resources that he must **allocate** in his unit, rules & plans that he must **elaborate** & projects that he must implement; **boundary** conditions to manage
 - **Maintain liaison** contacts with other managers, analysts, supports staffers and outsiders whose work is interdependent with; concerned with **formulating the strategy** for his unit



FIVE BASIC PARTS OF THE ORGANIZATION (TECHNOSTRUCTURE)

- The analysts:
 - Serve the organization by affecting the work of others
 - Concerned with adaptation; changing the organization to meet environmental change; control; stabilizing & standardizing patterns of activity in the organization
- 3 types of control analysts:
 - Work study analysts: standardize work processes
 - Planning & control analysts: standardize outputs (long range planners, quality control engineers, production schedulers & accountants)
 - Personnels analysts: standardize skills (trainers & recruiters)



FIVE BASIC PARTS OF THE ORGANIZATION (SUPPORT STAFF)

- Exits to provide support to the organization outside its operating work flow
- Many support units are self contained: mini organizations
- Support unies can be found at various level of the hierarchy:
 - Top level: Public relations, legal counsel
 - Middle level: Industrial relations, pricing and R&D
 - Lower level: Standardized work, cafetaria, mailroom, reception, payroll

FIVE BASIC PARTS OF THE ORGANIZATION

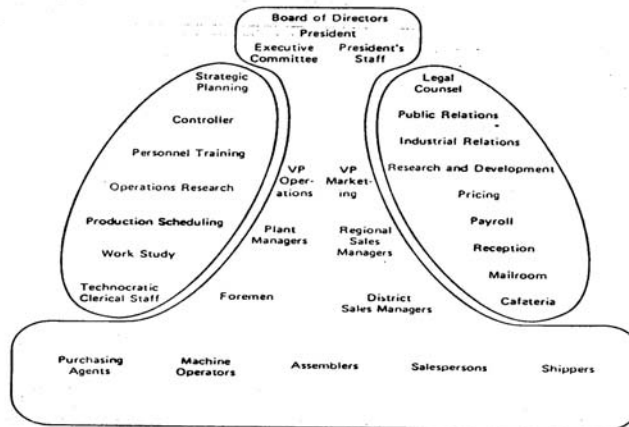
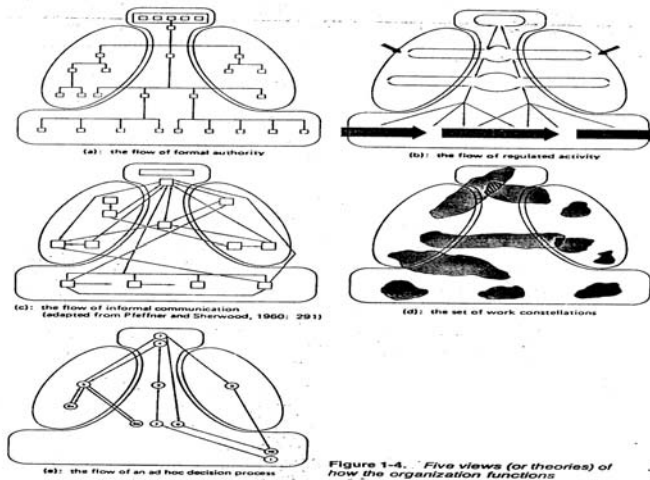


Figure 1-3. Some members and units of the parts of the manufacturing firm

KARAKTERISTIK ORGANISASI (1)

- A system of **formal authority**: Flow of formal power down the hierarchy
 - Organigram: position, group into units, formal authority flows, informal relationships
- A network of **regulated flows**:
 - Production work through the operating core,
 - Commands & instruction down the administrative hierarchy to control the operating core,
 - Feedback information on results
 - Staff information & advice feeding into decision making

KARAKTERISTIK ORGANISASI (2)



KARAKTERISTIK ORGANISASI (3)

- A system of **informal communication**: mutual adjustment in coordination ⇨
Sociogram: map of who actually communicated
- A system of **work constellations**:
 - People in the organization cluster into groups (not related with hierarchy or five parts)
 - Each cluster deals with distinct decisions appropriate
 - Manufacturing: fabrication, assembly & distribution
 - Administrative production: production scheduling, general plant administration
 - New product: analysts, line managers & support staffers (reserachers)
- A system of **ad hoc decision processes**: flow of one strategic decision, from beginning to end

KOMPLEKSITAS KARAKTERISTIK ORGANISASI

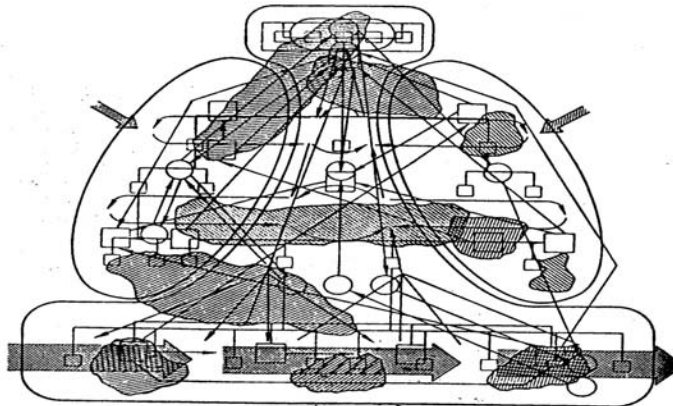


Figure 1-5. A combined overlay: the functioning of the organization

TIPE ORGANISASI (1)

- Simple Structure:
 - Based on direct supervision, pull to centralize
 - The strategic apex
- Machine Bureaucracy:
 - Based on standardization of work processes, pull to standardize
 - Tehnostructure, design of the standards is raison d'etre
- Professional Bureaucracy:
 - Based on standardization of skills, pull to professionalize
 - The operating core seek to minimize the influence of the administrators, managers



TIPE ORGANISASI (2)

- Divisionalized Form:
 - Based on standardization of outputs
 - Middle line (seek autonomy) but must achieve in different way, by drawing power down from the strategic apex
 - Pull to balkainize: split into market based unit, control own decision
- Adhocracy:
 - Based on mutual adjustment
 - The support staff gains the most influence in the organization
 - Members are autonomous for decision maling, owing to their expertise



TIPE ORGANISASI (3)

<i>Structural Configuration</i>	<i>Prime Coordinating Mechanism</i>	<i>Key Part of Organization</i>	<i>Type of Decentralization</i>
Simple Structure	Direct supervision	Strategic apex	Vertical and horizontal centralization
Machine Bureaucracy	Standardization of work processes	Technostructure	Limited horizontal decentralization
Professional Bureaucracy	Standardization of skills	Operating core	Vertical and horizontal decentralization
Divisionalized Form	Standardization of outputs	Middle line	Limited vertical decentralization
Adhocracy	Mutual adjustment	Support staff*	Selective decentralization

*We shall see in Chapter 12 that there are two basic types of Adhocracies. In the second type—more like the Professional Bureaucracy—the operating core is also a key part.



TIPE ORGANISASI (4)

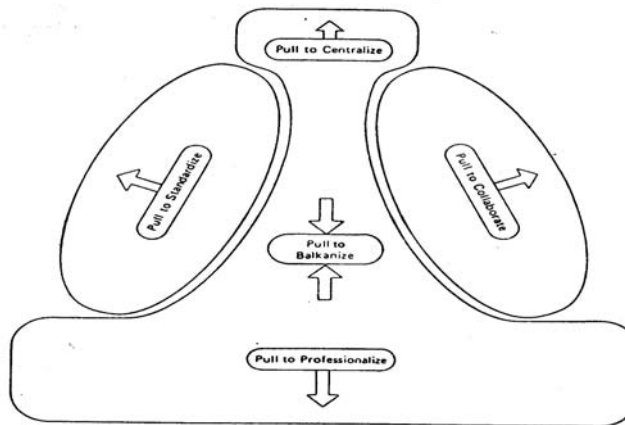


Figure 7-1. Five pulls on the organization



SIMPLE STRUCTURE (1) KARAKTERISTIK

- Coordinating Mechanism: **Direct Supervision**
- Key Part of Organization: **Strategic Apex** ⇒ no technostructure, few support staffers
- Main Design Parameters:
 - **Centralization**
 - **Organic Structure** operating core, **non-structure**, avoids using all the formal devices of structure



SIMPLE STRUCTURE (2) KARAKTERISTIK

- Situational Factors:
 - **Young, small, new organization** ⇒ no have the time to elaborate administrative structure
 - **Entrepreneurial firm:**
 - aggressive & innovative
 - searching for the risky environments where the bureaucracies fear to tread
 - **Non-sophisticated technical system**
 - **Simple, dynamic environment**
 - **Possible extreme hostility or strong power needs of top manager**
 - **Not fashionable**



SIMPLE STRUCTURE (3) KARAKTERISTIK

- **Small managerial** hierarchy ⇒ minimal use of planning
- **Minimal differentiation** among units ⇒ coordination (direct supervision)
- Process ⇒ to be highly **intuitive & non-analytical**, oriented to the aggressive search for opportunities
- Chief executive tends to have a **wide span of control**



SIMPLE STRUCTURE (4) KARAKTERISTIK

- Formal aspects of managerial work are of less significance
- **Informal communication** is convenient & effective ⇒ between the chief executive & everyone
- Decision making is likewise **flexible**, with **centralization of power** allowing for rapid response
- Handling disturbances & innovating in an **entrepreneurial** way



SIMPLE STRUCTURE

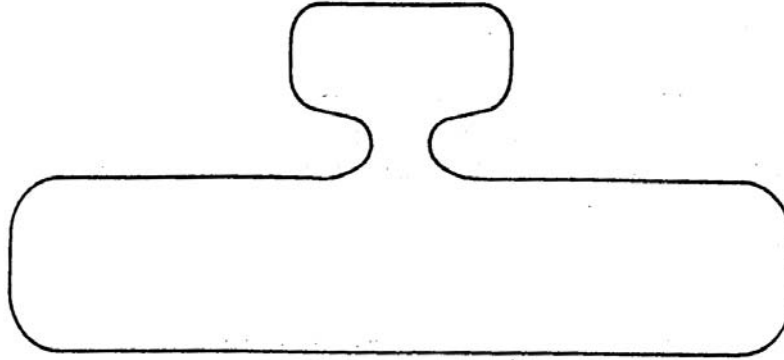


Figure 8-1. *The Simple Structure*

MACHINE BUREAUCRACY (1) KARAKTERISTIK

- Coordinating Mechanism: **Standardization of work processes** ⇒ for coordination, little mutual adjustment in the operating core
- Key Part of Organization: **Technostructure**
- Main Design Parameters:
 - Behavior formalization
 - Vertical & horizontal job specialization
 - Usually functional grouping
 - Large operating unit size
 - Vertical centralization & limited horizontal decentralization, action planning

MACHINE BUREAUCRACY (2) KARAKTERISTIK

- Situational Factors:
 - Old (mature organization), large enough to have the volume of operating work needed for repetition and standardization
 - Regulating, nonautomated technical system, routinize work
 - Simple, stable environment ⇒ extremely simple & almost perfectly stable work
 - External control
 - Not fashionable



MACHINE BUREAUCRACY (3) KARAKTERISTIK

- Operating tasks are simple & repetitive ⇒ a minimum of skill & little training
- The use of direct supervision by first line managers is limited by the fact standardization handles most of the coordination
- Tight regulation of the operating work
- Mass production firm, white collar bureaucracies



MACHINE BUREAUCRACY (4) KARAKTERISTIK

- Tasks of middle line managers:
 - To **handle the disturbances** that arise among the highly specialized workers of the operating core
 - To **work in a liaison role** with the analysts of the technostructure to incorporate their standards down into operating units
 - To **support the vertical flows in the structure** ⇒ the aggregation of the feedback information up the hierarchy and the elaboration of the action plans that come back down

MACHINE BUREAUCRACY

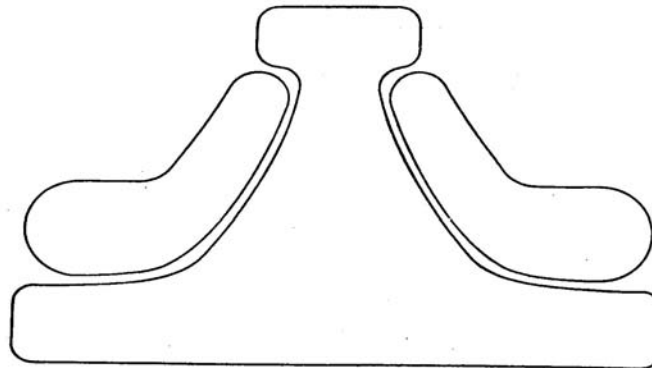


Figure 9-1. *The Machine Bureaucracy*

MACHINE BUREAUCRACY CONTOH ORGANIGRAM

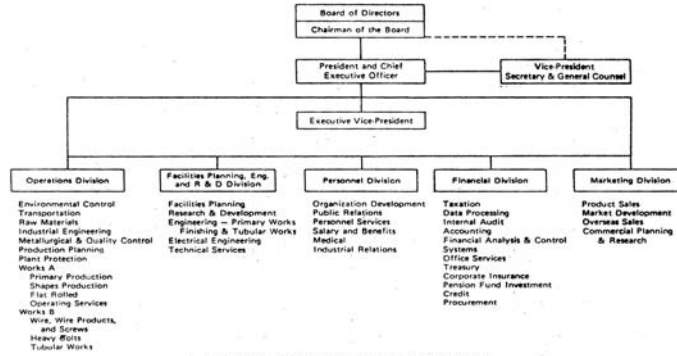


Figure 9-2. Organigram of a large steel company

PROFESSIONAL BUREAUCRACY (1) KARAKTERISTIK

- Coordinating Mechanism: **Standardization of skills**
- Key Part of Organization: **Operating core**
- Main Design Parameters:
 - **Training**
 - **Horizontal job specialization**
 - **Vertical & horizontal decentralization**

PROFESSIONAL BUREAUCRACY (2) KARAKTERISTIK

- Situational Factors:
 - Complex
 - Stable environment
 - Non-regulating, non-sophisticated technical system
 - Fashionable

PROFESSIONAL BUREAUCRACY

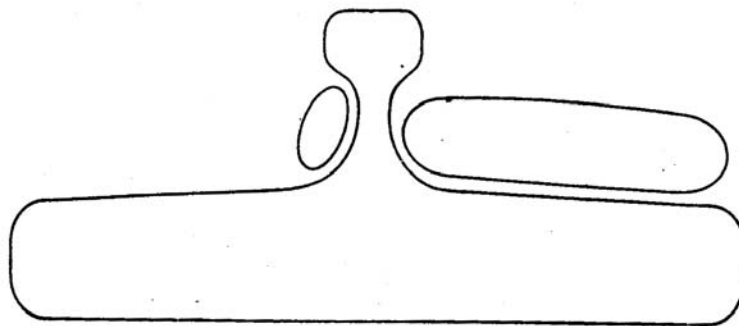


Figure 10-1. *The Professional Bureaucracy*

PROFESSIONAL BUREAUCRACY

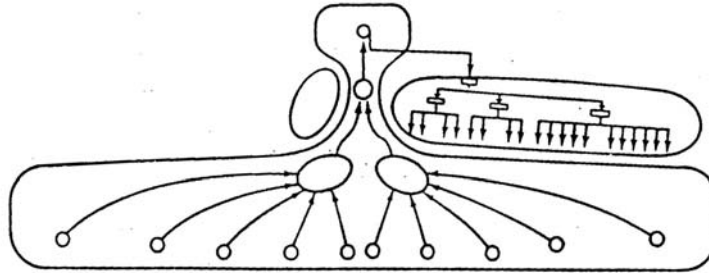
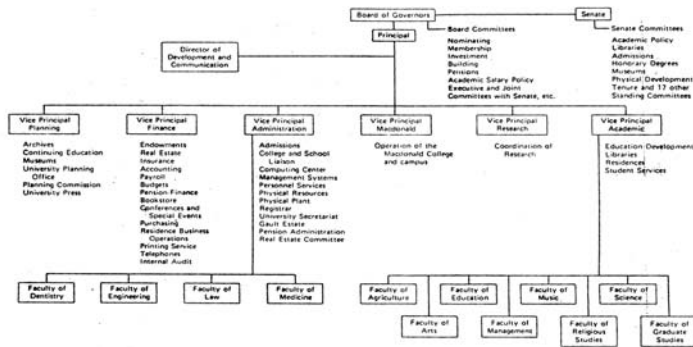


Figure 10-3. Parallel Hierarchies in the Professional Bureaucracy

PROFESSIONAL BUREAUCRACY



Note: This unofficial organigram was drawn by the author based upon University documents.
Figure 10-2. Organigram of McGill University (circa 1978)

DIVISIONALIZED FORM (1) KARAKTERISTIK

- Coordinating Mechanism: [Standardization of outputs](#)
- Key Part of Organization: [Middle line](#)
- Main Design Parameters:
 - [Market grouping](#)
 - [Performance control system](#)
 - [Limited vertical decentralization](#)



DIVISIONALIZED FORM (2) KARAKTERISTIK

- Situational Factors:
 - [Diversified markets \(particular products or services\)](#)
 - [Old, large](#)
 - [Power needs of middle managers](#)
 - [Fashionable](#)



DIVISIONALIZED FORM

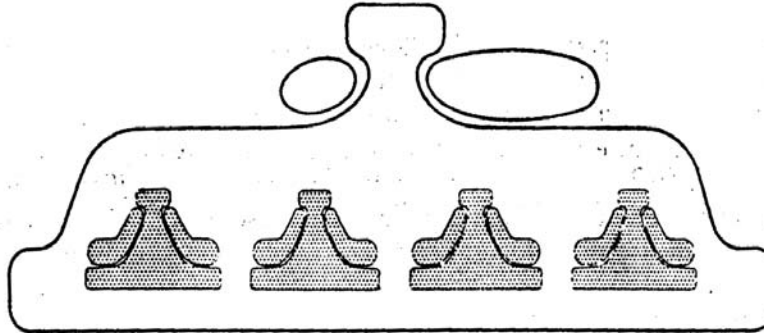


Figure 11-2. *The Divisionalized Form*

DIVISIONALIZED FORM

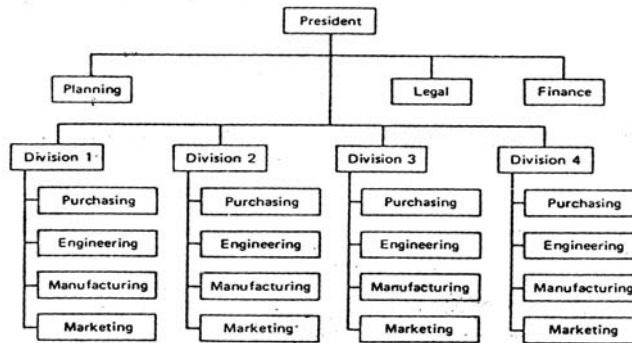


Figure 11-1. *Typical organigram for a divisionalized manufacturing firm*

DIVISIONALIZED FORM

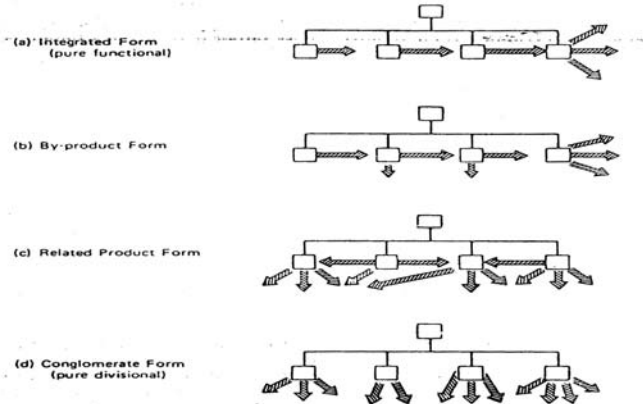


Figure 11-3. Stages in the transition to the Divisionalized Form

DIVISIONALIZED FORM

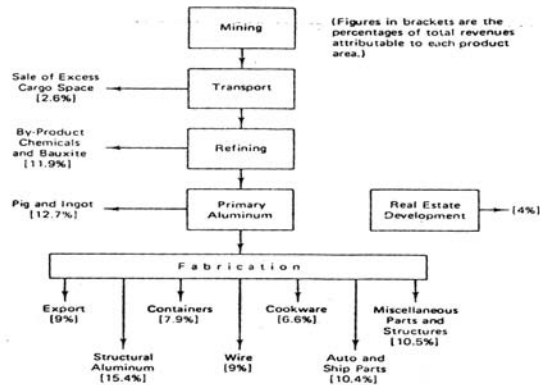


Figure 11-4. By-product and end-product sales of Alcoa in 1969 (from Rumelt, 1974:21; prepared from data in company's annual reports)

DIVISIONALIZED FORM

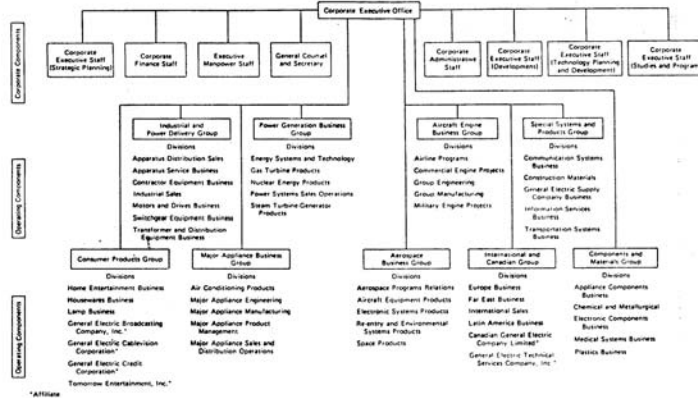


Figure 11-5. Organigram of General Electric (circa 1975, used with permission)

ADHOCRACY (1) KARAKTERISTIK

- Coordinating Mechanism: **Mutual adjustment**
- Key Part of Organization:
 - Support staff (in the Administrative Adhocracy, together with the Operating Core in the Operating Adhocracy)
- Main Design Parameters:
 - Liaison devices
 - Organic structure
 - Selective decentralization
 - Horizontal job specialization, training
 - Functional & market grouping concurrently

ADHOCRACY (2) KARAKTERISTIK

- Situational Factors:
 - Complex
 - Dynamics (sometimes disparate) environment
 - Young (especially Operating Adhocracy)
 - Sophisticated & often automated technical system (in the Administrative Adhocracy)
 - Fashionable

ADHOCRACY

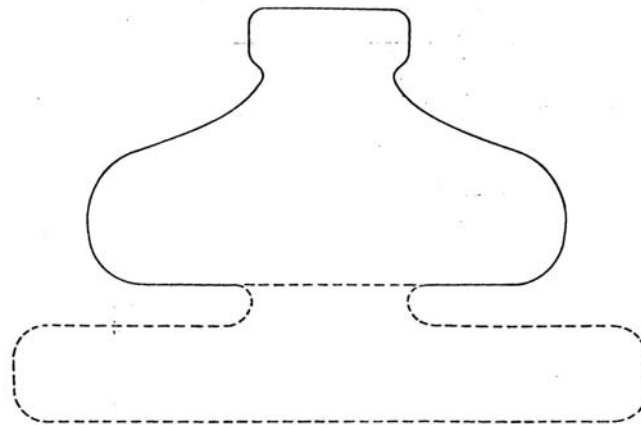


Figure 12-3. *The Adhocracy*

ADHOCRACY

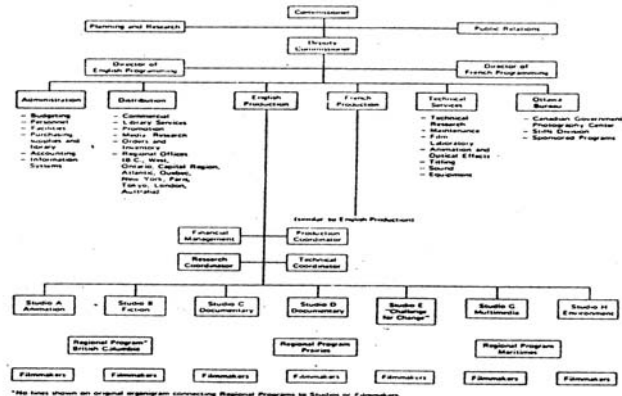


Figure 12-1. The National Film Board of Canada: an Operating Adhocracy (circa 1975, used with permission)



ADHOCRACY

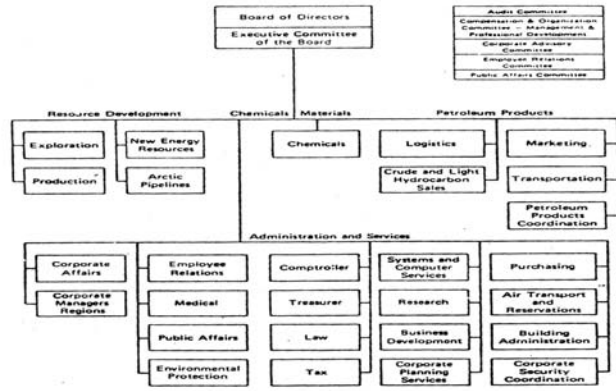


Figure 12-2. Organigram of an oil company: an Administrative Adhocracy (circa 1976)



DIMENSI ORGANISASI

TABLE 12-1. Dimensions of the Five Configurations*

	<i>Simple Structure</i>	<i>Mech. Bureaucracy</i>	<i>Professional Bureaucracy</i>	<i>Divisionalized Form</i>	<i>Aidocracy</i>
Key coordinating mechanism	Direct supervision	Standardization of work	Standardization of skills	Standardization of outputs	Mutual adjustment
Key part of organization	Strategic apex	Technostructure	Operating core	Middle line	Support staff (with operating core in Op. Ad.)
Design parameters:					
Specialization of jobs	Little specialization	Much horizontal and vertical specialization	Much horizontal specialization	Some horizontal and vertical specialization (between divs, units and HQ)	Much horizontal specialization
Training and indoctrination	Little training and indoctrination	Little training and indoctrination	Much training and indoctrination	Some training and indoctrination (of division managers)	Much training
Formalization of behavior, bureaucratization	Little formalization, organic	Much formalization, bureaucratic	Little formalization, bureaucratic	Much formalization (within divisions), bureaucratic	Little formalization, organic
Grouping	Usually functional	Usually functional	Functional and market	Market	Functional and market
Unit size	Large	Large at bottom, small elsewhere	Large at bottom, small elsewhere	Large (at top)	Small throughout
Planning and control systems	Little planning and control	Action planning	Little planning and control	Much performance control	Limited action planning (esp. in Adm. Ad.)
Liaison devices	Few liaison devices	Few liaison devices	Liaison devices in administration	Few liaison devices	Many liaison devices throughout
Decentralization	Centralization	Limited horizontal decentralization	Horizontal and vertical decentralization	Limited vertical decentralization	Selective decentralization
Functioning:					
Strategic apex	All administrative work	Fine-tuning, coordination of functions, conflict resolution	External liaison, conflict resolution	Strategic portfolio, performance control	External liaison, conflict resolution, work balancing, project monitoring
Operating core	Informal work with little discretion	Routine, formalized work with little discretion	Skilled, standardized work with much individual autonomy	Tendency to formalize owing to divisionalization	Truncated (in Adm. Ad.) or merged with administration to do informal project work (in Op. Ad.)



DIMENSI ORGANISASI

Middle line	Insignificant	Elaborated and differentiated; conflict resolution; staff liaison; support of vertical flow	Controlled by professionals; much mutual adjustment	Formalization of division strategy; managing operations	Extensive but blurred with staff; involved in project work
Technostructure	None	Elaborated to formalize work	Little	Elaborated at HQ for performance control	Small and blurred within middle in project work
Support staff	Small	Often elaborated to reduce uncertainty	Elaborated to support professionals; Mach. Bur. structure	Split between HQ and divisions	Highly elaborated (esp. in Adm. Ad.) but blurred within middle in project work
Flow of authority	Significant from top	Significant throughout	Insignificant (except in support staff)	Significant throughout	Insignificant
Flow of regulated system	Insignificant	Significant throughout	Insignificant (except in support staff)	Significant throughout	Insignificant
Flow of informal communication	Significant	Discouraged	Significant in administration	Some between HQ and divisions	Significant throughout
Work constellations	None	Insignificant, esp. at lower levels	Some in administration	Insignificant	Significant throughout (esp. in Adm. Ad.)
Flow of decision making	Top-down	Top-down	Bottom-up	Differentiated between HQ and divisions	Mixed, all levels
<i>Structural factors:</i>					
Age and size	Typically young and small (first stage)	Typically old and large (second stage)	Varies	Typically old and very large (third stage)	Typically young (Op. Ad.)
Technical system	Simple, not regulating	Regulating but not automated; not sophisticated	Not regulating or sophisticated	Divisible; otherwise typically like Mach. Bur.	Very sophisticated (in Adm. Ad.); not regulating or sophisticated (in Op. Ad.)
Environment	Simple and dynamic; sometimes hostile	Simple and stable	Complex and stable	Relatively simple and stable; diversified markets (esp. products and services)	Complex and dynamic; sometimes disparate (in Adm. Ad.)
Power	Chief executive control; often over-managed; not fashionable	Technocratic and sometimes external control; not fashionable	Professional operator control; fashionable	Middle-line control; fashionable (esp. in industry)	Expert control; very fashionable

*Italic type designates key design parameters.



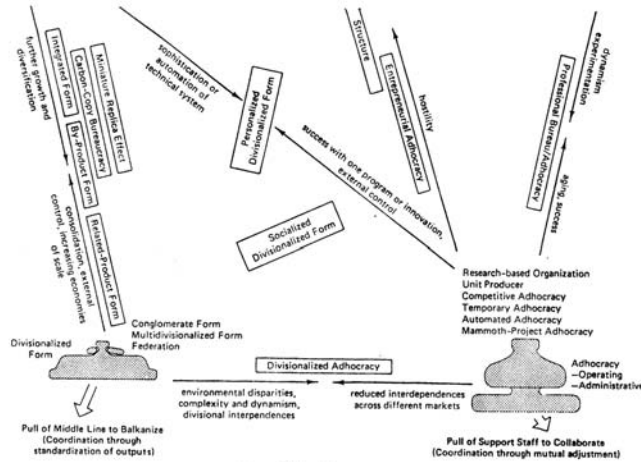
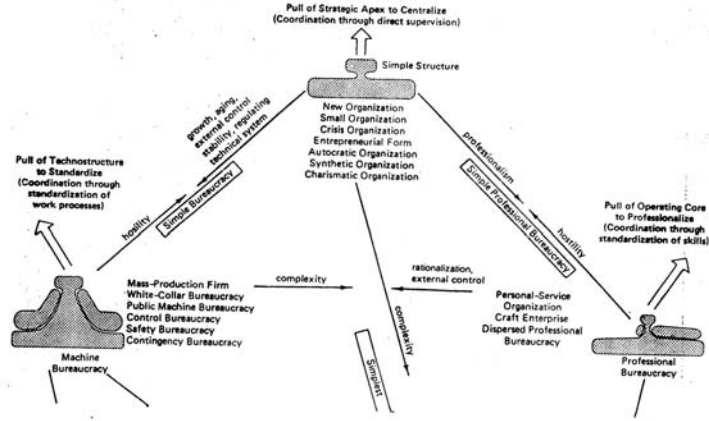


Figure 13-1. The pentagon

