



The Importance of The Organizational Structuring and Departmentalization in Workplace

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Abstract: The importance of this paper comes from the essential role is played by the organizational structure and departmentalization in any organization or businesses to grow and be profitable. This paper is addressing the relationships between the organization structure and staff performance, and draw distinctions between “hard” and “soft” performance criteria, by examining the direct and indirect influences of organizational structure and internal communication between the employees. This paper provides guidance to all employees by laying out the official reporting relationships that govern the workflow of the organization to provide a flexible and ready means for growth. The current paper aims to evaluate the relationship between organizational structure and continuous improvement and success in any organization and link it to the staff goals and area of responsibilities, and to know the impact of the Organizational Structure and departmentalization, and to determine the benefits of national and international organizations.

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1. Introduction:

Small agencies can use a variety of organizational structures. However, a small agency's organization structure must be designed to effectively meet its goals and objectives. Types of organizational structure in management can include flat structures as well as functional, product and geographical-structured organizations. Many small agencies use a flat organizational structure, where very few levels of management separate executives from analysts, secretaries, and lower-level employees. Flat organizations work best when an agency has less than 15 employees, especially if the agency employs one or two employees per department. One advantage of using a flat organizational structure for management is that decisions can be made relatively quickly. The flat organizational lacks the typical bureaucracy of taller organizational structures--those with many levels of management. Departmentalization leads to the benefits of specialization. In departmentalization, works are divided into different departments on the basis of their nature and responsibility is entrusted to the skilled and efficient manager. When a manager is involved in one specific function, his expertise, and efficiency increase in that particular field. In departmentalization, the standard of performance of each department and objective to be achieved is planned. When actual

performance deviates with planned performance, corrective measures are taken to remove the barriers.

Departmentalization divides works into different units on the basis of nature and responsibility is entrusted to departmental managers. And the departmental managers are accountable to the job performed by the staff of their concerned departments and it also facilitates top manager to direct and supervise the work performed by subordinate managers. It also helps to divide work into different units on the basis of nature, and responsibility is entrusted to departmental managers. Such division of work, thus, is helpful for expansion of business.

Departmentalization helps to develop new managers by providing them the opportunity to take independent decision and initiatives. Consequently, a high skilled subordinate level manager can get the opportunity to promote to the higher level. The main Objectives of this paper is to get a general understanding of the concept of an organization, principles of organizational structuring, traditional and modern types of organizational structure and considerations in choosing an organizational structure taking Toward Enduring Peace in Sudan as a case study.

The current paper will give clear answers to the following questions:

1) What are the important considerations in designing an organizational Structure?

- 2) On what basis, will jobs be grouped Departmentalization together?
- 3) To whom do individuals and groups report?
- 4) How many individuals can a manager efficiently and effectively direct? and
- 5) To what degree will there be rules formalization and regulations to direct employees and managers?

2. The Concept of the Organizational Structure:

The term organization has been defined in several ways. It is defined as a specific configuration of the structure, people, task, and techniques. Structure describes the form of departments, hierarchy, and committees. It influences the organization's efficiency and effectiveness. People refers to the skills, attitudes and social interaction of the members of the organization. Task refers to the goals of the individual and the organization. Techniques refer to the methodical approach used to perform tasks. The organizational structure thus refers to the institutional arrangements and mechanisms for mobilizing human, physical, financial and information resources at all levels of the system (Anderson, 1988).

The organization is also defined as a system incorporating a set of sub-systems. These sub-systems are a related group of activities which are performed to meet the objectives of the organization. The organization has been viewed differently by numerous theorists. However, all definitions usually contain five common features: Composed of individuals and groups of individuals; Oriented towards achieving common goals; Differential functions; Intended rational coordination; and Continuity through time.

The structure is thus an integral component of the organization. The organizational Structure defined as the arrangement and interrelationship of component parts and positions in an organization. It provides guidelines on Division of work into activities; Linkage between different functions; Hierarchy; Authority structure; Authority relationships; and Coordination with the environment (Nystrom et al., 1981).

From the above definitions, the structure of an organization is the manner in which various sub-units are arranged and inter-related. The importance of the organizational structure is providing guidelines on hierarchy, the authority of structure and relationships, the linkage between different functions and coordination with the environment. Organizational structure may differ within the same organization according to the particular requirements. The structure is composed of three components: complexity, formalization, and centralization.

3. The Essential Components of The Structure in an Organization:

Complexity, referring to the degree to which activities within the organization are differentiated. This differentiation has three dimensions: Horizontal differentiation refers to the degree of differentiation between units based on the orientation of members, the nature of tasks they perform and their education and training. Vertical differentiation is characterized by the number of hierarchical levels in the organization, and Spatial differentiation is the degree to which the location of the organization's offices, facilities, and personnel are geographically distributed.

Formalization refers to the extent to which jobs within the organization are specialized. The degree of formalization can vary widely between and within organizations;

Centralization refers to the degree to which decision making is concentrated at one point in the organization.

4. Designing Organizational Structures:

Some important considerations in designing an effective organizational structure are:

- Clarity: The structure of the organization should be such that there is no confusion about people's goals, tasks, style of functioning, reporting relationship and sources of information.
- Understanding: The structure of an organization should provide people with a clear picture of how their work fits into the organization.
- Decentralization: The design of an organization should compel discussions and decisions at the lowest possible level.
- Stability and adaptability: While the organizational structure should be adaptable to environmental changes, it should remain steady during unfavorable conditions. (Robbins, 1991).

5. Theoretical Basis for Organizational Structuring:

The basic principles and theoretical basis for the organizational structuring are specializations, coordination, decentralization and centralization, and line and staff relationships.

Specialization is a division of work into components or units in which people specialize. It can be vertical (kinds of work at different levels in the organization) or horizontal (division into departments). Specialization facilitates application of special knowledge for the achievement of goals. This increases the efficiency of the organization. Disadvantages of specialization would include adverse effects on fundamental work attitudes, relationships, and communication.

Coordination is the integration of activities of specialized units towards the common objective. This

involves placement of different units in the organization together or separately and deciding on patterns of relationship and communication. Coordination is achieved through a hierarchy of authority. This involves important principles of organization. Unity of command is being responsible to and receiving orders from only one superior. The scalar principle ensures a chain of command in a straight line from top to bottom. Since this is not always desirable or possible, employees could also relate with each other on a 'gang plank.' The responsibility and authority principle establishes the need for authority along with responsibility for accomplishing tasks. The span of control refers to the number of specialized units of persons under one management. Discuss the situational factors which affect the span of control.

Another important principle of organizational structuring is whether decision making is delegated (*Delegation*) to lower levels (de-centralized) or concentrated at the top (centralized). Observe that organizations have different blends of centralization and de-centralization.

Line Authority refers to the superior-subordinate relationship through the hierarchy of authority. Line employees are directly responsible for achieving organizational goals. Staff employees aid and support line employees in their work. Thus, they have different functions and goals, which could lead to conflicts, but they should be avoidable. Ask participants about the conflict between line and staff in their organizations. Issues in conflict resolution will be discussed in another module. (Sachdeva, 1990).

The principles of management are concerned with sectioning an institute into administrative units to enhance the probability of the organization achieving its goals by implementing its plans within the limits of its capabilities. There are two rationales used for assembling, or sectioning, organizational units. These are concerned with (1) the grouping of the organization's staff into administrative units, and (2) the flow of authority and responsibility within an organization.

6. Types of Organizing and Departmentalization:

An important issue in organizational structuring is whether the structure of an organization should be dynamic and change according to changes in the environment or remain stable in the face of such changes. Since an organization exists in an external environment, it cannot remain indifferent to changes in its external milieu. However, the extent of changes would depend upon the degree of influence the changing environment exerts on the efficient functioning of the organization and sub-units.

Organizations can have simple to complex structures, depending upon organizational strategies, strategic decisions within the organization and environmental complexities. The structure of the

organization can be traditional (bureaucratic) or modern (organic), according to needs.

The traditional organizational structure is mechanistic and characterized by high complexity, high formalization, and centralization. The classical organization structure designs are simple, centralized, bureaucratic and divisionalized. Modern organizational designs include project organization, matrix design, and adhocracy design.

There are different types of organizational Structuring and departmentalization which grouping the organizational activities and structure into departments. Division of labor creates specialists who need coordination. This coordination is facilitated by grouping specialists together in departments:

6.1. Structuring and Departmentalization by Function:

This is the common and popular basis of departmentalization of an enterprise. Under this form, various departments are created on the basis of nature of functions to be performed like production, marketing, finance, personnel...etc (Figure 1). A departmental head or manager is appointed to supervise and control the activities of the concerned department. All departmental heads are specialists and experts in their own area of business. When workload of a particular department becomes more, a department may again be classified into sub-departments. Since the members working in a department have similar background and interest, it gives rise to specialization which makes manpower more efficient and skilled. The advantages of departmentalization by function; it is most logical and natural form of departmentalization and also It brings about specialization which makes optimum utilization of human resources and it also lays emphasis on each and every activity. The Departmentalization by function could also enable top management to exercise control over a number of functions and facilitates delegation of authority and therefore, reduces the work burden of a top manager and it eliminates the duplication of effort which brings efficiency.

In the same vein, they are a number of disadvantages of departmentalization by function as following: There may be a conflict between departments as the responsibilities are inter-dependent. There may be difficulty in coordinating the activities of different departments. There is over-emphasis on specialization and it maximizes supervision cost. Non-responsive to environmental changes and it does not promote innovation and creativity.

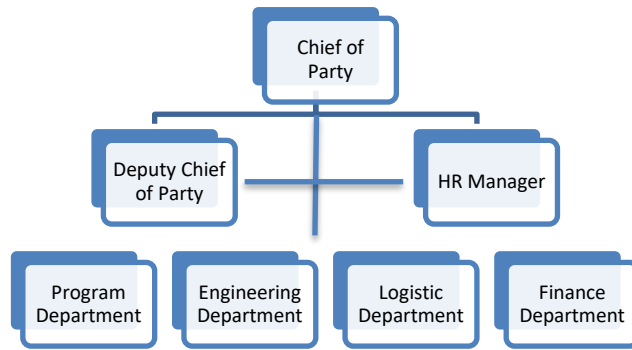


Figure 1. “Structuring and Departmentalization by Function” (Abdulwahab, 2016).

6.2. Structuring Departmentalization by Product/ Service/ Implementation:

This method of departmentalization is used especially by those manufacturing firms that involve in large scale and various lines of products or services. A separate department is created for a single product or product line and all functions like production, finance, marketing, personnel etc. of one department are brought together under the concerned department. Each department is independent and responsible for improving and expanding its business performance. The department manager is responsible for its expenses, revenue, profits, failure, and success. Therefore, it facilitates to measure the managerial as well as operational result and contribution of each product line to whole organization (Figure 2).

We can name a good number of advantages of departmentalization by product or services as it is suitable for the organization having various lines of products or services and brings specialization in a product or service which makes optimum utilization of human resources. The departmentalization by product or services is also directed attention toward specific product line and service and evaluate the performance of each production or service department. The product/service managers can be held accountable for the profitability of each product/service.

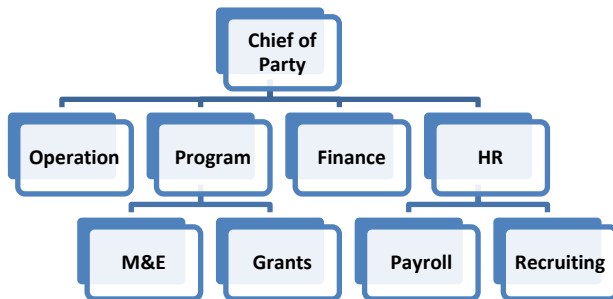


Figure 2. “Structuring and Departmentalization by Product/Services/Implementation” (Abdulwahab, 2016).

The disadvantages of departmentalization by product/services are: There may be a conflict between production/service and other departments as the responsibilities are inter-dependent. There may be under-utilization of plant capacity if the demand of the product/service is not sufficient. It creates the problem of effective control over production divisions by the top management. It maximizes administrative cost. The product/service manager may ignore overall objective of the organization.

6.3. Structuring and Departmentalization by Customers:

This type of departmentalization is applied by those organizations which deal differently with different types of customers. Types of customers are the key basis of departmentalization of the enterprise (Figure 3). Banking organization creates departments on the basis of customer service like deposit, cash withdrawal, letter of credit, loan etc. Similarly, a business organization may be divided into industrial product buyers and consumer’s product buyers. Likewise, consumer product buyers again may be sub-classified into wholesaler buyers, retailer, and final consumers.

The departmentalization by the customer is suitable for the organization dealing with various types of customers as the management can concentrate on clearly identified and potential customers and considers the environmental changes. The departmentalization by customer Special can pay attention to the taste and preference of customers which provides the benefit of specialization.

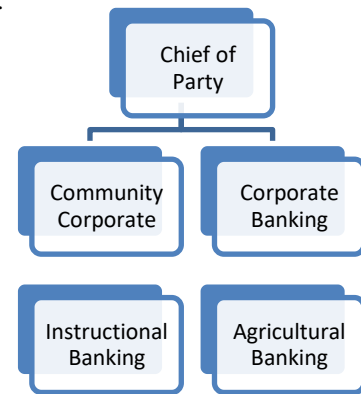


Figure 3. “Structuring and Departmentalization by Customer” (Abdulwahab, 2016).

The disadvantages of departmentalization by customers are: It may be difficult to maintain coordination. There may be under-utilization of facilities especially during the period of low demand. There may be the possibility of duplication of activities. There is the possibility of conflict between departments due to over emphasis of the own department by departmental managers. Over emphasis of on customers may lead to wastage of resources.

6.4. Structuring and Departmentalization by Territory/Region:

This form of departmentalization is applied especially in those organizations that involve in business activities in different geographical locations (Figure 4).

It is also appropriate for large scale enterprise which is geographically spread out in many locations like an insurance company, bank, transport company, chain store or a product which is distributed throughout the nation. All activities of specified territory are assigned to a particular department or regional managers. Activities are grouped into regions, zones, district, branches etc. In such departmentalization, the local customers are served by the divisional manager while the plans and policies are formulated at the head offices.

Departmentalization by territory could help to achieve local operations and facilitates the expansion of business into various regions considering the environmental changes. There is better coordination of activities through the setting up of regional divisions and it can meet the local demands more effectively.

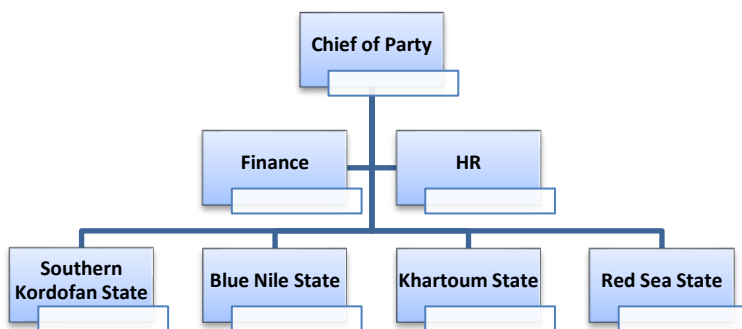


Figure 4. “Structuring and Departmentalization by Territory/Region” (Abdulwahab, 2016).

The disadvantages of departmentalization by territory are: There may be a problem of integration of various regional offices. There is the possibility of duplication of physical facilities. It is more difficult to maintain central control over regional departments. There may be a lack of skilled and efficient persons to take charge of regional departments. It is a costly method of departmentalization.

6.5. Structuring and Departmentalization by Process:

This method of departmentalization is applicable to those organizations where production activities need some distinct process. especially, this method is used in large scale manufacturing concerns such as textile, cement, chemical, medicine etc. The activities are grouped on the basis of process. The activities of each process are assigned to a departmental head who is responsible for all the functions of the concerned department. This is made to maintain the

working efficiency of each process and to economize productivity.

For instance, department of a textile industry may be formed into ginning, spinning, weaving, dyeing and finishing department. The departmentalization by process leads to a proper division of work into different processes and facilitates coordination by grouping products to ensures effective utilization of specialized skills and equipment’s so it could provide full responsibility to process head to complete process activities which improve product efficiency. The departmentalization by process helps to make appropriate use of resources and facilities.

The disadvantages of departmentalization by the process are: It is appropriate only for manufacturing organizations. The technical problem is one process may create a problem for the whole process. There is the possibility of conflict among managers of a different process. It is more difficult to maintain coordination among different process. The responsibility of total profit cannot be assigned to process departments.

6.6. Structuring and Departmentalization by Time:

Time is also a basis of departmentalization in the organization, especially, those that involve in public utility, production or service. Generally, hospitals, hotels, telecommunication and other public utility organization which works around the clock from departments on the basis of time shift such as day, evening and night shifts. Therefore, a separate department is created on the basis of shift and a departmental head of appointed for each shift to maintain control the activities of the concerned shift. There is proper division of works into different shifts so that to facilitate coordination by grouping members into shifts to ensures effective utilization of specialized skills and equipments. Timing provides full responsibility to the shift head to complete activities which improve product/service efficiency.

The disadvantages of departmentalization by time are: It is appropriate only for public utility enterprise where the work is around the clock. The technical problem is one shift may create problems for the entire shift. There is the possibility of conflict among managers of different shifts. It is more difficult to maintain coordination among different shift managers. The responsibility of total profit cannot be assigned to a shift department.

6.7. Line and Staff Relationships:

Line authority refers to the scalar chain, or to the superior-subordinate linkages, that extend throughout the hierarchy. Line employees are responsible for achieving the basic or strategic objectives of the organization, while staff plays a supporting role to line employees and provides services. The relationship between line and staff is crucial in organizational structure, design, and

efficiency. It is also an important aid to information processing and coordination.

Line authority is responsible for running the organization according to is a strategic plan. Staff authority plays and advisory role as their job is to investigate, research, and give advice to line managers. For an organization to run properly both line and staff member’s contribution is required.

It is the responsibility of the manager to make proper and effective use of staff through their supportive functions. The staff may be specialized, general or organizational. Specialized staff conduct technical work that is beyond the time or knowledge capacities of top management, such as conducting market research and forecasting. The general staff consists of staff assistants to whom managers assign work. Organization staff (such as centralized personnel, accounting, and public relations staff) provide services to the organization as a whole. Their role is to integrate different operations across departments.

Line and staff personnel have different functions, goals, cultures and backgrounds. Consequently, they could frequently face conflict situations. A manager has to use his skills in resolving such conflicts, so the nature of the staff relationship is advisory. The function of people in a pure staff capacity is to investigate, research, and give advice to line managers (Tosi et al., 1986).

The overall advantages of Organizational Structure and Departmentalization are depicted in figure 7 below:



Figure 5. Advantages of Organizational Structure and Departmentalization (Akrani, 2011).

7. The Departmentalization and Organizational Chart in Toward Enduring Peace in Sudan (TEPS) Project:

7.1. TEPS Background:

USAID/Sudan (United State Agency for International Development Mission in Sudan) awarded AECOM a direct contract to implement the Toward Enduring Peace in Sudan (TEPS) program. The objective of TEPS is to provide USAID/Sudan with a quick response mechanism to support the administration’s effort to seek creative and flexible programs to address needs in Sudan. TEPS follow-on from the Sudan Transition Conflict Mitigation II (STCM II) and original Sudan Transition Conflict and Mitigation (STCM) Task Orders, also implemented by AECOM. In 2009, USAID’s Office of Transition Initiatives (OTI) asked AECOM to expand STCM’s activities into Southern Sudan to respond to an increase in the tribal conflict there. AECOM opened a field office in Juba and began grant making in the South in October 2009. In March 2010, the program officially transferred from USAID/OTI to USAID/Sudan Mission management, in the newly created Office of Transition and Conflict Mitigation (OTCM) (AECOM, 2014b).

7.2. TEPS Program Description:

TEPS is a 3-year program with two, one –year option periods, funded by USAID and implemented by AECOM International Sudan (AIS). The goal of the program is to promote stability and establish a foundation for longer-term development in Sudan. The program supports a variety of quick-impact, results-based activities. These activities strive to demonstrate the positive impact of the political reconciliation processes and provide economic opportunity to community members, including youth and women.

In order to achieve the program’s goals and objectives, the TEPS strategy in Sudan seeks to support community-driven, quick-impact activities in all Sudan (National). Activities are intended to contribute to improving economic opportunities for Sudanese citizens; skill training in conflict mitigation, peace building, and alternative livelihoods; engaging marginalized groups/areas in peace building and participatory governance; and advancing national dialogue and other democratic processes through strengthening key peace-related political processes, especially at the community level. TEPS activities will build confidence in emerging local and national peace processes, and contribute to a more constructive relationship between the government of Sudan and the Sudanese people. Through this variety of activities, TEPS will support peaceful transitions throughout Sudan. In peripheral and marginalized areas, the TEPS program works towards increasing the involvement of community members in determining priority needs and creating opportunities for the improved government through community engagement and collaboration. In the border regions, TEPS supports cross,



intra-, and inter-state activities to promote movement, trade and social exchanges in support of peaceful coexistence. TEPS will look for opportunities to engage in cross-border activities that engage appropriate counterparts in South Sudan.

In order to foster both positive change and stability in a volatile environment, TEPS focuses on activities that can produce real impact in a short period of time. TEPS supports targeted interventions calibrated to local conflict dynamics while striving to formulate innovative pilot programs that create replicable models for success.

7.3. TEPS Organizational Structure and Departmentalization:

The TEPS organizational structure is particularly important for decision making (Appendix). TEPS organizational structure is particularly crucial for communication. TEPS Organizational structure enables the distribution of authority. When a person starts a job, s/he knows from day one to whom he will report and funnel their communication through department leaders. For example, Human Resources (HR) employees will discuss various issues with their HR Manager. The Manager, in turn, will discuss these issues with the Chief of Party or upper management. The TEPS organizational structure is particularly important in achieving the mission goals and results. The structure allows for the chain of command. Department leaders/managers are in charge of delegating tasks and projects to subordinates so the department can meet project deadlines. In essence, organizational structure fosters teamwork, where everyone in the department works toward a common goal.

The Chief of Party (COP) and the Deputy Chief of Party (DCOP) have the overall responsibility for executing and administering the policies and procedures.

Line Managers are responsible for providing a supportive environment for their staff, which involves in: Encouraging staff members to learn from fellow team members. Providing sufficient direction to staff to enable them to understand where improvements are required. Providing adequate coaching and supervision wherever individuals are requested to take on new responsibilities. Conducting a semi- annual appraisal to review specific objectives and responsibilities, appraisals should identify areas for personal/professional development, opportunities for expanding responsibilities and training needs. Ensuring that this Standard Operating Procedures (SOP) Guide is understood and adhered to by all staff.

AIS Employees: Employees are responsible for the following: Ensuring that their actions fully comply with the requirements of the SOP Guide and all relevant legal requirements including their contract of employment. Liaising with their line managers or the HR Manager when the employee has any queries about the SOP and Guide. Identify professional development needs relevant to their job and raise these with their line manager and

seek ways of applying skills learned during training. Recognize their own strengths and weaknesses and identify practical ways of consolidating strengths and building on areas of weakness. Actively participate in team building activities and internal discussions. Think strategically about their career development and be proactive in developing their roles to further their professional potential (AECOM, 2014a).

The following table 1, is an example of the segregation of duties and authority map in Human Resources Department in the recruitment process:

Table 1: Human Resources Department (HRD) Segregation of Duties

	Task	Prepares	Reviews	Approves
1	New Hire Request Form	Requestor	(HRM)	COP
2	CVs Filter/screening	Requestor	HRM	Interview Panel
3	Determines Interview Panel	COP/DCOP	HRM	COP
4	Interviews and selects candidate	HRM	Interview Panel	COP
5	Performance Evaluation	Supervisors	HRM	COP
6	Payroll changes	HRM	COP	COP/HO
7	Termination	HRM	COP	COP/HO

The following table 2, summarizes the planning, monitoring and compliance responsibilities for HR Manager COP and the HO.

Table 2: Planning, Monitoring, and Compliance for Human Resources Manager (HRM), COP and Home Office in DC (HO)

Action	Responsible	Forms and Supporting Documents
Quality Control/Self Evaluation	HRM	HR Trackers (recruitment, contracts, etc) HR Desk Review (audit preparation)
Quality Control/Compliance (audits)	HO	HR Desk Review (audit preparation) Audit Report
HR Monitoring	HRM	HR Contracts, Leave, and other Trackers Recruitment File Personnel File Checklist

8. Findings and Recommendations:

Organizational structure and departmentalization enable agencies to better manage change in the marketplace, including consumer needs, government regulation, and new technology. Department heads and managers can meet, outline various problem areas, and come up with a solution as a group. Change can be expected in any industry. Company leaders always should strive to find the best organizational structure to meet those changes.

Organizational structure and departmentalization are important for evaluating employee performance. The

linear structure of functional and product organizational structures allow supervisors to better evaluate the work of their subordinates. Supervisors can evaluate the skills employees demonstrate, how they get along with other workers and the timeliness in which they complete their work. Consequently, supervisors can more readily complete semiannual or annual performance appraisals, which are usually mandatory for most agencies.

Small agencies should not even worry about organizational structure unless they have at least 15 employees. The reason is that employees in extremely small organizations have numerous responsibilities, some of which can include multiple functions. For example, a product manager also might be responsible for marketing research and advertising. Large organizations often have many tiers or echelons of management. As a smaller organization grows, it can decide to add more management levels. Roles become more defined. Therefore, it is important to know which people oversee certain functions.

Most of the international agencies either have a tall or flat organizational structure. Small agencies usually use a flat organizational structure. For example, a manager can report directly to the president instead of a director, and assistants are only two levels below the president. Flat structures enable small agencies to make quicker decisions, as they are often growing rapidly with a new project and need this flexibility.

The importance of organizational structure is particularly crucial for communication.

The organizational structure enables the distribution of authority. When a person starts a job, he knows from day one to whom he will report. Most companies funnel their communication through department leaders. For example, marketing employees will discuss various issues with their director. The director, in turn, will discuss these issues with the vice president or upper management.

TEPS organizational structure is particularly important for decision making.

TEPS organizational structure is particularly crucial for communication and enables the distribution of authority. When a person starts a job, s/he knows from day one to whom s/he will report and funnel their communication through department leaders. For example, HR employees will discuss various issues with their HR Manager. The Manager, in turn, will discuss these issues with the Chief of Party or upper management.

The organizational structure is particularly important in achieving TEPS project mission goals and results. The structure allows for the chain of command. Department leaders/managers are in charge of delegating tasks and projects to subordinates so the department can meet project deadlines and foster teamwork, where everyone in any department works toward a common goal.

communication was associated with employee-organization relationships, playing the role of antecedents of internal relationships. More specifically, asymmetrical communication was negatively related to employees' commitment, trust, and satisfaction. Also, it was shown that symmetrical communication was associated positively with communal relationships. Lastly, the organic structure was negatively related to exchange relationships and positively related to trust and control mutuality.

Poor organizational design and structure results in a bewildering morass of contradictions: confusion within roles, a lack of coordination among functions, failure to share ideas, and slow decision-making bring managers unnecessary complexity, stress, and conflict. Often those at the top of an organization are oblivious to these problems or, worse, pass them off as or challenges to overcome or opportunities to develop.

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Appendix

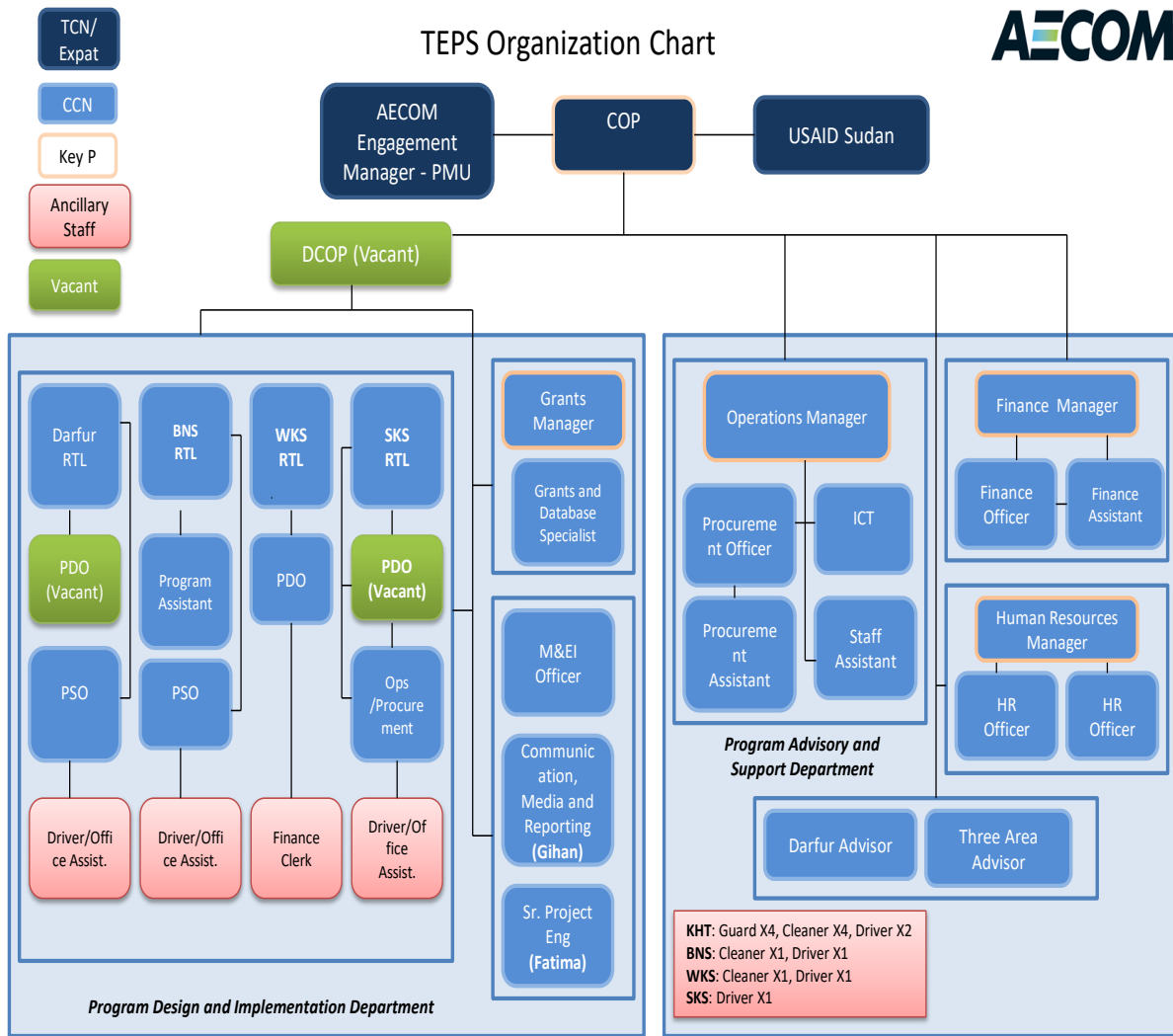


Figure 8. TEPS Organizational Structure and Departmentalization (AECOM, 2014a).

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