

PRINCIPLES OF ORGANISATION

Administration is a cooperative effort of a group of people in pursuit of a common objective. It is necessary that this group should be organized in order to attain the desired goals. In other words, organisation is an essential element of administration. It facilitates the proper utilization of men, material, and money for the accomplishment of the defined purpose. Hence, there can be no administration without organisation. Dimock stated, "Organisation is the basic tool by means of which the administrative process is kept operating". So organisation is prior to every administrative action, for no administrative action can be implemented without an organisation.

Meaning of Organisation

The term organisation is used in at least three different meanings namely:

1. The act of designing the administrative structure.
2. Planning the scheme of the structure.
3. Recruiting personnel.

'Organisation', "is the work of connecting inter- dependent parts so that each has a special function, act, office or relation to the whole".

In the words of L D. White, "Organisation is an arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities".

According to Pfiffner, "Organisation consist of the relationship of individual to individual and a group to groups which are so related as to bring about an orderly division of labour".

According to Luther Gullick, "Organisation is the formal structure of authority through which work sub-division are arranged, defined and coordinated for the defined objective".

In opinion of Milward, "Organisation structure is a pattern of inter-related posts connected by line of delegated authority".

According to Gladden, "organisation is concerned with the pattern of relationship between persons in an enterprise, so constructed as to fulfill the enterpriser's function".

Characteristics of the Organisation

Nicholas Henry has summarized the characteristics of the organisation in the following manner:

1. they are purposeful, complex human activities
2. they are characterised by secondary relationship
3. they have specialised and limited goals
4. they are characterised by sustained cooperative activity
5. they are integrated within a larger social system
6. they provide service and products to their environment
7. they are dependent upon exchange with their environment.

According to L D. White, an organisation has three primary elements viz., persons, combined efforts, and a common purpose.

In old days, organisation was simple because human society was in its primitive stage. The relationship pattern in the old simple organisations was different from what it is today. There have been many factors at work which have influenced and added to the complexity of modern

organisations. They include (a) the liberation of the individual in our social philosophy and policies; (b) the development of new understandings of the nature of human co-operation; (c) the broadening range of organisation goals; (d) the movement toward task specialization.

It is important that organisations are social entities and as such, they are subject to the same kinds of influences, pressure, prejudices, and biases as any of the social organisms.

Theories of Organisation

1. Structural-Functional

Theory this theory is also known as traditional or mechanistic theory of organisation and a classical theory of organisation. According to this theory, organisation is a formal structure of plan, amenable to creation in accordance with certain accepted principles in the same way as the plan of a building which can be prepared in advance by the architect according to some principles. The whole concept of the theory is based on two assumptions. Firstly, the theory assumes that there are certain fundamental principles in accordance with which an organisation can be built up to meet the contemplated purpose or activity. Secondly, this theory regards organisation as a machine wherein the human beings are made to fit like cogs.

Human Relation Theory

The late 1930's marked the emergence of a revolt against traditionalism in organisation theory. It was a revolt against the dehumanization of organisation. The essence of this theory lies its dominant emphasis on people, on human motivation and on informal group functioning. The theory rejects institutionalization. It lays more emphasis on the day to day informal functioning of the structure. It considers it more important and indicative than the charts and maps.

Basis of Organisation

An analysis of the organisation reveals that they are normally organised on four principles or we can say based on Four P's These are:

- (1) Purpose/Function
- (2) Process
- (3) Personnel/Clientele
- (4) Place/Area.

Purpose/Function

When the organisation is built up on the basis of the nature of functions to be performed it is said to be organised on functional basis. Most of the organisations in the modern governments follow functional principles because it is useful in giving comprehensive service to the people. In India many departments of the government like health, education, defense, labour etc are organised on these principles.

Process

Process is a technique or primary skill of a specialised type. Engineering, accounting, medical care, legal care etc are examples of this basis. When an organisation is built up on the nature of activity more or less specialised it is said to have been organised on the principle of process. Ministry of Law and Justice, Urban Development, Housing etc are examples of such organisations. It is a fact that only important process or professional skills constitute the basis of departments. In fact it is not always easy to draw a line between function and process. For e.g. finance may appear to be a process if we consider the special kind of skill required in its management. But it is a function if we consider that fiscal management is one of the central purposes of any administrative organisation.

Personnel/Clientele

It means the body of persons to be served. Sometimes some social groups have some social problems, which require the particular attention of the government. When a department is established to meet the special problems of a section of the community the basis of such department is said to be clientele or persons served. In India the department of scheduled caste and scheduled tribe and the department of rehabilitation are organised on this principles.

Place/Area

Organisations spreading over a large area or territory have the characteristics of area or territory. It is a fact that the government cannot conduct the whole business from a single place. Naturally it has to decentralise many of its departments and locate them in the different parts of the state. Ministry of External Affairs is an example of this principle.

In fact no single principle can be said to be complete in it. If we examine the formation of various organisations we can find that all the four principles have been at work. No single factor can be decisive throughout the entire organisation. One factor may help us to decide at one point. Another factor may be useful at another point. But at every point one determinant must be balanced against another.