·The Fundamental Process of Management

Introduction

Organizing is one of the key management functions, apart from planning, controlling and staffing. It aims to accomplish the organizational objectives by coordinating human efforts and aligning the resources. Organizing encompasses the important functions like division of labor, coordination, communication, authority responsibility structure and specification of objectives. It has various steps and processes, which include: identification and division of work, departmentalization, task assignment, organizational hierarchy establishment, providing individuals resources, and coordinating efforts and planning activities.

According to Chester Barnard, organizing is a function by which the manager concern becomes capable to define the role positions, the jobs associated and the coordination between authority and responsibility. Therefore, a manager at all times has to organize in order to accomplish the results. Barnard perceived the

organization as a multifaceted social system in which he succeeded to move back and forward, indicating a distinctive competence, from practical understandings towards academic beliefs and vice versa, in harmony with the accomplishments in psychology, sociology and human relations. He focused exclusively on studying the human as an important factor in the organization, the psychological impact of human behavior and finding the way to use it to the optimum to accomplish the accomplishment of the company goals. He emphasized on the importance of the need for the managers to be enthusiastic, spirited and consistent in reorganizations or reforms. He also mentioned that apart from managers their colleagues should also be equally motivated and enthusiastic in the administrative department so that legal facets and leadership would be reinforced (Nikezić et al., 2016).

Organizing function plays are very crucial role in any company. Few important points on organizing function include:

Coordination. It establishes apparent connections between different roles and ensures interpersonal cooperation. In this process, higher level managers exercise their impact over allied jobs and activities

accomplished by subordinating managers which contributes to the harmony of the workplace.

Effective management. Organization structure makes it easier to describe the job positions. Supervisors' responsibilities are made clear wherein work division is important aspect that helps to achieve specialization. Ultimately, this would result to well-organized and successful administration.

Expansion and growth. Companies may easily handle the impediments and challenges and can develop their activities in a planned manner if they make the best use of their resources, properly divide the job, and departmentalize. Numerous factors, including marketing tactics, business operations, human resources, and others, can have an impact on an organization's organizational structure (Bateman & Snell, 2008). A company's development is reliant on how efficiently and smoothly a work is carried out. If the roles and responsibilities are clearly communicated, the efficiency can be increased manifold.

Sense of security. The clarity in roles, job position and the powers associated support the increase in emotional and psychological satisfaction and thereby lead to the sense of security.

Scope for new changes. The possibility for getting new and innovative changes into the running of an enterprise is plausible through a set of organizational structure, which organizing function clearly specifies.

Resource optimization. Organization promotes efficient use of labor, materials, and finances. There is no confusion or duplication because the jobs have been assigned correctly. This reduces the amount of resources wasted.

Change adaptation. Organizing function aids in the development of different departments and decision-making or managerial hierarchies. This arrangement supports in adjusting and amending the activities of the organization in reaction to the variations in the external environment.

Effective management. Organizing function provides a distinct account of jobs, there is no misunderstanding and repetition. The individual employee in the department knows his role and position distinctly. Consequently, management becomes easy and brings effectiveness in administration (Jakhongir & Gulnora, n.d.).

In the post pandemic era, rebuilding economies offers chances to reorganize work-pattern related activities while generating the new and different occupations in organizations. Everybody is anticipating the pandemic to

totally disappear for the economy to grow again and so that life can regain to normal. However, there are still broad questions that cannot be taken-for-granted as assumptions in the field of managing workplace tasks. This is specifically challenging in most of the managerial functions, the organization of staff tasks. Understanding the prevalent situations, management must formulate differently and customize ways to handle work. Many were out from the job, new hires are coming in, and constituents in business industry are adapting new organizational culture. These are just few but prevalent scenarios to consider. To establish the dynamics of work activities there is a need to greatly vary from the customary way of working in this new normal work situations. More so, it is greatly affected due to the sprout of different platforms online that have been utilized which consequently provide positive implication in the flexibility of work organization. In order to cope with work demands, HR departments in organizations need to adjust and adapt a mixture process for a convenient and more productive workforce. The strategic guidelines and procedures in sustainable flow of goal achievement is necessarily be considered.

Reflection

a. The Organizational Structure

Organizational structure is a system and a technique by which organizational activities are divided, organized and coordinated. The organizations generate the structures to coordinate the activities of work elements and regulate the members' actions. An organizational structure outlines the different job duties and demonstrates how they are formally separated, organized, and coordinated. It also gives authority relationships the proper framework, displays the reporting provisions i.e. hierarchy and the order of power, and assists management in achieving organizational goals.

According to Ahmadya et al. (2016), there are three guiding principles for planning organizational structure, which include:

(1) The organizational structure should establish the official relationships and reporting in an organization, it also shows the hierarchy of the managers' range of authority.

(2) It should divide the groups within the whole organization and establishes the positions of employees working in groups inside units.

(3) Organizational structure must ensure that all organizational relationships are functional and well-coordinated.

Goals, strategies, the environment, technology, and the size of the business all have an impact on organizational structure. The entire organization and its place between the organization and environment are indicated by these essential, content-based variables. In order to understand organization and the context in which structural factors operate, content variables can be crucial.

Characteristically, four styles are used to create the organizational structure in order to carry out the organizing function (Lumen Principles of Management, n.d.). The first style is *Functional style*. This style groups events together under the main categories like production, marketing, finance, and personnel, among others. The boundaries between departments are very distinct. However, issues might occur when workers are split up by department and consequently from one another. It is difficult to get them to comprehend and care about the specialization areas other than their own. It may result in poor coordination and communication between functional areas. Additionally, it does not foster the development of management generalists.

The second style is the *geographic strategy*, which organizes the tasks and responsibilities by geographic region. Growing businesses frequently set up factories, sales units, and repair facilities around the nation due to low labor and material costs, tax breaks, convenient transportation, or the need to be closer to their clients in order to provide prompt and effective customer service. Geographical patterns function best when diverse laws, currencies, languages, and traditions are present and directly affect how organizational operations should be carried out. The geographic organization provides a training environment for the development of general management skills. The expense of hiring staff and maintaining facilities is a drawback of this strategy.

The *production line approach* is the third style. With this approach, each product's development, manufacturing, and marketing are all handled by a single department. This strategy is typically taken into account if each product of the firm requires a distinct marketing plan, manufacturing procedure, delivery method, or financial resources. Similar to the geographic method, the main drawback is that each product line's function duplication results to higher costs.

The fourth style is the *customer approach*, which groups activities and resources in response to the needs of

particular client groups. If clients have varied wants, needs, and preferences, then this method is appropriate. If this method is applied to a few organizational clients, it will be difficult to synchronize customer-based departments with departments organized in other patterns. The overspecialization in this method is another potential drawback. The employees and facilities may become so specialized in order to serve the needs of the clients that they are unable to be employed for other tasks.

b. Educational and Industrial Organization of Work in the New Normal

The peak of pandemic greatly affected the field of education globally. As the COVID-19 alarmed the academe at critical condition, strategic means of organizing the academic institutions are seriously required and essential considerations are a must. The closure of all educational institutions, either temporarily partial or full during the pandemic outbreak distressed the majority. More and more students around the world have been affected, disturbed and deprived from a normal learning environment. Based on the data of UNESCO, before pandemic as education was kept tract until at present, millions of children were out of schools without real indication of when to recover them quickly.

Although there are measures to substitute physical classes with online or remote learning, the number of days lost for teaching and learning may perhaps bring to distractions and lead to ineffective education (Huang et al., 2020).

There are several disorders brought by pandemic generally in all strata; in education, business and industrial sectors. The situation did not exempt countries and specifically more dangerous and higher crises had happened to places with low economic indicators. Severe effects to the different segments of the society: health, industry, economy, tourism, education and the like. Further, social impacts, mostly for those who suffer emotionally, physically, financially and spiritually where societies' conditions were unprecedented. In reality, the works in education and business industries were significantly altered. Disorders to systems of education for the past three years have previously driven significant losses and learning inequalities. Entirely the struggles to deliver distant instruction are worthy, but still a poor substitute for face to face learning (Toquero, 2020). To ensure on ways of getting many children back to school and students to universities/colleges as possible are still important. The disaster has brought up weakening of meaningful educational developments. The systems of providing educational opportunity for everyone to learn

becomes limited; as observed the practical knowledge and skills acquired by students are insufficient. The graduates who become contributors of the working societies would not be confident enough due to lack of practical exposures prior to their finishing stage of education. These scenarios can bring domino effects to society, in general.

The existing practices of education that address the emergency distant instructions are diverse from the planned mode of instructions. Specifically, the online learning, distance education or other alternatives can bring imbalance, social injustice as well as digital divide which intensified during the pandemic. There is a need of distinctive processes to resolve. It is evident from researches that community supports and corresponding mechanisms are available at some point but additional burdens of psychological pressures, anxiety and trauma are experienced by students, parents, and teachers. The process of adjustments to educational situations signifies the importance of educational managements' sincere care directed toward the concerns in the new normal. The pandemic caused a transformed focus on internal organizations of works in many companies. This led to different working undertakings, retrench or may arrange employees to handle sudden job redundancies. It generated distinctive concerns

for industries in adjusting to new environment of business operation and government policies. As an outcome, reliable, correct, and consistent work organization should be thoughtfully done ensuring employees to work effectively through the destructions while sustaining productivity (Rakesh & Wind, 2020).

At one aspect, apprehensive measures gave rise to a heightened and effective organization of works specifically the unprecedented decrease in occupation across all economies in every nation. Significant working force data in countries paint a collective image of weakening numbers of staff at work since more were laid off, put on forced vacation or did not renew their working contracts. The sudden threat occurred from COVID-19 over a considerably extensive period also brought global financial crisis. These main human activities prior to the devastation squeezed all over the world. The declined number of working people had ranged from nearly 40% to around from 9% all over the world (Koop et al., 2021). This experienced situation opted business operators with their planned contingencies; in fact, the drop of total number of working hours for staff who necessarily work physically or online persistently lasted until total lockdowns were compulsory and were mandated as one of the existing solutions. Truly the condition indicated

serious impact of pandemic on employment much more entirely on the business industry. The loss of life among victims cannot be recovered and the revenue losses in industries can hardly be regained.

The crisis also affects the important elements of corporate sustainability including contemplation of social, economic, and environmental issues by reinforcing the social responsibility of organizations so as to meet the current and future expectations of stakeholders (Kleine & Hauff, n.d.). For instance, it has created public issues (e.g., risk of pollution, protection of employee as well as client health, health measures, retrenchments), economic issues (e.g., decrease of activities, risk of bankruptcy, management of financial impacts, market evolution), and environmental issues (e.g., the role of habitat destruction and climate change in the emergence of zones. Without improving corporations' social responsibility, it is still challenging to solve these interconnected concerns in a significant way. Additionally, due to the vulnerabilities of infection related with company operations (such as the manufacturing and distribution of goods and services, business travel), corporate executives need to be accountable to bring an end or restraining the virus' spread (He & Harris, 2020).

It has also extraordinarily distorted the space between social and corporate fields of workers which has unsettled the work-life balance and raised work-life conflict. In general, work-life balance aims to provide quality life to an employee while he is still at work contributing at the optimum in productivity and efficiency of the organization. However, disruption in the balance between work and life may lower down the morale of the employee and thus reducing efficiency. Many of the employees across the globe have had to make an abrupt and exceptional alteration to remote work amid the coronavirus pandemic, that led to many of them feeling like they need to work all the time to show indication of their devotion and productivity that might have resulted in struggle to maintain the balance between home and work (Giurge & Bohns, 2020). Many families needed to change their personal space either by offering or reorienting one room for work purposes or were forced to keep mum and restrict their normal activities in one corner at the time of online meetings. This started creating frustration amongst family and the employees of the organization. Hence, work-life balance was disturbed.

There were short run and long run effects of pandemic on organizational structures. The economic disruptions were mostly caused due to lockdowns. Lockdowns were imposed

worldwide as pandemic was severe health threats. As the activities were restricted, this caused disorder in organizational structures. Hence, on-site work was transformed to electronic platform work; these electronic platforms substituted for direct coordination of work efforts. In the long run, organizations need to start using technology more intensely than ever before. While face to face coordination has been taken as not very important and remote work has improved productivity, it has decreased the use of teamwork. Due to remote work, the virtual boundaries of organization have increased (Foss, 2020).

c. The Organizing Function of Management in the New Normal

Education Sector

The pandemic necessitates education sector to organize for uninterrupted system-delivery of educational services. According to the collaborative study of Treceñe (2022), organizing contingencies in this new normal setting are worthy and valuable. The policymakers organize and highlight schemes for comprehensive and multi-sector public policies not only for emergency response but as support for sustainable administration. Similarly, a favorable

integration of online system linked to education approach that are conducive for delivery and more fitted for emotional as well as psychosocial welfare of learners and the supporting families. Educational institutions collaborate and affiliate for new opportunities in all levels of private and public institutions. This can be a new structure of alliance not merely for economic rewards but to open up possibilities of solidarity promoting the well-being and interest of students and educational community. The educational institutions can be more mindful of providing extra care in terms of students' and teachers' psychological, emotional and mental health necessary for sustainable teaching and learning process.

Several strategies had been in transition to the new normal such as: facilitating the necessary modification progressions to avoid excessively affecting the emotional well-being of the community; engaging in voluntary sharing of good practices through team teaching and guest lecturing from/to other educational institutions; making certain that the teaching and learning strategies are more flexible to align the institutional mission in its role to sustain society's education; and revisiting curricula that can emphasize achievement graduate attributes. Considering the value of educators and learners who are not technologically savvy,

educational institutions created buddy workshops or trainings to assist in strengthening the teaching and learning changes in the new normal situation using the lessons learned during emergency distant education to organize strategies that influence the community for comprehensive innovative techniques from now and in the future.

Organizing educators' tasks in the new normal contributes favorable implications to minimize the burdens caused by pandemic. For instance, teachers adhered to the importance of social responsibilities; maintaining and reviewing sustainable quality in the delivery of online lessons are assured, ensuring these are non-discriminatory and are easily accessible. Similarly, effective learning is guaranteed when teachers are able to entice varied aspects of students' personalities through proper formulation, planning and organization of online lessons. At the institutional level, choosing relevant application software that can help the teaching and learning activities is a must. At the managerial level, it is best to organize sessions of team-teaching that enhance teaching capabilities and innovative skills.

The way forward, teachers can help educate students the sense of pandemic; its implication to individuals, industries and the society, as a whole. The teachers may allow students develop reflective and critical thinking

through sharing of their personal endeavors in contextualized lesson activities. In addition, collaborative activities through pair, small and big group discussions can be initiated thereby allowing them share what they know best, uplift their emotional welfare, minimize the stress and burdens caused by the pandemic and develop the sense of self-efficacy. Creative lessons develop both the teachers' pedagogy on differentiated learning and the students learning abilities. Hence, teachers need to devise plans and start-up methods of learning that are relevant for new media learning to ease worries that may arise from new modalities (Bozkurt et al., 2020).

Industrial Sector

The traditional industrial practices will become obsolete in post COVID-19 (Kenji, 2020). While one function of management is fixed on activities like strategizing and goal setting, organizing functions are focused on division of labor, organizational design, working relationships, etc. The occupational staffing comprises of people resourcing, recruitment, employee development and training, employee relations and retention. It is vital for managerial authorities to possess the abilities to create and demonstrate a culture of

'pandemic-fit' in organization, making contemporary decisions and the responsibilities to delegate tasks. Specifically, the tasks in monitoring of employee performance through evaluation scheme with accompanied corrective measures are necessary for employment discipline (Diokpa et al., 2021).

Organizations that have been controlling the units prior to pandemic sensed that their current ways are more general, outdated and not even covering pandemic situations where remote works held at home are the common contingencies. The option to strategic work delegation helped while few managers did not organize the usual handing over of task practices and others are occasionally deviated the controlling of staff functions. Diversity is the majority alternative in monitoring staff works; it is an important element in the staffing method (Winston & Creamer, 1997).

The teams who are tasked for a diverse work responsibilities were becoming more creative and dynamic, increasing their productivity and brought advancing ideas influenced from their strengths, employment histories, involvements and interests. Direct implications are obtained on workers' ability to involve in vigorous discussions/dialogue during the challenged situations with colleagues. Recruitment of diverse teams is important since

higher levels of varied experiences and perspectives were found useful and fitted for the concurrent situations. However, diversified controlling of staff functions or tasks brought gap on employees' working and non-working hours impacted on their work-life balance during pandemic (Gigairu, 2020).

The emphasis on meaningful and thoughtful supervision through the managements' effort as model showing willingness and support to the working team proved useful and brought effective synchronized working condition. This nature of involvement is a proof of managers' approachability, indicating that employees' efforts are treasured and created a wiser problem-solving technique than acting like a police to the staff. Unity is emphasized and was given weight. This boosts the employees' working morale; enforcing positive attributes as they feel that their valuable contribution matters to the management (Kuhlmann et al., 2021). The trials from COVID-19 demonstrated that leaders who spend time, effort and energy in providing clear processes of controlling performance show trust and confidence among workforces and create output improvements.

Distant monitoring of staff performance is challenging among industrial leaders. There are several solutions

developed by managers to address this issue all over pandemic situation. One of the challenging solutions was the regularly synchronized time-in and time-out that maintains the continuity of job requirements among the working team members. Thus, informal registration desk permitted workers to regulate their self-managed performance monitoring preference. Most managers are satisfied by the teams' quality of works done (Carter, 2022). In relevance, there are also organizations that utilized the systematic use of Performance Monitoring Systems devise/software.

Commonly, managers relied the traditional procedures of employee performance evaluation, like setting-up deadlines and conducting regular performance appraisals among staff. It has been the trend for industrial leaders who are convinced that intranets are useful digital tools to monitoring and communicating issues of team performance. Through the use of either digital or traditional Performance Management Systems (PMS) measures, completion or failure depends on the foundation of organizational culture that value workers' output over routine gaps of job activities assisted through employee-employer dialogues.

Technologies amidst pandemic truly assisted in the controlling and monitoring of staff performance. This artificially substituted the physical presence of heads or

supervisor online coordinated work duration. This method has been applied in IBM, which has been embracing remote works for years where majority of their staff are already accustomed of working outside the traditional hubs (Kessler, 2017).

a. Learning Strategies to create an Organization to maneuver in the New Normal Environment

Mc Namara (n.d) argues that the organization function requires to deal with the current times accepting the changes that were enforced as means of survival. It requires to ease the process of customer care by effectively dividing the work suitably amongst the workers. There is a need to face the situation that has arisen due to factors beyond control and deal with the changes that emerged by accepting and planning the actions in accordance with the environmental factors. An organization needs to prepare for the huge change that now is referred to new normal. Inclination to change even in the hardest situation can be seen as the strength. The organization should be ready to adapt the change. The existing concepts can be re-defined in the organization, the existing principles can be changed keeping new normal in mind. The existing principles could be the type of organizational structure, distribution of

authority and power, kind of communication flow in the organization.

With all the changes in the organization function during the pandemic, there were organizing principles that were over looked which need to be taken into account with more flexibility. For instance, the innovative practices were not inculcated amongst the employees. The employees should be encouraged to cooperate as well as compete within themselves to create a collaborative organizational structure, minimizing too many hierarchical levels. Having collaborative structure will remove the bureaucracy and simplify the flow of work. The organization structure will be less formal, dropping the unnecessary tasks. The employees can self-organize the schedules and come up with more pragmatic solutions.

Maintaining physical and social boundaries was not taken into consideration in order to use time and focus on the most important work. Today, as innovative information technologies emerge as strategic differentiators, there is a transformed interest in identifying the best organizational model for structuring and organizing information technology (IT) activities in firms. The pioneering firms have designed their IT function to nurture innovation and sustain superior

business performance such as different guiding principles for superior performance can be first encourage co-evolution of IT and the business, nurture relationship networks and organize value-creating process (Agrawal & Sambamurthy, 2020).

If the pandemic has taught us anything, it is that people and organizations are interconnected and accountable to each another and to society in means afar short-range reckonings. The huge impact of the pandemic on businesses was to escalate the need of being responsive and adaptive within the operational competence. Failure to adapt and respond to both positive and negative external risks would regrettably result into some businesses to be left behind. Individuals and professionals have a huge task at hand to make sure that people practices support agile ways of working, enabling operations to be upscale or scaled back at a very short notice (Peters, 2020).

Embracing change is another very important aspect of work learnt by the business organizations. From the current crisis, there has been immense learning. Learning is not just in one facet of life, it has been in many areas. Responding quickly to a crisis is the most important decision. It is not enough to manage the risk resilience be built up. It needs to examine worldwide supply chains

while reinforcing and strengthening the local ones. Similarly, building strong cross-sectoral relationships also matters.

Conclusion

The traditional approaches what we had seen till the beginning of COVID-19 changed completely. Technology and the global economy changed to entirely new concept that work now is conceivable twenty-four hours a day, seven days a week. Internet has become an essential dimension of work. As the different internet media have enthralled in individuals' life, work is no longer an 8-hour routine morning until evening. The traditional old-style of organization meant identification and division of work, departmentalization, assignment of the task, establishment of organizational hierarchy, provision of resources to members, coordination of efforts and scheduling of activities, are no longer required in the same proportions as they were needed pre-COVID organization. People must now self-consciously fight to generate a framework between work and home.

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