

ANALITICAL APPROACH OF ORGANIZATIONAL STRUCTURES IN İZMİR NEWS CENTERS

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Izmir Haber Merkezlerinin Organizasyon Yapısına Analitik Yaklaşım

1980'li yıllardan sonra dışa açılan ve dünya ülkeleri ile entegrasyon sürecine giren ülkemizde, her alanda olduğu gibi, işletmeler ve organizasyonlar düzeyinde de yeniden yapılanma hareketleri giderek hız kazanmaktadır.

Günümüzdeki örgütsel yapılardaki dönüşümü konu alan koşulsallık kuramı temsilcileri (Eren 1991:65-88) şu ortak noktada buluşmaktadır. İç ve dış koşulların; "belirgin, durgun ve homojen" olduğu durumlarda organizasyonun biçimsel yapıları "mekanik" (dik hiyerarşik, dar denetim alanlı, merkezi) özellik göstermektedir. Bunun karşıtı olarak iç ve dış koşulların; "belirsiz, karmaşık, dinamik ve heterojen" olduğu durumlarda ise, organizasyonun biçimsel yapıları "Organik" (yatay, esnek, ademi merkezi) yapılara dönüşmektedir.

Aynı durum, basın işletmeleri için de geçerlidir. Basın işletmeleri hem ticari, hem de entelektüel hizmet üreten düalist

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görünümlü bir işletmedir. Bu bağlamda koşullardan daha fazla etkilenmektedir. Bir yandan; ekonomik, politik ve yasal belirsizlikler, diğer yandan; farklı basın kuruluşları ve ajanslarla giriştiği kıyasıya rekabet, iletişim teknolojisindeki hızlı gelişim ve ona bağımlılık vb. pek çok nedenler, basın organizasyonlarını yeniden yapılanmaya gün geçtikçe daha fazla zorlamaktadır.

Yukarıdaki verilerden yola çıkarak, İzmir’de haber merkezlerinin organizasyon yapılarının günün koşullarının gerektirdiği yapıya uygun olup olmadığını saptamak ve bu konuda öneriler sunmak için, bir alan araştırması gerçekleştirilmiştir. Bulgular haber merkezinin organizasyon yapısının henüz ne kesin “mekanik” nede kesin olarak “organik” özelliklerin gösterilmediğini ve geçiş sürecindeki özelliklerin varlığını yansıtmaktadır.

Anahtar Kelimeler: Mekanik yapılar, organik yapılar, koşulsallık yaklaşımı.

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1. Organisational Structure in Press Enterprises and Structural Change

Press enterprises, with their dualistic appearance (Gaillard, 1991:7), are the ones that produce ideas and intellectual service and in doing so, it takes into consideration trade rules and gives struggle to keep the two in optimum balance. (Özkan; 1989: 63-73, Barbereoğlu; 1994: 71)

Like every enterprise, press enterprises, too, have to realize structural and functional arrangements in order to be able to

survive their entities and reach their targets, taking into consideration environmental conjuncture and their entities. Most important of these arrangements is to form the structure of the organization. (Atılğan, 1999: 7-57, Armağan, 2001:79-80)

Mistakenly taken for enterprise in most studies, the concept of organisation is only one element of the enterprise; a model of formal arrangements and relations formed to realize the aim of the enterprise (Khandwalla, 1977: 489, Aldemir, 1985: 36-45, Borgatli, 1997:3). This model establishes the relatively stationary, continuous, and osteoid part of the enterprise (Daft & Steers, 1986:15). This is a model to provide answers to the questions of what the tasks to be performed are, how the relations are established between the staff, how job sharing should be done, how coordination is achieved between the jobs distributed and the actions, who are the ones to decide, how many administrative stages to be formed and how many employees a manager is to supervise, how the physical equipment are to be installed, and what sort of relation and relation channels will be established between the staff (Wagner & Hollenbeck, 1992:548-49).

Organisational structures that are based on the systematic integration of aims, technology, quantitative and qualitative resources, and human resources vary according to every press enterprise. Even in the same press enterprise, different organisational structures can be seen. For example, organisational structures that are to provide functions of production, consumption and news are only a few of these.

What attracts attention is the common point scholars reach in their studies on organisational structure is that these organisations are formed in relation with conditions of internal and external conjuncture (Lawrence & Lorsh, 1967: 7).

Research findings suggest that mechanical organisational structures are more successful in situations where factors of external environment are static, stable, plain and homogenous; and where factors of internal environment, that is, technology, factors of production, and other inputs and hardware are inadequate; in opposite situations, however, organic structures of organisations are more successful (Burns & Stalker, 1971: 120-22).

Mechanical structures of press organisations are line (vertical) organisations where rather managerial hierarchical units take place. However, in line-and-staff (horizontal) axis of these structures, active and functional job distinctions are not so mature. In job dynamics, that is, in task relations, there is rather centralised character in the use of channels of communication and delegation of authority (Özkan 1989: 63-73, Berberoğlu 1994: 71, Luthans, 1990: 533-550). Line, line-and-staff, and line-functional forms of structures in press organisations are the best examples presenting the above mentioned characteristics.

Today, there exist many problems which were brought about by changes of internal and external conjuncture. Some of these problems (Borgatti, 1997: 1-2) can be stated as follows:

- Uncertainty and chaos developed in connection with the economic, social, legal, and cultural changes,

- Acceleration in capital movements,
- Depressing competitive atmosphere,
- Changes market mechanisms,
- Consumers showing different and qualified demand,
- Attempts of integration between enterprises,
- Technological explosion,
- Mass media network covering the world,
- Growth of adhocracy,
- Easy reach to inputs.

These factors force the press enterprises to remodify or restructure their organisational structures (Luthans, 1990: 535). Most important feature of these new structures, which are called organic press organisations, is that they have a kind of pressed and flexible characteristics (Galbraith, 1993: 15) that will allow organizations to adapt themselves to internal and external uncertainties.

The best example of these organizations is the “function-project” based matrix structures of those enterprises that minimize stages in their line form of administration and maximize or optimize their job differentiation in line-and-staff form organizations in their formal structures (Dow, 1988: 61-67, Berberoğlu 1994; 71).

The above mentioned structures also show difference in their internal and external structures of dynamics. Getting decentralized in terms of administration, communication, and interaction, and through self management, self control, participation, team work (Blau, 1970: 42-81), they can make

effective decisions and by doing so they can meet various and complex needs of the consumers. With the employment of qualified specialists and sophisticated technology, and effectiveness, it becomes easy to provide satisfaction in consumers (Yenersoy, 1997: 35-40).

Also, in most of today's developed countries, these organisations that are in competition with electronic media target to turn, in 21st. century, into organization patterns such as Hub & Spoky, Star Network, Upside-down Donut (Hose, 1998).

The situation progresses differently for the developing countries. Since the developing countries could not shift to structural or active modification, in other words, to restructuring, they face with circulation loss day by day and the conventional press faces the danger of extinction.

Taking into consideration the structural transformation today, focus was given on determination of the state of formal organization in İzmir News Center and proposals were brought forth on how the organization should be in this enterprise.

2. Aim and Methods of Research on Organizational Structure of İzmir News Center

Method: Bears descriptive quality.

Aim: is to determine what kind of formal organization characteristic have the news centers in İzmir have; mechanic or organic one, depending on the principle of a) line (managerial) and-staff (task) division, b) coordination, c) span of control.

Theory: Contingency Theory was taken as a basis. This is a theory commonly used in overseas countries especially in recent

years. Its proponents are: (Lawrence & Lorch: 1967: 364, Burns & Stalker 1971: 120:125, Mansfield 1984: 177, Galbraith 1993: 15-25); In Turkey (Aldemir 1985: 36-45, Katrinli 1985: 159-178). According to the theory, formal structure of an organization is determined by inner and outer environmental conditions in which it survives. Where inner and outer conditions are calm, clear, and homogeneous, the structure of the organization is mechanical. On the contrary, it shows organic features where inner and outer environment is vague, complex, and heterogeneous.

<u>Structural Characteristic</u>	<u>Mechanical</u>	<u>Organic</u>
Managerial hierarchy	vertical	horizontal
Domain of Management	Narrow	wide
Centralisation	Dense	decentralized
Formal Rules	a lot	very few
Coordination	by administrators	manager-employee
Employees	specialist	generalist
Environment	static, clear, homogenous	dynamic, unclear, complex, heterogeneous

Technique used: Observation, Interview, and survey techniques.

Domain: organizational structures in News Centers of the six national press enterprises (Cumhuriyet, Milliyet, Hürriyet, Sabah, Türkiye, Zaman).

Sample: 29 managers and 93 idea developers charged in the News Centers.

Limitations: It covers organizational structures of the national news centers with high circulation, but it doesn't cover those of local or regional ones.

Covers only managers and idea developers of news centers, but doesn't cover other managers because they are away from the subject.

Data about outer environmental changes were chosen and inner environmental factor were used. It doesn't cover other inner environmental changes.

Data Evaluation: SPSS / PC + 6.0 program was used.

- Validity and reliability tests were applied.
- 0.05 confidence interval was taken as basis.
- Questions are of ordinal scale.
- They were interpreted by real time frequency distribution and chi-square distribution.

Note: For detailed information consult the author.

Research Findings (Findings of Formal Structure)

Findings were determined according to the principles of division, coordination, and span of control

TABLE (1) Line-and-Staff Manager

Line-and-staff Manager	Employee		Manager		Total	
	N	%	N	%	N	%
No	43	46.2	13	44.8	56	45.9
Yes	50	53.8	16	55.2	66	54.1
Total	93	76.2	29	23.8	122	100.0

$x^2 = 1.17670$

DF=1

P:0.08942

TABLE (1) Shows that there are three hierarchically-sliced managerial division. Managing Editor, News Center Director 34.5 %, Chief Offices 34.5 %. No division was found between groups at 0.05 confidence interval. In both groups, there is not yet line managers at the ratio of 45.9 %.

TABLE (2) Functional Manager

Functional Manager	Employee		Manager		Total	
	N	%	N	%	N	%
No	46	49.5	7	24.1	53	43.4
Yes	47	50.5	22	75.0	69	56.6
Total	93	76.6	29	23.8	122	100.0

$\chi^2 = 5.77026$

DF : 1

P : 0.016630

TABLE (2) shows that the authority of order and command has been diminished but there is a division between groups of managers and employees. While the manager accept the presence of the functional manager, half of the employees accept this fact.

TABLE (3) Degree of Division

No of Division	Employee		Manager		Total	
	N	%	N	%	N	%
Incomplete	18	19.4	3	10.3	21	17.2
No R&D	30	32.23	13	44.8	43	35.2
Complete	45	48.4	13	44.8	58	47.5
Total	93	76.2	29	23.8	122	100.0

$\chi^2 : 2.09245$

DF : 2

p : 0.35126

Against internal and external change around the organizations, increase in functional units to meet the need getting different.

TABLE (3) At 0.05 confidence interval, there is no significant differentiation between the groups. While both groups show that coordination level of 50 % is complete, important part told that they have no R&D departments.

TABLE (4) Team Work

Team Work	Employee		Manager		Total	
	N	%	N	%	N	%
No	15	16.1	2	6.9	17	13.9
Yes	78	83.9	27	93.1	105	86.1
Total	93	76.2	29	23.8	122	100.0

$\chi^2 : 1.57123$

DF : 1

p . 21003

TABLE (4) Team work in relation to developing project, process, and department is realised at 86.1 %.

Separately, a different question brought about the fact that team work is fulfilled under the head of both functional manager and the team manager.

TABLE (5) Obtaining Coordination

Coordination	Employee		Manager		Total	
	N	%	N	%	N	%
Fulfilled by Manager	24	25.8	9	31.0	33	27.0
Manager-Employee	69	74.2	20	69.0	89	73.1
Total	93	76.2	29	23.8	122	100.0

$\chi^2 : 0.30621$

DF : 1

P : 0.58002

Coordination: is the procedure of coordination between differentiating process and actions.

TABLE (5) Shows that 73.0 % cooperation between managers and employees has been achieved at the 0.05 confidence level of coordination, and differentiation is observed between groups. Also, different findings suggest that open and emphatic communication has contributed to coordination.

TABLE (6) Span of Control

No of Audit	Employee		Manager		Total	
	N	%	N	%	N	%
1-10 person	25	26.9	4	13.8	29	23.8
11-21	32	34.4	9	31.0	41	33.6
21-50	36	38.7	16	55.2	52	42.6
Total	93	76.2	29	23.8	122	100.0

$\chi^2 : 0.07375$

DF : 2

P: 0.21505

TABLE (6) suggests that there is a steady increase in the number of people the managers will supervise effectively. Nearly half of the managers can supervise 21-50 employees.

3. Conclusions and Discussions

In relation with globalization movement, a great deal of chaos, uncertainty, and activity has been experienced. All enterprises have entered into a process of restructuring in order to adapt themselves to this new situation. In the same fashion, press enterprises, too, have been modifying their organizational structures in order to adapt themselves to the outer conditions.

Proponents of contingency theory claim that mechanical (vertical, vertical functional) structures of organization are not sufficient where uncertainty and complexity prevails and great

activity is experienced in the outer environment. In order to adapt well to the environment, we see that structures of organization turn into so called organic or rather 'matrix structures' (low, laterally open, flexible and decentralized) and that enterprises could response to the needs and requirements of the environment only through their organic structures.

For this reason, in order to determine what features the organizational structures (organic or mechanic) of press enterprises have got, the findings of the current study are evaluated below.

In the formal organizational structure of İzmir News Center, there are three hierarchical line divisions beginning at the top with Managerial editorship down to chief offices. In the line (vertical) division, mechanical structure is tried to be preserved as a formal one.

Despite this, it is understood that staff organs provide consultancy service for the plans, politics, strategy to be followed and decisions to be taken by the managers in such a way that they are helpful in making the stiff authoritative and traditional attitude of managers flexible in the hierarchical line division. They always make contributions by giving advice to their inferiors at every level of management.

In order to tackle with internal and external changes, line and staff (horizontal) division undertakes such functions as finding solutions for the changing needs, cutting cost elements by coordination, and making the supervision easy. İzmir News Centers draws attention immediately in that it has got good

arrangements in its organization and departmentalization is complete.

In one third of the same New Center, however, the institution lacks in Research and Development units, which will undertake such duties as renewing itself, making forward leap, diversifying pro-active planning, increasing the potential mass, developing technology and attaining harmony.

It has been observed that the lack of Research and Development in most sections of the enterprise is tried to be eliminated by team works in projecting stage. Even though attaining team work facilities, which is one of the difficulties resulting from current conditions, is considered as a sign of contemporaneousness, it also draws attention that team working has not yet completely institutionalized in terms of functions. Although teams of project are formed by the coordination of managers of project and department, at the implication stage, which is the second step in project team work, supervision of project manager should be effective, but this also continue to preserve its traditional attitude, demanding insistently that studies should be carried out by the head of department, effecting team works and the decisions to be given at the end of team works.

It can be said that the function of coordination which is a procedure of harmonization of tasks, relations, resource and activities in the News Center is mostly carried out by the cooperation of manager-employee.

At the same time, while coordination is also attained by departmentalization, formalization, standardization, and getting

professional can be counted among indirect instruments to participate the coordination because they give flexibility to the enterprise.

It is observed that span of control, which is one of the basic determiner of formal structure of organisation, is gradually broadening in the News Center. This growth, which is in the direction of theoretical expectations, is expected to help ease the motivation of the inferior, transition to self-governing, and attaining professional gains.

In summary, being faithful to the analysis of the elements of the formal organisational structure of İzmir News Center, the Center is in the transition phase so it gives neither traditional mechanic nor modern organic impression in terms of line (vertical) division. On the other hand, when staff (horizontal) division, coordination, and span of control are taken into consideration, it can be stated that organic features are more evident.

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