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Organizational Performance Evaluation of Flour Manufacturers: A Case Study of Hıdıroğlu Flour Mills

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Abstract

This study aims to examine how flour producers implement Organizational Theory Principles to their process and to define which organizational environmental and structural factors, culture and systems are appropriate for flour companies in order to improve companies' success and entreprenuerial skills. For this purpose, this study analyzes a flour company and provides implications of the findings and limitations for the organization, its members, environment and stakeholders. In this study, while examining on flour companies, a clear hierarchy in the organizations is observed in general. The flour producer HIDIROĞLU FLOUR MILLS taken as an example in the study gives importance to measurement, documentation and information systems management. The control mechanism is improved and the stability can be observed in every stages on the organizational structure. High standardization is a main feature of the company. As a result of analyses of the flour producer taken as an example, the study come up with the idea: "it is crucial for flour producers to set standards and procedures, and have clear task definition in a plain hierarchy to achieve constant success". On the other hand, the system boundary for this study is among Organizational Theory Principles whether Internal Process Model or Rational Goal Model is more suitable for flour producers and their entrepreneurial facilities.

Keywords: *Organizational Culture, Organizational Theory, Flour Producers, Organizational Structure, Organizational Factors*

Jel Classification: *M0, M10, M12*

Un Üreticilerinde Örgütsel Performans Değerlendirme: Hıdıroğlu Un Üreticisi Örneği

Özet

Bu çalışma, un üreticilerinin Örgütsel Teori Kuramlarını kendi süreçlerine nasıl uyarladıklarını ve un üreticilerinin rakipleriyle rekabet edebilmesi için hangi örgütsel çevresel ve yapısal faktörlerden yararlanması gerektiğini, hangi örgüt kültürüne sahip olması ve hangi örgütsel sistemlerin uygulaması gerektiğini belirlemeyi amaçlamaktadır. Bu amaçla, bu çalışma açık ve kesin verilerine ulaşılabilen bir un üreticisini analiz etmekte ve çalışma üreticinin kuruluşu, üyeleri, çevresi ve paydaşları için önemli bulgular sunmaktadır. Ayrıca çalışma örnek un üreticisi HIDIROĞLU UN SANAYİ üreticisinin analizlerinden yararlanarak, hangi örgütsel yapının ve uygulamanın bir un üreticisinin faaliyetlerinde başarılı olabilmesi için daha uygun olacağı hakkında değerlendirilme yapılmasına olanak sağlamaktadır. Bu çalışmada, örnek un üreticisi üzerinde analizler yapılırken; üreticinin örgüt yapısının açık bir hiyerarşiye sahip olduğu gözlenmiştir. Örgüt, ölçüm, dokümantasyon ve bilgi yönetimine önem vermektedir. Kontrol mekanizması iyileştirilmiş ve şirket yapısındaki her aşamada istikrar gözlenmiştir. Yüksek standardizasyon örgütün temel özelliğidir. Gözlem yapılan un üreticisinin analizlerinin bir neticesi olarak, "un üreticilerinin standartlar ve prosedürler belirlemesi ve sürekli bir başarı elde etmek için sade bir hiyerarşi ile çalışanlar için açık bir görev tanımına sahip olması oldukça önemlidir" fikrine ulaşılmıştır. Öte yandan, bu çalışmanın sınırlılığı olarak, Örgütsel Teori Kuramlarından İç Süreç Modeli'nden ya da Akılcı Hedef Modeli'nden hangisinin un üreticileri için daha uygun olup olmadığı hakkında net bir sonuca varılamamasıdır.

Anahtar Kelimeler: *Örgüt Kültürü, Örgütsel Teori, Un Üreticileri, Örgüt Yapısı, Örgütsel Faktörler*

JEL Sınıflandırması: *M0, M10, M12*

Araştırma ve Yayın Etiği Beyanı: *Bu çalışmada, araştırma ve yayın etiği kurallarına uyulduğu yazarlar tarafından taahhüt edilmektedir.*

Yazar Katkı Oranları: *Birinci yazarın katkı oranı %100*

Çıkar Beyanı: *Yazarlar açısından ya da üçüncü taraflar açısından çalışmadan kaynaklı çıkar çatışması bulunmamaktadır.*

1. Introduction

Organizations are social entities designed as purpose-built systems of activity and linked to the external environment. Companies have to respond quickly to changes in their environment. As companies face new changes, they make the boundaries between departments and their stakeholders more flexible. Thus, they adapt more easily to change. Organizations that do not interact with customers, suppliers, competitors and the external environment cannot achieve success. Thus, organizational theory is a way of thinking about organizations and a way of seeing and analysing organizations in a way that is too accurate and profound to be seen otherwise. (Acker, 1992).

This study examines how flour producers adapt Organizational Theories to their own processes. To compete with their rivals how flour producers should benefit from environmental and structural factors and which applications the organizations require in their organizational systems will be defined. Organizational cultural dynamics will be also determined.

To reach reliable conclusion, this study analyses a flour producer which has clear and precise data. The company analysis presents important findings for the flour producers about ideal organizational environment. In addition, the study analyses the sample flour producer to evaluate which organizational structure and application would be more appropriate for a flour producer to be successful in its facilities.

2. The Company Profile

HIDIROĞLU FLOUR MILLS has founded in 1988, is a manufacturer and exporter of Wheat Flour for bread, Multipurpose Wheat Flour, Home Use Flour, Biscuits, Sweet Pastry Flour, Noodle Flour, Soft Noodle Flour, Chapati Flour, Feed Flour, Cake Flour. The factory far 5 Km from International Mersin Port/Turkey. The daily manfacturing capacity is 600 mt. The company has 150.000 mt silos capacity for wheat and the factory can also manufacture wheat flour according to its client technical specifications. Hıdıroğlu Flour Mills is exporting wheat flour all over the world particularly to UNRWA (United Nations Food Program) WFP (World Food Program),FAO(Food Agriculture Organization) ,UAE, Syria, Iraq, Jordan, Israel, Palestine, Oman, Philippines, Sri Lanka, all Europe and all Africa.

High standardization is the main feature of the company; HIDIROĞLU FLOUR MILLS. Every employee has well-defined roles and people are expected to follow rules. The company provides many rewards and gives importance to security issues for its employees. The system of the organization functions best when task to be done and well understood. Managers are primarily expected to monitor and coordinate the work environment, employees and tasks that are required to be achieved. The main topic is strongly related with earning profit. The organization uses planning techniques, sets its goals in an understandable and achievable manner. There is competition from outside of the company. The idea of the organization is not creativity but the managers just want to attain the target that they set.

The system boundary for the purpose of this project is between Open Systems Model and Rational Goal Model. There is a clear hierarchy in the organization. The company gives importance to measurement, documentation and information management. The control mechanism is improved and the stability can be observed in every level in the company. In other words, the company does not want to things deviate. Same process should happen over and over.

2.1. System Mission

The flour producer is paying more attention to the quality of products. The mission of flour producer is "having speed up production nonstop". The current mission is shared with employees to increase their performance. The employees feel themselves as a part of the organization. The producer has third-party linkage mechanism as an inter organizational strategy for managing competitive interdependency. The flour producer has low uncertainty and almost high control over the environment. The producer is the member of TUSIAD as a mediator. Third party is used for balancing competitive interdependency. The producers in same sector are linked together and shared their information in this platform. The organizational strıcture is close to the formal organization therefore it loses its flexibility which means the organization is not manageable in internally, but the company manages its environment successfully.

2.2. Structural Dimensions

Structural dimensions maintain labels to determine the internal characteristics of the organization. There is a medium level formalization in the organization. The company has procedures, regulations written documentation but no policy manuals and job descriptions. There is a medium level specialization in the company. The company has wide range of tasks so there is division of labour. There is a low standardization; the work content is not described in detail. There is a high level of hierarchy of authority. The span of control is wide so the hierarchy tends to be short. There is a low level of complexity. There exist small number of job titles and departments are structured horizontally in the organization. There is no spatial complexity. There is a high level of centralization. Decision making is kept at top level; therefore, the company is centralized. There is a high level of professionalism. There is high level of formal education and training. There is a medium level of personnel ratio. There isd a medium level dividing the number of employees in a classification by the total number of employees in the company.

2.3. Contextual Dimensions

Contextual dimensions define the whole organization, based on its technology, size, environment and aims. The number of employees is 49 so compared to market conditions the size is small. There is a high level of organizational technology. Modern assembly line technology is used in the company. There is a complex environment. There are many other organizations, customers, suppliers and so on. Goals include employees, clients and competitors. The firm has shared values and its own understanding.

3. The Company Performance

3.1. Productivity

The company provides high level of productivity by using production functions (Benner and Tushman, 2003). The managers manage and develop the efficiency of the company's conversion processes therefore more value is formed. The company equipped with the latest model of technology with the automation system which does not allow any mistakes on production. Because, it alerts the foreman to interfere on time if the smallest mistake occurs during the production. By this way, productivity and stability is provided easily.

3.2. Market

The company exports 50,000 tons wheat flour yearly and the goal of the company is to increase the sales up to 100,000 mt. wheat flour yearly. The amount of sales is fluctuating in whole year according to seasonal changes. To facilitate the company's control of its relations with the company's environment,

the managers use support functions because support functions include purchasing, sales and marketing. The company's high performance will continue on the market either interior and exterior, end of outcome, the company sells its wheat flour to the biggest market of Sri Lanka, Iraq, Palestine, Jordan, Lebanon, Syria, Egypt, Indonesia, Singapore as well West African Countries. Additionally, a lot of shipments have been done by the means of United nation world food program (WFP). The company also has already gained most customers' confidences in everywhere of Turkey and it has proved itself in the region of Mediterranean, since it has long year experience and largest fan of products.

3.3. Innovation and Quality

The flour producer will never compensate from its quality. The company produces high quality products by following recent technology. Therefore, the wheat is held through processing of quality. In this respect, the last model laboratory equipment are being used which have been approved and accepted by the specialist of the world such as Brabender, Choin, Perten, Sartorius (Ktenioudaki, Butler, Gonzales-Barron, Mc Carthy, & Gallagher, 2009). Nevertheless, the laboratory room is managed by adequate and qualified staffs. The mechanism of the industry is summarized stage by stage such as measuring the moisture of the wheat, measuring the gluten, measuring the index.

After analysing of wheat which is stored with the actual worth interval by doing classification after placing in to the silos nevertheless, commences mixing (as percentage) in order to be manufactured for flour. After producing of flour is compulsory passed through the following analyses respectively. Since the company's first policy is quality. To produce best quality flour, he company makes sensorial analysis which analyses moisture, gluten, and index, a falling number, on fine sieve, sedimentation, farinograft, extensograft, ash content. The analysis also includes baking bread to ensure the quality of the flour. After these stages, the whole controls and results are updated and filed. There is a possibility to trace and clarify the information towards the back.

If the date and number of party are obtained from the label of wheat flour, this facility allows to keep the company advised with the history as from the raw material. The factory gives more importance to research and develop day by day. Research and development of the study is done to increase of the finished goods' present quality as much as possible. In addition, the certificates of production were given upon inspections of the ministry of agriculture the ministry of health and Turkish Standards Institute, approving that the company's products are in a sound condition after passing through the following tests which are in many types such as stipulation of manufacture, physical, chemistry, and microbiological. The controls of the (Turkish Standards Institute) will continue to control the company's processes and its products' quality by intervals as per the necessity of law; so that a periodic test of the microbiology may be performed by the ministry of agriculture if requires. To conclude, comparing its competitors inside and outside the country, technology the company uses is better, policies and rules are suitable to TQM model which covers certain quality standards for production, work standards are better; employees are more skilled and qualified (experienced). Therefore, the actual outputs are almost the same as desired outputs.

3.4. Employee Development

There is a low level of absenteeism in the organization because each employee has high level of job satisfaction. The bonuses and promotions are enough to motivate them to come to work regularly. In addition, the work environment is also friendly. There is a successful coordination between workers; they have an effective communication between other employees and their employers. Both the internal and external environment of the company support to keep low level of turnover rate among employees. Since, there is a high level of rivalry among new comers. To decrease the turnover rate, the company

gives one month training before applicants are accepted for work.

The company has stable task relationships that allow its members to work together to form value, accomplish organizational goals and solve problems. Job satisfaction of workers is at high level. Organizational structure and organizational culture are designed to help ensure the organization's survival. Reducing cost, speeding work processes and increasing efficiency. Salaries are distributed according to skills and expertise of employees. There is an opportunity to get wages, promotions and bonuses and also to be stable employee in the company. Workers get their salaries and bonuses according to their power and status.

4. Porter's Competitive Strategies

Porter illustrates roles of company clusters, suppliers, shareholders, industries and institutions on pursuit competitiveness and prosperity and defines which business strategy is most suitable for which industries and firms (Porter, 2011).

4.1. Low-Cost Leadership

The company gives importance to strong central authority and tight cost control. There are standard operating procedures and easy-to-use manufacturing technologies. Also, there are close supervision and limited employee empowerment in the company. Frequent and detailed control reports are highly important for the company.

4.2. Differentiation

The company has strong marketing abilities and strong coordination among departments. There is corporate reputation for quality and technological leadership. There are values and rewards flexibility and customer intimacy in the organization. The company measures cost of providing service and sustaining customer loyalty.

5. External Environment

5.1. Specific Environment

The customers of the producer are bread factories, other flour companies, international institutions (WFP) can be given as examples of customers. The competitors are other flour factories. The suppliers are wheat suppliers, gasoline seller firms, machine suppliers are major suppliers. Toprak Mahsulleri Ofisi has highest impact on the company considering other government institutions. The company is a member of Un Sanayicileri Derneği and Akdeniz İhracatçılar Birliği.

5.2. General Environment

Technological Forces: The company catches up new innovations to produce best quality flour and uses recent technology to minimize defects.

Demographic, Cultural and Social Forces: The company has wide customer range from different countries.

Economic Forces: In the past, there is a strong effect of economic crisis on the company due to the fact that it has an open system. Exchange rates are unpredictable and these rates are so effective on the company. It is difficult to control flow of resources to protect and enlarge the domains.

Uncertainty Factors: All of these general forces cause uncertainty for the company. Considering environmental factors, the company has low to moderate uncertainty (Courtney, 2011). It is getting more

difficult for managers to control flow of resources to protect and maintain their domains. Because the environment is not always rich, the company is interested in complexity. There is a high level of complexity because the company has many suppliers and competitors. On the other hand, there is a medium level of dynamism since the company has changing environment. Seasonality is also dynamism for the company but it's not unpredictable. The medium level of environmental richness is observed in terms of availability of resources (Peck and Sinding, 2003). Usually the amount of resources available to provide the organization's domain. The organization engages in transactions with all outside stakeholders to obtain resources to survive. The company has to exert influence over other organizations so that it maintains resources. It has to respond to the requirements and demands of the other organizations on its environment.

Interdependencies and Linkages: The company has informal symbiotic interdependencies with its customers and suppliers (Hong, 2002). It is developing good reputation. The company prefers long term contracts because it creates stability and it is more informal and independent type of strategic alliances. The company also has informal competitive interdependencies. It prefers third party linkage mechanisms which is a regulatory body that support organizations to share information and improve the way they compete.

5.3. Environmental Sensitivity

Opportunities: The company has distinctive name and good reputation. There is also brand loyalty regarding high quality products

Threats: Government regulations, changing environment, decreasing consumer income level relative to crisis and lots of competitors are major threats for the company.

Feedback: data that is collected about the environment is mostly composed of customer feedback because it helps the company to measure customer satisfaction, to analyse its products quality and whether the quality of its product meet the demand or not. Additionally, the company can decide its efficient and effective response time based on this data. This feedback is processed one week later from shipment. Marketing and international trade departments call back the customers and they ask them their complaints or suggestions about their products. If there is considerable amount of complaints about the products, leaders of each department come together and try to solve the problem and respond the complaints about the products.

Differentiation and Integration: Instead of R & D Department the company gives importance to Purchasing Department to cope with environment uncertainty. However, the company has similar characteristic both in manufacturing and sales departments such as short time horizon, high formality of structure.

Organic Versus Mechanistic Management Process: The organization is positioned in the middle of Organic and Mechanistic Management Process (Iqbal, Ahmad and Halim, 2020). Employees contribute to the common task of the department. Tasks are adjusted and redefined through employee work. There is strict hierarchy of authority and control but there are few rules. Knowledge and control of the tasks are centralized at the top of organization. However, considering some cases it can be shown that knowledge and control of tasks are located anywhere in the organization. Communication is vertical; but, sometimes it can be horizontal.

6. Organizational Theories

The basic logic of organizational theories is the recognition of the importance of human relations for enhancing organizational performance, from a mechanistic point of view to find the best way to organize tasks and jobs in the organization. For instance, Hawthorne theories argued by Elton Mayo state that people are the most important element in the organization and that people should be considered socially, revealed that organizations should be examined as living social structures. The human, which was ignored by organizational theories of Taylor, is actually the issue that has the most vital role in the success of an organization. The social capacity, not the physical capacity, is effective on the amount of work done in the organization. Hawthorne studies have concluded that social conditions rather than physical conditions are more effective on the employee (Hassard, 2012).

Technology is used in organizations as a solution to competitive problems and uncertainty. Changes in technology bring along an organizational change that causes restructuring. According to Woodward's Technical Complexity Theory, organizations must be capable of adapting to these changes in technology. Because technology changes the organizational structure and management philosophy and paves the way for the necessary organizational change to be successful. Woodward classified the production technologies according to complexity in his studies, while taking unit and small part production as the simplest technology (Peltonen, 2016).

Perrow divides organizations into routine and non-routine structures based on their use of technology and states that if the expectations from the organization are not high, the routine structure could become official, if not; the non-routine structure become official (Shafritz, Ott, and Jang, 2015).

On the other hand, Thompson seperates technologies in organizations as longitudinal, intermediary and intensive technologies. Furthermore, Thompson analyzed the flow of resources from the outside to the inside of organizations, which are open systems, and the uncertainty that arises in this process at the organizational level. As a result of these analyzes, he obtained findings that will contribute to the development of resource dependency theory (Thompson, 2011).

6.1. Technical Systems Analysis

In terms of Woodward's Technical Complexity Theory, the company has large batch and mass production technology which involves producing a steady stream of output (Woodward, 1958). Technical complexity is medium level. Production of components in large batches subsequently assembled diversely. There is an assembly line. Whole thing happens in a large plant. People who are assembling cannot be seen, and there is integrated systems mechanism (Schmiedbauer and Biedermann, 2020). The company has a few labour pool while it has many managers.

Based on Perrow's Task Variability & Analyzability Theory the company has routine manufacturing which is characterized by low task variability and high task analysability (Perrow, 1967). But regarding hierarchy there is no tall hierarchy in the company which is opposed to routine manufacturing characteristics (Haerem, 2002). There are centralized and mechanistic structure, high standardization and high formalization in the company. Employees perform clearly defined tasks. Work process is programmed and standardized.

According to Thompson's Task Interdependence &Technology Theory the company has sequential

(assembly line) form of interdependence (Thompson, 2017). The company demands on medium communication and there is medium level decision making across units. Considering type of coordination required, plans, schedules and feedback play highly important role for the company (Goodhue and Thompson, 1995). Locating units close together has medium level priority. In other words, each part of the organization can contribute together to get better performance from whole organization units.

7. Organization Structure and Design

Formalization: The company promotes more formal and impersonal modes of behaviour. There is standardization in the company which allows reducing need for levels of management in the organizational structure since the rules substitute for direct supervision (Gupta and Chin, 1994).

Centralization: Top managers direct many people and decisions are made mostly by top managers. Managerial supervision is necessary for the organization participants. Authority is not delegated to the lower levels.

Increased Complexity of Span of Control: There are many exponentially relationships in the organization.

Organizational Life Cycle: The company is in the Formalization Stage. It shows bureaucratic characteristics. As structural characteristics, it has formal procedures, division of labour, new specialties added (Lester, Parnell and Carraher, 2003). Considering products, there is a line of products. As a reward and control systems, there are impersonal and formalized systems. The company's goals are internal stability and market expansion. Top management style is charismatic and direction giving. Because of this last characteristic, it can be said that the company shows collective stage characteristics (Walsh and Dewar, 1987).

8. Organizational Culture Analysis

There are three levels that affect organizational culture. These are selection, top management, and socialization. At the stage of selection, the top managers who are the founders of the company choose the candidates who fit well into positions according to their experience and education. At the socialization stage, employees are trained in terms of behavior and they learn spontaneously through experiences. The company has institutionalized orientation which makes it collective, formal, sequential, fixed, serial, divestiture. In terms of organizational rites, the company has no activities in both rite of integration and rite of enhancement stages. However, the company has one activity at rite of passage stage. The company gives one month training to its employees before they fire and to its applicants before they are accepted to the job.

9. Conclusion

To sum up, after analysing the sample flour company it can be concluded that restructuring the organization design as a horizontal design could create better customer value by improving internal coordination for flour companies. Restructuring the organization design as a horizontal design can create better customer value by improving internal coordination for the flour companies.

Flour companies also could increase coordination and motivation of their employees and could reduce number of defects by using EFQM Excellence Model. By adapting this model to their organizational structure and design; flour companies could reduce their production cost and delivery time to customer. Besides, they could shorten the decision making process. If flour companies could take more risk in

their decision making process they could benefit from environmental changes simultaneously. Additionally, a flour company should give importance to manage its shareholders and competitors on its external environment and make realistic market research in order to have market opportunity among its rivals.

On the other hand, one of the limitations of this study is that among organizational theories; it is not clear whether Internal Process Model or Rational Target Model is more suitable for flour producers to reach success.

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