



ISSN: 2230-9926

Available online at <http://www.journalijdr.com>

IJDR

International Journal of Development Research

Vol. 12, Issue, 11, pp. 60009-60011, November, 2022

<https://doi.org/10.37118/ijdr.25626.11.2022>



RESEARCH ARTICLE

OPEN ACCESS

IMPORTANCE OF THE ORGANIZATIONAL STRUCTURE: HEALTH CENTER IN SINALOA DE LEYVA, SINALOA, MEXICO

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ARTICLE INFO

Article History:

Received 24th August, 2022

Received in revised form

20th September, 2022

Accepted 29th October, 2022

Published online 30th November, 2022

Key Words:

Importance, Hierarchical Levels, Personnel Functions and Organizational Structure.

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ABSTRACT

This research focused on the importance of the organizational structure in a case study in a Health Center in Sinaloa de Leyva, Sinaloa, Mexico, with the objective of analyzing the importance, hierarchical levels and performance of personnel functions. However, by having a well-defined organizational structure, there will be more order and hierarchical levels will be known in order to avoid confusion in the institution. The methods and techniques used in the data collection were carried out through the mixed approach using qualitative and quantitative tools for the application of the surveys, where the results obtained show that the company does not have a well-defined structure that the functions and hierarchy are performed empirically, which is why it is concluded that it is relevant to implement alternative solutions such as the development of an organizational chart to distribute the levels of authority, position by department and thus achieve the objectives.

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Citation: María Oralia Urías Rivas. "Importance of the Organizational Structure: Health Center in Sinaloa de Leyva, Sinaloa, Mexico.", *International Journal of Development Research*, 12, (07), 60009-60011.

INTRODUCTION

This research work will show the importance of the organizational structure in the health center of Sinaloa de Leyva, since it should be clear the hierarchical levels and know to whom the employees and users are going to address within the institution helping to a better performance at work saving time and guiding the institution to be more efficient. Since it is the one that indicates the role played by each person within a company that is expected to meet the highest possible performance, in order that this establishes a system of roles to be developed by members of the institution, so that together efficiently achieve the goals set within this. "The importance of developing an organizational structure is to achieve the operation of the strategy proposed in the management, regardless of whether it is traditional or emerging, because the organization needs to adopt the correct structure". (Murillo Vargas, García Solarte, & González Campo, September-December, 2019). In which the following question arises Why does it affect not having an established organizational structure? Because not having an organizational

structure affects because it is not known who is in charge of whom and the functions are not fulfilled in a timely manner. That is why the present objective is to formally establish an organizational structure within the institution to guide the staff and the user to know what corresponds to them in the role they play.

According to Quiroa, (2022), "it is the way in which the functions and responsibilities are assigned to each member of a company in order to achieve the proposed objectives". The division of labor and integration is relevant to the functioning of the institution, which is represented by the organization chart, which shows the relationship of authority, formal channels of command and functions through divisions of departments through formal lines of responsibility. (Parra Moreno & del Pilar Liz, 2019), where to build a structure of an organization must have the following elements such as the size of the company, whether small, medium or large, the type of technology used, as well as the division of labor, also specify the tasks of each department, also the environment in which the activities are developed, while establishing the various processes, as well as the relationship of power that have the people who form it. In which it is

classified by two components how is the linear and colletera, taking into account the top or strategic level, tactical and lower or operational medium (Harnan, 2010). Niño Fonseca, (2010), points out that the organization chart is "the graph that represents the organization of a company, that is, its organizational structure". Thompson, (2009), indicates that the classification is given by its nature, its purpose, its scope, its content and its presentation or graphic layout. The Inter-American Permanent Committee on Social Security. General Secretariat, (1984), that the hierarchical levels define the rank or command and responsibility in the function that is entrusted to perform, similarly points out Lopez, (2017), that the authority is shown through a representation by means of diagrams of the Internal structure of the company of the departments, responsible and of the activities. Therefore, it is important to mention the theories of Fayol, promoter of the fundamental principles, such as the division of labor, authority and responsibility, discipline, as well as the importance of receiving orders, on the tasks to be performed by a single command, defining the hierarchy of the highest authority of the organization among others (Martin, 2019), it was for this reason, that in this research the following questions were raised:

- Do you know what organizational structure is?
- Do you know the importance of having an organizational structure?
- Does the company have an organizational chart?
- Do you think it is important to establish hierarchical levels?
- How does the organization benefit from an established organizational structure?
- Would you like the institution to have an organizational chart?
- Who gives you orders within the institution?

RESEARCH METHODS

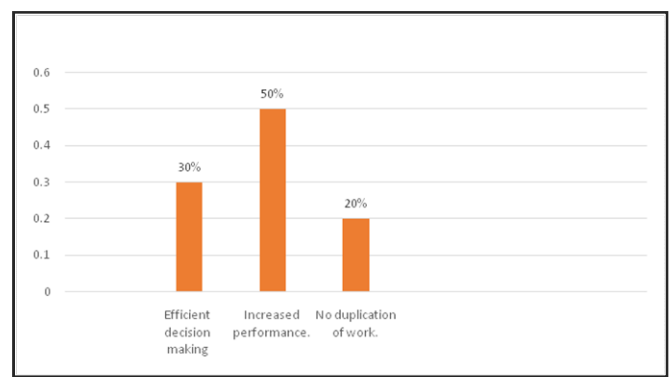
This section will show the methodology used during the research conducted in the company for the collection of the necessary information to obtain the proposed results, where in this study the mixed method was applied where the tools and techniques that helped to solve the research were used: in the effects of not having an organizational structure, which focused on the quantitative and qualitative method in order to collect clear and accurate information, they use separate systems in which surveys are applied to know the opinions on the subject. Guidelines were also drawn up on the policies to be followed through the combination of both. Hernández Sampieri, Fernández Collado, & Baptista Lucio, (2014, p. 534), point out that mixed methods represent a "set of systematic, empirical and critical research processes and involve the collection and analysis of quantitative and qualitative data. Where the data collection technique was the interview, in which an open structured question was asked, do you know the importance of the organizational structure? in which answers were acquired by the interviewee, which served as a basis for obtaining information about the phenomenon and thus to reach a conclusion. Where the interview was individual allowing to interview in an analogous way the interviewee with the purpose of knowing what he thinks and feels, regarding the importance of the organizational structure, which was carried out based on direct observation in which the behavior of the workers was noticed when not having the distribution of work and command authority, with the objective of collecting information and to be able to test the theory. Another data collection technique was also the questionnaire in which, (Munch & Angeles, 1996, p. 55), indicates that it is a format written in the form of an interrogation in which information is obtained about the variables to be investigated.

It can be applied personally or by mail and individually or collectively. The design should be based on the theoretical framework, hypothesis, measurement and research objectives. Each question included must be related to the study. In which as an instrument the questionnaire is used, writing open and closed or multiple-choice questions in a clear, friendly and accessible way, explaining to the 10 respondents that all the information will be

confidential, as well as stressing the importance of the veracity of the answers, in which the information provided was of great help for the results, since it allowed tabulating the data in graphs for each of the questions and replication.

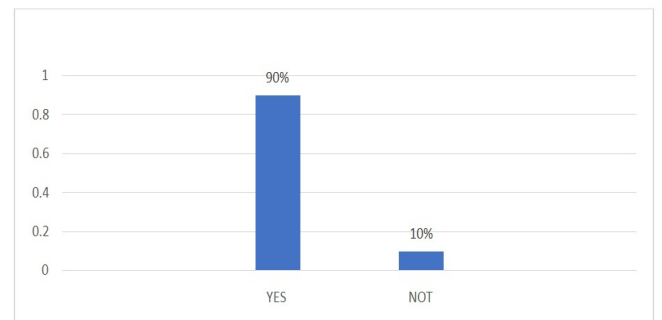
RESULTS

In the interview with the workers of the health center of Sinaloa de Leyva, they commented that the organizational structure is very important, because it allows them to develop their activities by area and avoid many difficulties since they have clearly specified their responsibilities and from whom to receive orders, in which Lic. Arely Rodríguez López, who works as a general practitioner, reveals that the structure of the organization is the way in which they work within the institution, which is important because they perform their work under guidelines, where the organizational chart is not formally established, so the hierarchical levels require relevance to know where the top management is located, This is why a good structure benefits the institution by giving a better performance in the function of the position.



Source: Own elaboration with data from surveys (2022).

Graph 1. Benefit of the organizational structure in the company



Source: Own elaboration with data from surveys (2022).

Graph 2. Importance of hierarchical levels

For this reason, it is required to be established, so that through the organization chart the performance of the work is facilitated and the orders are taken from the general director. On the other hand, Lic. Dolores Zavala Bajo, who holds the position of doctor, expresses that the structure is the organization in which she is within the company and that she also knows the position she holds, but she does not know if the company has the organizational structure, for that reason it is important to establish the hierarchical levels so that if any problem occurs, she knows who to turn to, she also mentions that establishing the structure is beneficial because it would be more efficient and effective in the activity to save more time, so creating the divisions of the position and power there will be no misunderstandings. Mrs. Ernestina Sandoval Rodríguez, who holds the position of quartermaster, states that the organizational structure is one that integrates, divides authority and work functions, but the institution does not have an organizational chart because the company is small, where we all know what the position is and the activity to be

performed, but sometimes the functions and authority are duplicated, since anyone wants to be in charge. The employees argue that they have an idea of what the organizational structure is, but they are guided within the institution by the fellowship and do not know who their bosses are, they only receive orders sometimes from various managers. In which workers believe that having hierarchical levels would be supportive both for them and for the company. In which they point out that the institution does not have an organizational chart, which would be very useful for the corresponding positions. However, it indicates that the benefit of having the organization of power and activities would be very helpful because it would increase, as shown in graph one, 50% of the performance in the tasks assigned to the staff, as well as 30% would increase decision making and obtain better results, and 20% said that it helps the work not to be duplicated. The elaboration of an organizational chart in the institution is an alternative that will serve for the identification of the hierarchical levels, on the basis of which, it will be available to the personnel in which they will have a better orientation to know who to turn to according to the situation presented. Graph 2 shows 90% of the importance of the organizational structure, since in order to excel in a globalized labor world it is necessary to plan and organize the levels of authority and the functions of the position, in which it must have a scheme that indicates the distribution to carry out the activities in a harmonious way to achieve the established objectives of the company.

CONCLUSION

In the present research conducted in the health center in Sinaloa de Leyva in relation to the importance of the organizational structure, it is concluded that it is necessary to distribute the command authority and functions by department to avoid confusion and clearly establish the responsibility of each of the members of the company where the activities are classified and assigns authority for decision making. The advantages of organizing are to achieve greater results having responsible for each area or process achieving effectiveness in the functions and allows to delimit responsibility and coordination between work processes. On the other hand, in the results it was found that the institution did not have an organizational structure, in which misunderstandings occur, communication does not flow and the goals were not achieved, which is why it is required to establish alternative solutions to the problem such as the development of an organizational chart to identify the hierarchical levels and thus achieve the objectives set to eradicate this problem. Productivity and quality are achieved by determining who is in charge of whom, and what is the position, in which the structure is made by linear hierarchy, by distribution of personnel functions, division of area or departments and by team members who depend on several leaders, that is to say, a matrix structure.

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