

**AGRICULTURAL ECONOMICS DEPARTMENT AND EXTENSION
AGG 3811- RURAL SOCIOLOGY**

**NATURE AND ANALYSIS OF SOCIAL STRATIFICATION & SOCIAL ORGANIZATION
SOCIAL ORGANIZATION – 3.2**

1. Definitions of the Concept Organization

Social Organizations, are defined as:

- 1) “social units of people that are structured and managed to meet a need or to pursue collective goals
- 2) the kinship structure of a culture or society especially as constituted in a stabilized network of rules of descent and residence
- 3) the system of relationships between persons and among groups with regard to the division of activity and the functional arrangement of mutual obligations within society
- 4) A consciously coordinated social entity with a relatively identifiable boundary that functions on a continuing basis to achieve a set of goals.
 - ***Coordinated or organized*** systems imply elements/aspect of management social entity, i.e. is composed of people. A group of people who interact with each other. Such interaction is premeditated.
 - ***Continuing basis*** implies regular.
 - ***Identifiable boundary*** implies distinguishing members from non-members, implicit/explicit controls and that work is exchanged for pay or respect.
- 5) Are collections of people whose behaviour is guided and coordinated to achieve specific goals, and formalization (explicit rules) underlines this coordinated behaviour. **Formalization**, refers to the degree to which jobs within the organization are standardized.

- 6) The act of putting things into a logical order or the act of taking an efficient and orderly approach to tasks, or a group of people who have formally come together. For example, when you clean up your desk and file all of your papers into logical spots.

Essentially, organizations talk of unifying factors and are seen as a network of roles involving interaction between individuals and groups, resulting in society obtaining its unique qualities.

2. Coverage

General topics often included in the discussion of organizations include; Macro and micro sociological analysis of society and its structures. Macro sociologists study and focus on society and structures in complex types of societies. Micro sociologists study personal interaction in simple societies and focus is on primary groups, patterns of leadership and authority, social order.

The Dimensions of social organization consider;

- Size of group
- Nature of interpersonal relations
- Degree to which structure is formalized.

3. Organizational structure

When a group of people set out to achieve a common objective in orderly fashion, an organizational structure is necessary. A **social structure** is a term used in the social sciences to refer to patterned social arrangements in society that are both emergent from and determinant of the actions of the individuals.

The usage of the term "social structure" has however changed over time and may reflect the various levels of analysis within differing sub-fields of sociology.

- On the *macro* scale, it can refer to the system of **socioeconomic stratification** (e.g., the class structure), social institutions, or, other patterned relations between large social groups.
- On the *meso* scale, it can refer to the structure of **social network ties** between individuals or organizations.
- On the *micro* scale, it can refer to the way **norms shape** the behavior of actors within the social system.

3.1 Organizational Structure and its Usefulness

When hiring large numbers of employees, effective organization of people becomes essential. This means that all the employees understand their roles and duties in the firm, and the best way to achieve this is to use an organizational structure. This structure defines the roles, responsibilities, communication lines, line managers and levels within the hierarchy of staff in an organization.

An **organizational chart** shows the structure and hierarchy of a company and defines how a business is structured and managed. It shows the **functions, roles and responsibilities of the staff and the level within the hierarchy, the communication matrix, and how the varying roles relate to each other.** For example, the manager can identify his/her subordinates and line managers. A business needs to organize its staff to improve productivity and efficiency, and as the business grows and hires more staff, managers need to ensure that employees perform their roles and achieve the firm's plans. For example, a firm may structure itself into departments to manage finance, human resources or marketing. There are many types of organizational structures which vary from one organization to another depending on the business nature and its targets. Structures include the hierarchal organizations, i.e. **functional, project, product, geography-based or balanced structures, and horizontal or vertical organizations** including tall and flat structures.

The **tall** structure comprises **many management levels** and **fewer employees**, and **management control is intense**, and **communication is vertical and long**. Whilst, the **flat** organization has fewer management levels but more employees. Unlike in the tall structure, employees of the flat structure are **more powerful** and **autonomous**, and **decision making is easy and fast**. See Fig.1 below provided as an illustration of a tall and flat wide span of control in organizations.

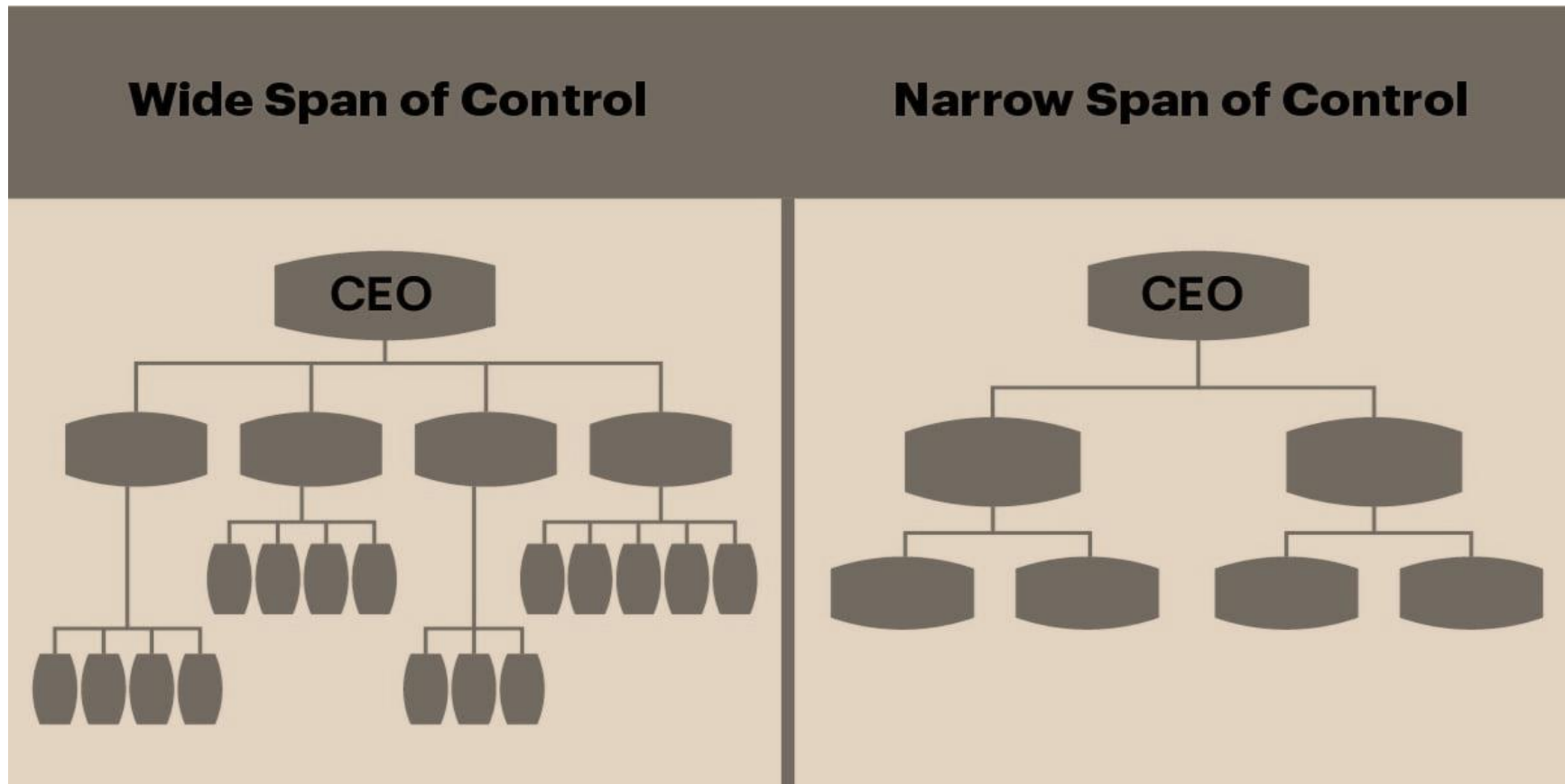


Fig.1: Illustration of a Wide and Narrow Span of Control in Organizations

3.2 Key influences of an organizational structure

The following is a list of influences that affect the choices of deciding and running an organizational structure:-

Technology: The level of technological advancement determines the organizational structure used by firms. For example, technological firms tend to use a flat as opposed to a tall structure because the technology makes it easy for line managers to communicate with their subordinates. This technological advantage enables firms to delay and reduces staff costs.

Control and cost: an organizational structure helps managers to control the operation. Managers who want to control the operation themselves tend to use a tall structure, while the flat structure enables decentralization. The organization type is strongly correlated to the cost of staff. A structure that has many levels of hierarchy and large numbers of employees is more costly.

Nature of business and planning: this includes the size of the firm, business type and ownership type, and it can influence the organization type. For example, a sole trader uses the simplest structure, while a limited liability firm uses a structure that contains hierarchical levels. Firms that are determined to achieve particular plans and targets usually craft the organizational structure to facilitate achieving these goals.

4. Formal and Informal Organization

a) The Structure of Formal Organizations

Sociologists use a special term to designate a large, complex secondary group that has been established to achieve specific goals. Such a secondary group is called **formal organization**. Formal Organization include a variety of groupings such as schools, businesses, government agencies, religious organizations, volunteer associations, labour unions and professional associations.

An organization that is established as an instrument or means for achieving defined objectives has been referred to as a *formal organization*. As a *formal organization*, its design specifies how goals are subdivided and reflected in subdivisions of the organization. Divisions, departments, sections, positions, jobs, and tasks make up this work structure. Thus, the formal organization is expected to behave impersonally in regard to relationships with clients or with its members. According to Weber's definition, entry and subsequent advancement is by merit or seniority. Employees receive a salary and enjoy a degree of tenure that safeguards them from the arbitrary influence of superiors or of powerful clients.

The higher one's position in the hierarchy, the greater one's presumed expertise in adjudicating problems that may arise in the course of the work carried out at lower levels of the organization. It is this bureaucratic structure that forms the basis for the appointment of heads or chiefs of administrative subdivisions in the organization and endows them with the authority attached to their position.

b) The Structure of Informal Organizations

In contrast to the *informal organization* **expresses the personal objectives and goals of the individual membership**. Their objectives and goals may or may not coincide with those of the formal organization. The informal organization represents an extension of the social structures that generally characterize human life — the spontaneous emergence of groups and organizations as ends in themselves. In prehistoric times, humanity was preoccupied with personal security, maintenance, protection, and survival. Now humanity spends a major portion of waking hours working for organizations. The need to identify with a community that provides security, protection, maintenance, and a feeling of belonging has continued unchanged from prehistoric times. This need is met by the informal organization and its emergent, or unofficial, leaders.

Leaders emerge from within the structure of the informal organization. Their personal qualities, the demands of the situation, or a combination of these and other factors attract followers who accept their leadership within one or several overlay structures. Instead of the authority of position held by an appointed head or chief, the emergent leader wields influence or power. Influence is the ability of a person to gain co-operation from others by means of persuasion or control over rewards. Power is a stronger form of influence because it reflects a person's ability to enforce action through the control of a means of punishment.

5. Bureaucracy

Many formal organizations have come to be structured in a form that is known as a bureaucracy. A **bureaucracy** is a ranked authority structure that operates according to specific rules and procedures. The term comes from the French word bureau, which refers to the cloth covering the desks of French government officials in the 1700s. Weber believed that bureaucracy arises in industrial societies because of an increasing tendency towards rationalization. **Rationalization** refers to the process by which every feature of human behaviour becomes subject to calculation, measurement and control.

Today we use the word bureaucracy to refer to any organization that has many departments or bureaus. If you have ever applied for a driver's license or been admitted to a large hospital you have had to deal with a bureaucratic organization.

5.1 Minimum requirements in any organization are;

- i) Selection of leaders
- ii) Determination of objectives
- iii) Determination of procedures for achieving these objectives and
- iv) Determination of role to be played by each members of the organization.

Methods used to accomplish these four (4) tasks vary greatly, and depend on the country or organization concerned. Clear and precise procedures are developed and strictly followed. The basis on which authority is used affects the nature of the organization of society of which the organization is a part.

5.2 Types of Authority

Weber distinguished three (3) ideal types of authority

a) Traditional authority

Traditional authority is legitimated by the sanctity of religion. Obedience is based on acceptance of customs. People believe God created social order and it's their (duty) responsibility to conform. This is the basis of "divine right of Kings" and of the authority of chiefs in many societies"

Chiefs power is limited by tradition, he cannot extend it or change it from what it was in the past (in practice traditional leaders grow and decline). Social change is possible by breaking away from tradition. Traditional authority is not limited to chieftaincy e.g. fathers/husbands have authority in their families, clergy over their flocks and patrons over clients (able to command because subordinates customarily accept their authority).

b) Charismatic authority

Charismatic authority is based on a leader who embodies a movement and is obeyed for ideological reasons.

Charisma describes "a certain quality of an individual's personality by virtue of which he is set apart from ordinary men and treated as endowed with supernatural, superhuman or at least specifically exceptional powers or qualities. These qualities are not accessible to the ordinary person, but are regarded as of divine origin or exemplary, and on the basis of these, the individual is treated as leader".

Converts to a charismatic movement accept a new value system and often a new way of life. Such a movement is essentially anti-organizational, a revolutionary force which is contemptuous of daily routine arise when social order has broken down where people look for someone to solve their problems. For example, in war; depression (economic); and political change.

A charismatic leader herald's revolutionary changes through persuasion by leader. When a charismatic leader makes a serious mistake or seems to be leading in the wrong direction, his followers turn to someone else. Assistants must have authority because the leader cannot make decisions himself and provision must be made for succession to the leadership. Thus, to a greater or less extent, nations are run by bureaucracy rather than by a charismatic header (or the army when it assumes control).

c) Bureaucratic authority

Bureaucracy leadership also referred to as legal – rational authority has developed over a long period of time because it seems to suit the needs of large scale societies. It is based on the presumed correctness of formal rules; depends on appointment or election to a position to which authority is attached. Compliance by subordinates is based on cultural prescriptions transmitted through social learning.

In a system of legal-rational authority, then compliance with laws, rules and directives results from the individual's feelings of appropriate behaviour and not from obedience to a person "you salute the officer's uniform, not the officer. While on the issue of authority, Weber provided the outlines of legal-rational authority; others have extended his analysis by distinguishing among several possible aspects of authority.

Blau defined bureaucracy as:

"The type of organization designed to accomplish large-scale administration tasks by systematically coordinating the work of many individual"

Bureaucracy involves the rationalization of administration to achieve organizational and or national goals. Rationalization means, “calculated use of resources for the achievement of a particular goal or set of goals in the most economical way possible”

Bureaucratic organizations are characterized by specialization, hierarchy authority, systematized rules, impersonally and a secure and meritocratic career structure. **Bureaucracy** has been identified as a key of the rationalization of modern world by Weber who used ideal types as a conceptual tool.

Weber’s Ideal Model of bureaucracy

Accordingly, Weber’s ideal model of bureaucracies has the following characteristics:

1) Division of Labour

That is, each work is divided among specialists in various positions and each specialist is expected to perform specific duties as defined by precise rules or laws. These rules establish each workers qualification to perform specialized duties and prove that such duties will be carried out on a continuous basis.

2) A Chain of command

That is the ranking of authority. Each with clear-cut lines of responsibilities and each individual worker is responsible to a superior at a higher level. It consists of hierarchy of bosses and workers. System ensures workers must account to a superior for their actions and for those of subordinates.

3) Public office

Complete with written files in which organization's affairs are described and preserved. Separates, bureaucratic functions from home/family influences. Full time employees devote their full attention to the business of the organization, making it a lifetime career.

4) *Employment based on formal qualification*

Specific qualifications are given for each job and individuals hired on the basis of tests, education or previous experience.

5) *Rules and regulations*

These are objective rules, regulations and routine procedures that specify the exact responsibilities and authority of each person or the staff.

6) *Specific lines of promotion and advancement*

It is assumed that employees expect a career with the organization. Thus, there are clear -cut lines of promotion and advancement. Among the rewards for remaining with the organization are job security and seniority.

6. Why Legal – Rational Authority

a) **Productivity** -Legal rational authority is superior over other forms of organizations e.g. factory produces more.

b) **Power** -Legal authority power has the tendency to impose discipline and arbitrates conflict. Such power is controlled by experts who keep others uncertain. It also tends to be accompanied with constant struggle for power.

French and Raven (1960) have proposed that compliance in superior, subordinate relations is based on some combination of five types of control, which they refer to as power:

- 1) **Legitimate power**- compliance rooted in a learned feeling of obligation to comply with superiors directives. You should comply because it is proper to do so. Legitimate Power refers to the different types of professional positions within an organization structure that inherit such power (e.g. Manager, Vice President, Director, Supervisor, etc.). These levels of power correspond to the hierarchical executive levels within the organization itself. The higher positions, such as president of the company, have higher power than the rest of the professional positions in the hierarchical executive levels.
- 2) **Expert power** – compliance based on assumption that another person has greater technical knowledge. Expert Power is attained by the manager in organizations due to his or her own talents such as skills, knowledge, abilities, or previous experience. A manager who has this power within the organization may be a very valuable and important manager in the company.
- 3) **Referent power**- compliance resulting from liking or admiring another person whose respect is valued. Referent Power is gained by association. A person who has power by association is often referred to as an assistant or deputy.
- 4) **Reward power** – compliance stemming from another person's ability of provide rewards. This reward power is the power given to managers that attain administrative power over a range of rewards (such as raises and promotions). Employees who work for managers desire the reward from the manager and will be influenced by receiving it as a result of work performance.
- 5) **Coercive power** – compliance based on another's ability to withdraw or withhold rewards. Coercive Power is the manager's ability to punish an employee. Punishment can be mild, such as a suspension, or serious, such as termination.
- 6) **Charisma Power**: a manager who has charisma will have a positive influence on workers, and create the opportunity for interpersonal influence.

B. Leadership Development

1. Introduction

Throughout history, people have banded together in groups for mutual fellowship, protection and support. Groups are an essential part of our life. It is difficult to list any progressive community developments which are not the result of group thinking, cooperation and action.

Every group has its leader. A leader is a person who influences a group of people towards a specific result. It is not dependent on title or formal authority. (Elevos, paraphrased from Leaders, Bennis, and Leadership Presence, Halpern & Lubar.) Ogbonnia (2007) defines an **effective leader "as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society."** Leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist. An individual who is appointed to a managerial position has the right to command and enforce obedience by virtue of the authority of their position. However, she or he must possess adequate personal attributes to match this authority, because authority is only potentially available to him/her.

In the absence of sufficient personal competence, a manager may be confronted by an emergent leader who can challenge her/his role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions. It follows that whoever wields personal influence and power can legitimize this only by gaining a formal position in the hierarchy, with commensurate authority.

2. Definitions

Leadership can be defined as:

- 1) One's ability to get others to willingly follow.
- 2) "A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.
- 3) Simply somebody whom people follow, or as somebody who guides or directs
- 4) "Organizing a group of people to achieve a common goal.
- 5) A leader is a person who influences a group of people towards a specific result. It is not dependent on title or formal authority
- 6) "An individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society." (Elevos, Bennis, Halpern & Lubar.) Ogbornia (2007).

3. Kinds of Leadership

There are three main kinds of leadership

- 1) The Pre-Scientific or authoritarian leader, who carries full responsibility for the direction of his/her follower. H/she maintains rigid control and direction. Progress is often spectacular but short-lived.
- 2) The Laissez – Faire leader is virtually passive, and leaves h/her followers to do as they wish. There is no guiding hand and progress is unlikely.
- 3) The Scientific or Democratic leader works with h/her followers, finding out their aspirations and guiding them as to possible courses of action. The sharp distinction between leader and follower is dropped, and it is the group as a whole which selects and moves towards its objective, with every individual contributing to the best of h/her ability.

No one type of leader has been found to be the “best” questions such as what is leadership? What makes a good leaders? May be asked. Leadership has already been identified as an important part of social structure and rightly pointed out that, leadership may be exercised through power, authority and influence. Power is a stronger form of influence because it reflects a person's ability to enforce action through the control of a means of punishment. Influence is the ability of a person to gain co-operation from others by means of persuasion or control over rewards. Authority is defined as power that has been institutionalized son that it is no longer seen as the property of an individual, but Rather as the property of a position or an office. Some positions or offices carry the right to direct others.

Thus, leadership may be understood as “the performance of those acts and functions which help a group to determine and achieve its objective”. Leadership is a catalyst, a dynamic force and one has to understand the various roles brought about through leadership. Let us now consider some of the leadership roles and styles:

Sociologists identify following leadership roles that pertain to social roles that all of us may already have had experienced. These are the Activator, the Martyr, the Controller, the Cavalier, and the Abdicator discussed below.

4. Five Leadership Roles

1) The Activator,

The Activator is an involving role. It is a flexible and active role but not rigid. In this role, one tends to involve others in a problem or situation. In brief, the role expectation of the activator is to involve others because people support what they help created. The Activator *stimulates, listens, and involves* people in discussion problem and solutions.

The Activator stimulates others by intriguing them with subject areas and questions. The Activator is a good listener in that h/her behavior is non-judging and listens with h/her whole body. The Activator constantly involves others in the establishment of goals and shares the decision making process.

2) The Martyr,

The Activator is a guilt-producing role. Martyrs are rigid. Whether they are active or passive depends on the need to enforce the code or the need to pressure for conformity. In this role, the martyr wins the group over by making them

feel guilty. The martyr is very inward oriented and tries to make everyone suffer with h/her. The martyr behavior styles are to overcome oneself, seek pity and use guilt.

3) The Controller,

The Controller is a power application role. Controllers are rigid and active but not flexible. In this role, the leader applies power and frightens the group into action. When one portrays this role, one is feared by others. The controller behavior styles are to *intimidate others, judge and use power*.

4) The Cavalier,

The Cavalier is a pleasure-providing role. Cavaliers are extremely flexible and non-judging. In this role, the cavalier provides pleasure and wins the group over through fun. When one portrays the cavalier, one is liked by everyone. The cavalier is skilled at “turning on the charm” and usually has high ego (i.e. opinion of oneself) needs for approval and acceptance. The Cavalier behavior style are to avoid *judgment, entertain and provide* pleasure; and

5) The Abdicator,

The Abdicator is a vacuum and primarily a passive role. If one provides a leadership vacuum, others fill it. When a person portrays the abdicator role, h/she reduces h/her own impact and importance in leadership situations. When a person creates a leadership vacuum, it is referred to as abdicating. The abdicator behavior styles are to withdraw from a situation of responsibility, to postpone action and to use the situation.

5. Organizational Leadership Styles

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. It is the result of the philosophy, personality, and experience of the leader. Rhetoric specialists have also developed models for understanding leadership. In larger organizations the following leadership styles can be identified

a) Engaging style

Engaging as part of leadership style has been mentioned in various literature earlier. Dr. Stephen L. Cohen, the Senior Vice President for Right Management's Leadership Development Center of Excellence, has in his article 'Four Key Leadership Practices for Leading in Tough Times' has mentioned engagement as the fourth key practice. He writes, "these initiatives do for the organization is **engage both leaders and employees in understanding the existing conditions and how they can collectively assist in addressing them.** **Reaching out to employees during difficult times to better understand their concerns and interests by openly and honestly conveying the impact of the downturn on them and their organizations can provide a solid foundation for not only engaging them but retaining them when things do turn around.**

b) Autocratic or authoritarian style

Under the autocratic leadership style, all decision-making powers are centralized in the leader, as with dictators. Leaders do not entertain any suggestions or initiatives from subordinates. The autocratic management has been successful as it provides strong motivation to the manager. It permits quick decision-making, as only one person decides for the whole group and keeps each decision to him/herself until he/she feels it needs to be shared with the rest of the group.

c) Participative or democratic style

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. This has also been called shared leadership.

d) Laissez-faire or free-rein style

A person may be in a leadership position without providing leadership, leaving the group to fend for itself. Subordinates are given a free hand in deciding their own policies and methods. The subordinates are motivated to be creative and innovative.

e) Narcissistic leadership

Narcissistic leadership is a leadership style in which the leader is only interested in him/herself. Their priority is themselves - at the expense of their people/group members. This leader exhibits the characteristics of a narcissist: arrogance, dominance and hostility. It is a common leadership style. The narcissism may range from anywhere between healthy and destructive. To critics, "narcissistic leadership (preferably destructive) is driven by unyielding arrogance, self-absorption, and a personal egotistic need for power and admiration."^[61]

f) Toxic leadership

A toxic leader is someone who has responsibility over a group of people or an organization, and who abuses the leader–follower relationship by leaving the group or organization in a worse-off condition than when he/she joined it.

g) Task-oriented and relationship-oriented leadership

Task-oriented leadership is a style in which the leader is focused on the tasks that need to be performed in order to meet a certain production goal. Task-oriented leaders are generally more concerned with producing a step-by-step solution for given problem or goal, strictly making sure these deadlines are met, results and reaching target outcomes.

Relationship-oriented leadership is a contrasting style in which the leader is more focused on the relationships amongst the group and is generally more concerned with the overall well-being and satisfaction of group members. Relationship-oriented leaders emphasize communication within the group, shows trust and confidence in group members, and shows appreciation for work done.

Task-oriented leaders are typically less concerned with the idea of catering to group members, and more concerned with acquiring a certain solution to meet a production goal. For this reason, they typically are able to make sure that deadlines are met, yet their group members' well-being may suffer. Relationship-oriented leaders are focused on developing the team and the relationships in it. The positives to having this kind of environment are that team members are more motivated and have support, however, the emphasis on relations as opposed to getting a job done might make productivity suffer.

h) Sex differences in leadership behavior

Another factor that helps with leadership style is whether the person is male or female. When men and women come together in groups, they tend to adopt different leadership styles. Men generally assume an agentic leadership style. **Agentic leadership** derives from the term agency. This leadership style is generally found in the business field by a person who is respected by subordinates. This person demonstrates assertiveness, competitiveness, independence, courageousness, and is masterful in achieving their task at hand. They are task-oriented, active, decision focused, independent and goal oriented. Women, on the other hand, are generally more communal when they assume a leadership position; they strive to be helpful towards others, warm in relation to others, understanding, and mindful of others' feelings. In general, when women are asked to describe themselves to others in newly formed groups, they emphasize their open, fair, responsible, and pleasant communal qualities. They give advice, offer assurances, and manage conflicts in an attempt to maintain positive relationships among group members.

Women connect more positively to group members by smiling, maintaining eye contact and respond tactfully to others' comments. Men, conversely, describe themselves as influential, powerful and proficient at the task that needs to be done. They tend to place more focus on initiating structure within the group, setting standards and objectives, identifying roles, defining responsibilities and standard operating procedures, proposing solutions to problems, monitoring compliance with procedures, and finally, emphasizing the need for productivity and efficiency in the work that needs to be done.

As leaders, men are primarily task-oriented, but women tend to be both task- and relationship-oriented. However, it is important to note that these sex differences are only tendencies, and do not manifest themselves within men and women across all groups and situations.

6. Which style is Best?

No one style is good for all situations. Strive towards wanting to building flexible behavior skills to meet the demands of different situations. Use the style that is appropriate for the situation.

Different situations call for different leadership styles. In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team,

an autocratic leadership style for instance, may be most effective; however, in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective. The style adopted should be the one that most effectively achieves the objectives of the group while balancing the interests of its individual members.

7. Leadership theories

Studies of leadership have produced theories involving traits, situational interaction, function, behavior, power, vision and values, charisma, and intelligence, among others.

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