

Anita Zbieg: Application of network analysis in evaluating organizational structure and determining its future shape

Summary: Organizational structure is commonly used as the description for ways of organizing company employees. In management sciences, usually used is the organizational chart that emphasizes formal, generally hierarchical and functional dimensions of getting job done. Less known are the representations and analysis of company structure conducted with network analysis techniques. Thesis presents result of empirical studies that compare formal structure of a company with its less formal counterpart: the network of cooperation, flow of information, knowledge and decision between employees. The research involves the formal and networked structures of the six companies of different sizes of employment (<50, <100 and <200 employees) counting a total of 477 employees. Study 1 demonstrates the relationship between the position of an employee in the formal and informal structure of the company. Four styles of work performance and different sources of authority for women and men have been distinguished. Study 2 was to determine the relationship between the size of the companies investigated, and the properties of their organizational structures described on such dimensions as integration, centralization and specialization. Different level of the convergence for formal and informal structure has been observed for companies that employees different number of people. Results suggest that the description of organizational structure with ONA technique and comparison of formal and informal structure of the company provides information about its performance that are difficult to obtain in any other way. Next, presented managerial implications refer to specific ways of how to improve the organizational structure on the basis of information obtained by analyzing the organizational network. They respond to such questions as: How to diagnose and improve company structure after the merger ?, How to assess and improve the structure of the company in the context of work efficiency?, and How to effectively carry out organizational changes using the information on the structure of the company? Finally, the limitations of the study have been presented together with possible directions of the development.

Keywords: organizational structure, network analysis, organizational network analysis, company performance