



Suitability of Change in Organization Structure of Infrastructure Project

Mr. Shalabh Srivastava ¹

1. PG Scholar, PVPIT Bavadhan Pune, India

Abstract: It is found that extend confront numerous issues like inappropriate communication and coordination, non-alignment of the objective, vulnerability in specialist, hazy parts and duty, moo venturesoul, doubt, debate, prevailing conduct. All these issues can be categorized basically in twoperspectives, one is auxiliary and another is utilitarian. That's why adjustments are recommended asbasic enhancement and utilitarian change. Duty specialist adjust, documentation of issue tacklingapproach, unused compensate framework these alterations are proposed beneath utilitarian change andbeneath basic change, this inquire about tries to coordinated staff work of line and staff associationwithin the lattice association structure with one alter which is to assign this post to real execution levelrather than higher administration level. Concurring to master conclusion, parameters likecommunication and coordination, group inspiration and soul, responsibility and parts and obligation canbe improved in proposed structure if implanted. This will help to reduce the limitations and problems andmake the structure more suitable. This proposed modification and existing structure is evaluated for its efficiency by analytical tool like paired t test and scoring model analyze. Scoring model analysis is doneby help of questionnaires. And hypothesis is tested by Paired t test.

Keywords: Metro, Matrix, Organizational behavior, New Structure, Infrastructure

----- X -----

INTRODUCTION

The systematic arrangement or division of work, activities or tasks between individuals and groups with the necessary allocation of duties and responsibilities among them to achieve common objectives called Managerial structure. organizations have specific objectives, a formal structure of authority with some persons in leadership roles and others in subordinate roles, having a set of formal procedures or system. Organization management refers to art of getting people together on a common platform to make them work towards a common predefined goal of the firm. Organization management enables the optimum use of resources through planning and control at the workplace. Organization management gives sense of direction to employees of the firm. The individuals are well aware of their roles and responsibilities and know what they are supposed to do in the organization.

DATA COLLECTION AND ANALYSIS

Change in organization Structure by Delphi techniques: The detail analysis of interview of experts and site visit the new origination structure is suggested for infrastructure organization

Existing structure

Matrix structure is the most suitable structure for any major construction project. Matrix structure has many advantages compared to other structures hence it is used in most of the metro projects globally. Though it is the best structure for major construction projects, still there are few problems associated with

this structure. Most of the projects failed to meet their specific goal. Time delay and budget overrun are the two main problems project faces significantly. This calls for effective management of the projects. It is difficult to overcome all the limitation of the structure. But still there is significant chances of improvement. Research indicate that existing structure faces some issues listed below

1. Improper communication and coordination
2. Distrust
3. Dispute
4. Lack of motivation and project spirit
5. Non alignment of the goal
6. Uncertainty in authority
7. Unclear roles and responsibility

All these problems are structural and functional in nature. This problem can be solved by adopting some structural and functional changes.

Proposed structure

To overcome the limitation of existing structure few changes are proposed in the existing management structure. This modification is categorized in two type, one is structural change and another is functional changes. These improvements are intended to improve coordination, monitoring and controlling mechanism. According to research, all parameter cannot be improved at a time because the complexity of the structure, so this research is focused on the few important parameter which causes problems in existing structure. These parameters are listed below

1. Communication and coordination
2. Team motivation & spirit.
3. Dispute resolution.
4. Accountability.
5. Roles & responsibility.

This research work doesn't address other considered parameter like risk management, project planning & scheduling, health & occupational safety with greater extent.

Functional changes

Some functional problems are associated with the existing matrix management structure. This problem can be overcome by some functional changes. Following method can be incorporated in the structure.

A) Responsibility-Authority balance.

Authority and responsibility should go hand in hand but this is not the case in many of the management structure. It is found that the responsibility overcomes the authority. This creates the concentration of the power and shorten the border between roles and responsibility. This led to power dispute which reported by many respondents. So in the proposed system both should be effectively balanced. Higher authority should be given for the higher responsibility and lesser authority should be given to lesser responsibility. If the person is awarded with right authority, then he can reduce the time taken for decision making. It can reduce the dispute and can enhance the commitment of the team. For example, quality engineer has the responsibility to maintain the quality of the work so the authority should be given to him to stop the work and improve the quality of the execution team if faulty workmanship is found. This change will distinguish the roles and responsibility which was unclear in existing structure and will create power balance

B) Documentation of problem-solving approach

Problem solving approach is the most important quality required in any complex activity. But in many cases this approach is not structured. If one is capable of solving the problem, then he can reduce the time and cost. Problem solving approach can enhance the speed of the work and can deliver higher income. Problem solving is the skill and everyone has different approach to see the problem, that's why problem-solving approach should be documented. This will prevent the loss of valuable solutions. This will also help in continuous improvement by studying, evaluating and improving the data generated by documentation. This data can be used for training purpose and can be implemented in execution level. The strong message will convey to the team member that their problem-solving skills are identified by the organisation and This will encourage the problem-solving approach in the team.

C) Reward system

New reward system should be implemented in the structure to encourage the team member. This reward should be based on the problem-solving approach & continues development and not based on just completion of the project. In most of the cases incentives are provided as per the early completion of the work. Two cases can be considered while defining the reward system, one is continuous development and another is problem solving approach. Improvement in skill through training, skill development program like PMKVY, higher education and improvement in quality should be considered in continues development. And reduction of time and money due to problem solving approach should be considered. Reward can be in the monetary form or promotion. Monetary benefit should be calculated by considering the quality improvement and mitigation of the risk because of the problem-solving approach. Some fraction of total monetary benefit should be shared between the concerned team. This will encourage the team and pump the project spirit into team. This reward system will enhance the healthy competition among the team and help in their personal growth.

Structural changes

Some structural changes also need to be done in the existing management structure along with functional changes. The proposed functional improvements will put extra burden on the structure. Management structure is already occupied in various roles. Result also indicates that there is big scope of improvement

in the organisation behavior. Both the things demand the structural changes. Structural gap needs to fulfil in the existing structure. As per the demand the supporting function needs to be introduced in the structure. This function can be taken from line and staff structure. In that structure, staff is the post which is supportive to the higher authority. But as per the research finding more money and the weightage is wasted on the upper management while actual work is carried by the execution level team. This should be balanced. This can be done by borrowing the staff function from line and staff structure and introduced it into the ground level team for their supportive role. The new post is proposed in management structure to improve performance. Functions of new post will be-

1. Monitor the authority rights which is given under responsibility-authority balance.
2. Documentation of the problem-solving approach.
3. Maintain the data of reward system.
4. Form cross functional team to improve coordination among the different parties.
5. Motivate the team and promote project spirit.
6. Help the team member for their personal growth & skill development
7. To make coordination, monitoring and control mechanism more effective.
8. Act as supervisory link.
9. Create awareness about company's goal, aim and objectives in execution team.
10. To have clearer picture and transparency so as to Reduce the distrust and disputes.
11. Create awareness about role, responsibility and significance of their work.

CONCLUSION

- According to expert, proposed structure is expected to perform better than existing structure in communication and coordination, team motivation and spirit, accountability, roles and responsibility. This indicates that some of the limitations of the existing structure will be rectified.
- Hand in hand approach will improve coordination and communication as a result of which, overall planning, execution and risk identification and sharing will be improved.
- Proposed structure will impart accountability into team, improve commitment through authority-responsibility balance and transparency can be achieved.
- Proposed structure will pump project spirit, motivation and boost the morale of the employee which will have its direct impact on the productivity, efficiency and the success of the project.
- Problem solving approach will be implanted in the team which will reduce the risk and speed up the work.

- Whole organizational behavior will be improved.
-

References

1. Antony ugoni b.sc. (hons). Bruce f. Walker d.c. 1995 “The t test: an introduction”
2. Craig A, Nelson 1986 “A scoring model for flexible manufacturing systems project selection”
3. Ehab elkassas, hossam hosny, waleed mattr International Journal of Engineering Science and Innovative Technology (IJESIT) Volume 2, Issue 3, May 2013 Optimum Organizational Structure for Construction Projects
4. J.R. San Cristóbal, V. Fernández, E. Diaz. 2018 “An analysis of the main project organizational structures: Advantages, disadvantages, and factors affecting their selection”
5. John A Kuprenas, 2001, Implementation and performance of matrix organization structure
6. Jounce. Moore, Jr., & Norman r. Baker 1969 “An Analytical Approach to Scoring Model Design Application to Research and Development Project Selection”
7. Miryam Barad & Tzvi Raz, International Journal of Quality & Reliability Management, June 2000, Contribution of quality management tools & practices to project management performance
8. Lin He1 Qiangsheng Liang1 Siyuan Fang 2016 “Challenges and Innovative Solutions in Urban Rail Transit Network Operations and Management: China’s Guangzhou Metro Experience”
9. Lokesh Kumar Meena, S. L. Bairwa, K. Lakra, Maina Kumari, and R.S.Meena, 2013, A study of line and staff organisation in organization behavior
10. Niraj Sharma, Rajni Dhyani, S. Gangopadhyay, 2013, Critical Issues Related to Metro Project in India.
11. Niyazuden Kamaruden, Balan Sundarakani, Mohammad Nabhan Road & Transport Authority, 2018 Study of Service Operation of Metro: Action research embedded with case study.