

# Implementing Leadership Functions: Vital in Leading to Up-Gradation of Organizational Structure



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**Abstract** Within all types of organizations, there are individuals in leadership positions. They are required to be well-informed in terms of all their job duties and responsibilities. In order to carry these out in a well-organized manner, one needs to be well-informed in terms of methodologies and procedures. The individuals in leadership positions need to augment the traits of efficiency, honesty, morality and ethics throughout their jobs. Furthermore, they need to guide the human resources in the right direction. These are the assets and need to make use of their competencies, abilities and aptitude in doing well in their job duties. As a consequence, they will meet the expectations of leaders. The leaders are required to pay attention on number of factors, which are necessary in promoting well-being of human resources and overall structure of the organizations. These are, making wise and productive decisions in terms of various factors; managing financial, human, technical, material and information resources; utilization of pioneering methodologies and materials; grievance redresser procedures; infrastructure, amenities and facilities; training and development programs and so forth. Furthermore, they are required to form cordial and amiable terms and relationships with all the employees. Therefore, it is well-understood, implementing leadership functions is vital in leading to up-gradation of organizational structure. The main concepts that are taken into account in this research paper are, understanding the meaning and significance of leadership functions, measures to be implemented in leading to up-gradation of leadership functions, and advantages of implementing leadership functions.

**Keywords:** Abilities, Job Duties, Human Resources, Leadership Functions, Methodologies, Organizational Structure, Skills, Up-gradation

## I. INTRODUCTION

Acquisition of employment opportunities is regarded as one of the major goals of individuals, belonging to all communities, categories and socio-economic backgrounds. The individuals make selection of the fields in accordance to their educational qualifications, competencies, abilities and aptitude. The different fields that are selected are, education, architecture, arts, literature, medical, health care, science, technology, engineering, journalism, law and so forth.

In all the fields, the skills and abilities of the individuals enable them to acquire leadership positions (Leadership Skills, 2020). The leaders need to be well-equipped in terms of different types of methodologies and procedures that are necessary in promoting overall functioning of the organizations. The leadership functions are facilitating in managing and leading others satisfactorily. The leaders need to augment their information in terms of all their job duties and responsibilities. Furthermore, they need to be well-informed in terms of suitable ways that would be facilitating in generating desired outcomes. Therefore, throughout the jobs of the leaders, they are required to enhance knowledge regarding different types of job duties and methods to implement these. The decision-making is regarded as an integral part of all organizations. The leaders are vested with the authority and responsibility of making wise and productive decisions in terms of various factors, i.e. goals, objectives, mission, purpose, job duties, methodologies, procedures, techniques, training and development programs, infrastructure, amenities, facilities, resources and so forth. In the implementation of decision-making process, analysis is conducted in terms of various types of alternatives and options that are available (Bhat, 2020). After the analysis is conducted, selection is made of the most worthwhile and favourable alternatives or options. The decisions are made on an immediate basis or can be more time-consuming. The leaders need to ensure that decisions made need to be favourable and useful to all the members and overall structure of the organizations. The decisions need to be flexible. In other words, changes need to take place in decisions, when needed. The leaders have their own discretion, but they take ideas and suggestions from other members as well, when they are required to. Therefore, making wise and productive decisions is essential and needs to be put into practice in an efficient manner.

### A. Understanding the Meaning and Significance of Leadership Functions

Within all types of organizations, all the members get overwhelmed by various types of problems and challenging situations. The different factors in terms of which these are experienced are, job duties, methodologies, procedures, techniques, training and development programs, infrastructure, amenities, facilities, lack of financial, human, technical, material and information resources, unawareness in terms of various factors, and so forth.

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In cases of occurrences of all types of problems and challenging situations, the leaders need to ensure they implement grievance redresser procedures. These will be facilitating to the members in conveying their problems. Furthermore, the leaders need to acquire an efficient understanding in terms of their causes and provide solutions. The experiencing of various types of problems demotivates the individuals towards implementation of job duties and responsibilities.

Hence, one need to analyse the causes and obtains solutions to these in an effective manner. Furthermore, these need to be prevented from giving rise to impediments within the course of implementation of job duties. Therefore, individuals acquire an efficient understanding of the meaning and significance of leadership functions, when problems and challenging situations are solved in an appropriate manner.

The financial, human, technical, material and information resources are regarded as vital in all types of organizations. The financial resources are monetary resources. These are the key in making purchases of various items, obtain services of service providers and bring about changes in various factors. The human resources are the personnel. They are to make use of their educational qualifications, skills and abilities in an effective manner. Technical resources are, computers, lap-tops, I pads, scanners, printers, photo-copiers, audio-visual aids, projectors, and so forth. Material resources are, tools, devices, machinery, apparatus, and equipment. Information resources are, books, articles, reports, projects, newspapers, magazines, other reading materials and internet. All the members of the organizations, irrespective of their job positions in the hierarchy are required to utilize these resources in implementation of their job duties. Hence, they need to make use of these in an effective manner and prevent wastage. Therefore, one is able to acquire an understanding of the meaning and significance of leadership functions, when financial, human, technical, material and information resources are managed in a satisfactory manner.

All the members of the organizations lead to up-gradation of motivation levels towards implementation of all types of job duties and responsibilities, when the environmental conditions are pleasant and amiable. Hence, leaders and other members need to work in co-ordination with each other in creating pleasant and amiable environmental conditions. The communication processes are to take place in an effective manner. Furthermore, one needs to treat each other with respect and courtesy. The job duties are complicated as well as manageable, these are put into practice in more amount of time or can be less time-consuming and these are carried out on one's own or through working in co-ordination with other members. As a consequence of having pleasant and amiable environmental conditions, all the members will feel comfortable within the working environment. Hence, they will be able to do well in their job duties and generate desired outcomes. Furthermore, workforce will meet the expectations of individuals in leadership positions. Therefore, an understanding of the meaning and significance of leadership functions is acquired, when leaders are working diligently in creating pleasant and amiable environmental conditions.

### B. Measures to be implemented in leading to Up-gradation of Leadership Functions

The organizations are of different types, i.e. educational institutions of all levels, training centres, financial institutions, production and manufacturing organizations, services organizations, agencies, non-government organizations and so forth. In all types of organizations, chief executive officers, directors, heads, principals, managers, and supervisors are individuals in leadership positions. They are required to guide and lead the workforce in the right direction. Within the course of time, leaders need to impart information in terms of number of factors that are facilitating in leading to progression (Important Leadership Skills for Workplace Success, n.d.). Furthermore, leaders need to put into operation different types of methods, which would be facilitating in leading to up-gradation of motivation and concentration levels among workforce. Hence, throughout their jobs, they need to focus on up-gradation of their competencies, abilities and aptitude. Furthermore, they need to be well-informed in terms of measures to be implemented in leading to up-gradation of leadership functions. All the measures are required to be put into operation in a well-organized and positive manner. These are stated as follows:

### C. Making Wise and Productive Decisions

The decision-making is regarded as an integral part of all organizations. The leaders are vested with the authority and responsibility of making wise and productive decisions in terms of various factors, i.e. goals, objectives, mission, purpose, job duties, methodologies, procedures, laws, rules, training and development programs, infrastructure, amenities, facilities, various types of resources and so forth. In the implementation of decision-making process, analysis is conducted in terms of various types of alternatives and options that are available. After the analysis is conducted, selection is made of the most worthwhile and suitable alternatives or options.

The decisions are made on an immediate basis or can be more time-consuming. The leaders need to ensure that decisions made need to be favourable and useful to members and overall structure of the organizations. The decisions need to be flexible. In other words, changes need to take place within decisions, when it is necessary. Hence, making wise and productive decisions is essential in all types of organizations in order to promote well-being and goodwill. Therefore, making wise and productive decisions is regarded as one of the indispensable measures to be implemented in leading to up-gradation of leadership functions.

### D. Implementing Recruitment and Selection Methods Efficiently

Human resources are regarded as the assets of the organizations. They are required to make use of their educational qualifications, skills and abilities in an effective manner.



The individuals in leadership positions are required to implement recruitment and selection methods in an efficient manner. The posts for jobs are displayed on websites or newspapers or magazines with all the job requirements. The candidates, who feel they are suitable for jobs, apply. The interviews, written tests and group discussions are some of the common selection methods that are implemented by leaders and hiring authorities.

When the individuals meet the job requirements, they are recruited and selected. The various types of job requirements that need to be taken into account are, educational qualifications, skills, abilities, aptitude, personality traits and work experience. The work experience is regarded as vital, as it prepares the individuals to implement job duties in accordance to expectations of leaders. Furthermore, it needs to be ensured, human resources are encouraging in leading to up-gradation of overall organizational structure. Therefore, implementing recruitment and selection methods efficiently is one of the significant measures to be implemented in leading to up-gradation of leadership functions.

#### **E. Being well-informed regarding Job Duties and Responsibilities**

The individuals in leadership positions need to be well-equipped in terms of different types of job duties and responsibilities. They normally set their schedule on weekly basis. In this manner, they generate information in terms of different types of job duties and responsibilities that are to be put into operation. The job duties and responsibilities are more or less time-consuming. These are implemented on one's own or through working in co-ordination with other members. The possession of adequate information in terms of these is regarded as the key in promoting overall functioning of the organizations in an efficient manner.

The leadership functions are facilitating in managing and leading others satisfactorily. The leaders need to augment their information in terms of all their job duties and responsibilities. Furthermore, they need to be well-informed in terms of suitable ways that would be facilitating in generating desired outcomes. Hence, throughout the jobs of the leaders, they are required to enhance knowledge regarding different types of job duties and methods to implement these in a well-organized manner. Therefore, being well-informed regarding job duties and responsibilities is an expedient measure to be implemented in leading to up-gradation of leadership functions.

#### **F. Being well-informed in terms of Methodologies and Procedures**

It is of utmost significance for leaders to be well-informed in terms of different types of methodologies and procedures. These are the key in doing well in one's job duties and generating desired outcomes. The methodologies and procedures are more or less time-consuming. These are implemented on one's own or through working in co-ordination with other members. The possession of adequate information in terms of these is regarded as the key in promoting overall functioning of the organizations in an efficient manner. The leadership functions are implemented satisfactorily when one acquires an efficient understanding of the concepts.

Furthermore, one needs to get engaged in regular practice. This is facilitating in acquiring an efficient understanding of all concepts and clarifying all types of doubts. Hence, throughout the implementation of job duties, one needs to augment information in terms of different types of methodologies and procedures. One of the important aspects is, these need to be implemented in a moral and ethical manner. Furthermore, desired goals will be achieved. Therefore, being well-informed in terms of methodologies and procedures is an eminent measure to be implemented in leading to up-gradation of leadership functions.

#### **G. Utilizing Modern, Scientific and Innovative Methods and Materials**

With advancements taking place and with the advent of modernization and globalization, it is necessary to augment information in terms of modern, scientific and innovative methods and materials. The utilization of these would be facilitating in carrying out job duties in a less time-consuming and efficient manner. One needs to acquire an efficient understanding of the concepts. Furthermore, one needs to get engaged in regular practice. This is facilitating in acquiring an efficient understanding of all concepts and clarifying all types of doubts. As a consequence, one will be confident and overcome the feelings of apprehensiveness and vulnerability.

Hence, throughout the implementation of job duties, one needs to augment information in terms of different types of modern, scientific and innovative methods and materials. These are, utilization of charts, graphs, pictures, images, designs, structures, tools, devices, machinery, apparatus, equipment, models, and various types of technologies. The leaders need to encourage the workforce to make use of these methods and materials. As a consequence, one will be motivated towards putting into operation different types of tasks and activities. Therefore, utilizing modern, scientific and innovative methods and materials is a renowned measure to be implemented in leading to up-gradation of leadership functions.

## **II. MANAGING RESOURCES**

In all types of organizations, the management of financial, human, technical, material and information resources are regarded to be of utmost significance. These enable all the members to do well in their job duties and generate desired outcomes. The financial resources are monetary resources. These are the key in making purchases of various items, obtain services of service providers, bring about changes in various factors and fulfil all types of needs and requirements. The human resources are the personnel. They are to make use of their educational qualifications, skills and abilities in an effective manner. Technical resources are, computers, lap-tops, I pads, scanners, printers, photocopiers, audio-visual aids, projectors, and so forth.

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Material resources are, tools, devices, machinery, apparatus, and equipment. Information resources are, books, articles, reports, projects, newspapers, magazines, other reading materials and internet. All the members of the organizations, irrespective of their job positions in the hierarchy are required to utilize these resources in implementation of their job duties. Hence, they need to make use of these in an effective manner and prevent wastage. Therefore, managing resources is a prominent measure to be implemented in leading to up-gradation of leadership functions.

### A. Implementing Grievance Redresser Procedures

All the members, irrespective of their job positions get overwhelmed by various types of problems and challenging situations. The different factors in terms of which these are experienced are, job duties, methodologies, procedures, techniques, training and development programs, infrastructure, amenities, facilities, lack of financial, human, technical, material and information resources, unawareness in terms of various factors, and so forth. In cases of occurrences of all types of problems and challenging situations, the leaders need to ensure they implement grievance redresser procedures. These will be facilitating to the members in conveying their problems and concerns and obtain useful solutions.

Furthermore, the leaders need to acquire an efficient understanding in terms of their causes and provide solutions. The experiencing of various types of problems demotivates the individuals towards implementation of job duties and responsibilities. Hence, one need to analyse the causes and obtains solutions to these in an effective manner. Furthermore, these need to be prevented from giving rise to impediments within the course of implementation of all types of job duties and responsibilities. Therefore, implementing grievance redresser procedures is a notable measure to be implemented in leading to up-gradation of leadership functions.

### B. Leading to Up-gradation of Motivation Levels among Workforce

The individuals in leadership positions need to put emphasis on leading to up-gradation of motivation levels among workforce. As a consequence, the mind-sets of the workforce will be stimulated and they will put in efforts to their best abilities (Witt, 2020). Hence, leaders need to implement all the factors, which are facilitating in augmenting motivation levels among workforce. These are giving of various types of rewards, incentives, promotional opportunities, increase in pay, additional job duties and responsibilities and opportunities to hone one's skills and abilities.

The leaders need to ensure that workforce augment their enthusiasm levels towards job duties. As a consequence, they will put in their best efforts in order to achieve desired goals. Furthermore, various types of problems and challenging situations will be prevented from giving rise to impediments within the course of implementation of job duties and achievement of desired goals. As a consequence, one will meet the expectations of individuals in leadership positions. Furthermore, one will incur the feeling of job satisfaction and retain one's jobs. Therefore, leading to up-

gradation of motivation levels among workforce is a noteworthy measure to be implemented in leading to up-gradation of leadership functions.

### C. Implementing Time-Management Skills

The individuals in leadership positions are vested with number of job duties and responsibilities. These are put into operation in more amount of time or can be less time-consuming. Hence, throughout their jobs, they need to be well-informed in terms of time-management skills. These are the skills that are facilitating in taking out sufficient amount of time for all tasks and activities. In the effective implementation of these skills, priorities are assigned to job duties.

The job duties, which are more important are carried out first, whereas, the ones, which are less important are implemented after the completion of more important ones. Procrastination is avoided. The time-management skills are useful in completing all types of tasks and activities within the required time-frame. Furthermore, leaders are required to impart information among workforce as well in terms of meaning and significance of these skills. These are considered vital in order to meet the expectations of leaders. These are facilitating in achieving organizational goals and leading to up-gradation of the overall structure of the organizations. Therefore, implementing time-management skills is a productive measure to be implemented in leading to up-gradation of leadership functions.

### D. Leading to Up-gradation of Training and Development Programs

When the workforce gets recruited and selected within various types of organizations, i.e. production and manufacturing, services, and financial institutions, they are required to get enrolled in training and development programs. These programs are of different time durations, i.e. one day, two days, one week, two weeks, one month or six months. The main objective of these programs is to impart information in terms of various factors, i.e. mission, purpose, goals, objectives, job duties, methodologies, procedures, techniques, personnel, departments, and overall structure of the organizations. The trainers are required to make use of advantageous methodologies and procedures, which are facilitating in augmenting information among trainees. The different types of training methods are, case studies, simulation, lecture methods, group discussions, vestibule training, field-work, job rotation and so forth.

The individuals in leadership positions are required to recruit well-qualified and experienced trainers. Furthermore, they need to be provided with adequate material and information resources, which are facilitating in carrying out job duties in an appropriate manner. In addition, up-gradation needs to take place of infrastructure, amenities and facilities. Therefore, leading to up-gradation of training and development programs is a prolific measure to be implemented in leading to up-gradation of leadership functions.



### E. Providing Infrastructure, Amenities and Facilities

The leaders need to put emphasis on leading to up-gradation of infrastructure, amenities and facilities. These are referred to power supplies, water supplies, restrooms, clean drinking water, furniture, communication networks, transportation facilities, heating and cooling equipment in accordance to the weather conditions, ramps, elevators, buildings, parks, and overall environmental conditions.

Within educational institutions, provision of library and laboratory facilities is regarded as indispensable. As a consequence, the mind-sets of the individuals get stimulated towards implementation of tasks and activities. Furthermore, individuals will feel comfortable within all types of professional settings.

The management of financial, human, technical, material and information resources are regarded as the key in making provision of infrastructure, amenities and facilities. The leaders need to hire competent and experienced service providers, who would carry out their job duties in a well-ordered manner. Within the course of time, it is necessary to carry out repair work. Furthermore, financial resources need to be managed in an effective manner. In addition, technical, material and information resources are regarded as vital in managing infrastructure, amenities and facilities in an effective manner. Therefore, providing infrastructure, amenities and facilities is a favourable measure to be implemented in leading to up-gradation of leadership functions.

### F. Creating Amiable and Pleasant Environment within Workplace

All the members of the organizations, irrespective of their job positions in the hierarchy lead to up-gradation of motivation levels towards implementation of all types of job duties and responsibilities, when environmental conditions are pleasant and amiable. Hence, leaders and other members need to work in co-ordination with each other in creating pleasant and amiable environmental conditions. The communication processes are to take place in a polite and decent manner. Furthermore, one needs to treat each other with respect and courtesy.

The job duties are complicated as well as manageable, these are put into practice in more amount of time or can be less time-consuming and these are carried out on one's own or through working in co-ordination with other members. As a consequence of having pleasant and amiable environmental conditions, all the members will feel comfortable within the working environment. Hence, they will be able to do well in their job duties and achieve desired goals. Furthermore, workforce will meet the expectations of individuals in leadership positions. Therefore, creating amiable and pleasant environment within workplace is a useful measure to be implemented in leading to up-gradation of leadership functions.

### G. Advantages of implementing Leadership Functions

In all types of organizations, leaders are appointed. There are certain procedures, which are put into operation in order to appoint well-qualified and competent leaders. The main reason for having leaders in all types of organizations is to

manage all tasks and activities in a well-organized manner. When human resources get recruited and selected within all types of organizations, they need to generate information in terms of various factors (7 Ways to Improve Leadership Skills, 2020). In other words, they need right direction to do well in their job duties and achieve desired goals. The individuals in leadership positions put into operation all types of measures, which are necessary in honing skills and abilities among human resources.

Implementation of leadership functions in a well-ordered manner is advantageous on a comprehensive basis. Therefore, various advantages are, preparing human resources in a satisfactory manner; promoting law and order within organizations; augmenting competencies and abilities among workforce; providing equal rights and opportunities to workforce; leading to an increase in productivity and profitability and promoting community well-being. These are stated as follows:

### H. Preparing Human Resources in a Satisfactory Manner

The human resources are the assets of the organizations. They are to make use of their educational qualifications, skills and abilities in an effective manner. The individuals in leadership positions are required to prepare human resources in a satisfactory manner. They need to be imparted information in terms of all factors, i.e. mission, purpose, goals, objectives, job duties, methodologies, procedures, techniques, departments, and overall structure of the organizations. Furthermore, the working environmental conditions should be created in such a manner that mind-sets of human resources need to be stimulated towards implementation of job duties and responsibilities. In addition, they need to up-grade motivation and concentration levels. As a consequence, they will generate desired outcomes and meet expectations of individuals in leadership positions. Therefore, preparing human resources in a satisfactory manner is regarded as one of the indispensable advantages of implementing leadership functions.

### I. Promoting Law and Order within Organizations

The individuals in leadership positions are required to formulate rules, which are necessary in promoting law and order within organizations. In order to do well in one's job duties, achieve desired goals and lead to up-gradation of overall structure of the organizations, it is necessary for leaders to promote law and order. Furthermore, all other members need to understand and abide by law and order. As a consequence, all the members, irrespective of their job positions in the hierarchy will implement their job duties in a disciplined manner. Furthermore, communication processes and working with other members will also take place in a disciplined manner. In addition, there will not be any room for occurrence of conflicting situations. Hence, law and order will be reinforced within all types of organizations. Therefore, promoting law and order within organizations is one of the significant advantages of implementing leadership functions.

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### J. Augmenting Competencies and Abilities among Workforce

The individuals in leadership positions are required to put emphasis on augmenting competencies and abilities among workforce. The workforce are required to make use of these in an effective manner in doing well in their job duties, achieving desired goals and objectives and leading to up-gradation of overall structure of the organizations.

The different types of competencies and abilities are, planning, organizing, directing, controlling, co-ordinating, convincing, persuasion, emotional intelligence, systems thinking, possessing the abilities to work under stress, putting in efforts to one's best abilities, coping with different types of dilemmas and challenging situations in an adequate manner and carrying out all types of tasks and activities in a well-organized manner. The workforce needs to utilize their competencies and abilities in a satisfactory manner throughout their jobs. Furthermore, in cases of setbacks, they need to seek assistance from individuals in leadership positions. Therefore, augmenting competencies and abilities among workforce is an expedient advantage of implementing leadership functions.

### K. Providing Equal Rights and Opportunities to Workforce

Within the organizations, the workforce are different from each other in terms of number of factors, i.e. castes, creeds, religions, ethnicities, genders, age groups, educational qualifications, cultures, competencies, abilities, communities and socio-economic backgrounds. Within organizational structures, they are employed in different job positions. Hence, individuals in leadership positions need to ensure, all the members are provided with equal rights and opportunities. Furthermore, it needs to be ensured, there is not any discrimination on the basis of any factors. The leaders need to ensure, they communicate with all the members in a polite and decent manner. Furthermore, they are to be treated with respect and courtesy. The workforce is different from each other only in terms of job positions, but there should not be any differences in terms of any other factor. Therefore, providing equal rights and opportunities to workforce is an eminent advantage of implementing leadership functions.

### L. Leading to an increase in Productivity and Profitability

Leading to an increase in productivity and profitability is regarded as one of the major goals of individuals primarily in production and manufacturing organizations. In order to achieve this goal, leaders are putting in efforts to impart information among workforce in terms of various factors. They focus on augmenting competencies, abilities and aptitude among human resources. Furthermore, they generate information in terms of utilization of different types of modern, scientific and innovative methods and materials. In order to generate desired outcomes, the workforce needs to be given sufficient amount of time, as lesser amount of time would cause detrimental outcomes. Hence, when leaders work diligently in preparing the workforce, the individuals are rendering an important contribution in leading to an increase in productivity and

profitability. Therefore, leading to an increase in productivity and profitability is a vital advantage of implementing leadership functions.

### III. PROMOTING COMMUNITY WELL-BEING

In all types of organizations, i.e. educational institutions of all levels, training centres, financial institutions, production and manufacturing organizations, services organizations, agencies, non-government organizations, medical and health care centres and so forth, the job duties that are put into practice by all members focus on promoting community well-being. For example, within educational institutions of all levels, educators are teaching students and promoting community well-being. Within medical and health care centres, services are provided to treat various types of health problems and illnesses. As a consequence, community well-being will be promoted. The individuals in leadership positions are implementing ways to augment competencies, abilities and aptitude among human resources. Furthermore, they generate information in terms of utilization of different types of modern, scientific and innovative methods and materials within job duties. Hence, they prepare human resources to achieve organizational goals and lead to up-gradation of overall structure of the organizations. Therefore, promoting community well-being is a crucial advantage of implementing leadership functions.

### IV. CONCLUSION

The leadership functions are facilitating in management of workforce and organizations. Measures to be implemented in leading to up-gradation of leadership functions are, making wise and productive decisions, implementing recruitment and selection methods efficiently, being well-informed regarding job duties and responsibilities, being well-informed in terms of methodologies and procedures, utilizing modern, scientific and innovative methods and materials, managing resources, implementing grievance redresser procedures, leading to up-gradation of motivation levels among workforce, implementing time-management skills, leading to up-gradation of training and development programs, providing infrastructure, amenities and facilities and creating amiable and pleasant environment within workplace. Advantages of implementing leadership functions are, preparing human resources in a satisfactory manner; promoting law and order within organizations; augmenting competencies and abilities among workforce; providing equal rights and opportunities to workforce; leading to an increase in productivity and profitability and promoting community well-being. Finally, it can be stated, leadership functions are vital in leading to up-gradation of overall organizational structure.



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