

Types of Hierarchy:

To organize an organization based on the principles of hierarchy, specific foundations are required. Through an analysis of various formal organizations worldwide, it becomes clear that different foundations are used to organize organizations systematically. These foundations are

typically four: work, functionality, prestige or dignity, and remuneration. 1.

Job Task-Based Hierarchy: In this hierarchy, each employee's position is determined

based on the tasks assigned to them. A higher-ranking employee holds a position that

requires more authority and responsibility, while a lower-ranking employee holds a

position with fewer responsibilities. The hierarchy is based on the specific tasks assigned

to each employee. 2. **Rank-Based Hierarchy:** In this system of hierarchy, employees are not categorized

based on their job roles or responsibilities but rather on their rank or position within the

organization. The importance of an employee's role is determined by their rank, competence, and qualifications. This system does not consider the nature of the work but

places importance on the employee's position. 3. **Skill-Based Hierarchy:**

This type of hierarchy places a strong emphasis on an

employee's skills and capabilities. Employees are categorized based on their ability to

achieve specific goals within a defined period. It values the competence and capability of

the employee to deliver better results. Skill-based hierarchy is crucial for completing

tasks effectively. 4. **Pay-Based Hierarchy:** In this hierarchy, employees with higher salaries occupy higher

positions, while those with lower salaries hold lower positions. The level of hierarchy is

determined by the employee's pay. The higher a person's salary, the higher their position

in the hierarchy. The level of education and experience is often associated with the salary. Characteristics of Hierarchy: Hierarchy is a universal principle used to organize various types

of organizations. According to M. P. Sharma, it can be described as follows: "It is like a thread that weaves together different sections." The characteristics of hierarchy are given below:

1. In the hierarchy system, each officeholder holds a single position under one higher-ranking officeholder from whom they receive orders.

2. When communicating in writing between two office holders at different levels, no intermediate officeholder is skipped.

3. This system takes the form of a pyramid, with a single top-level officeholder who has complete authority and acts as the ultimate supervisor.

4. It involves a complete structure and hierarchy with divisions into smaller levels and sub-levels.

5. Hierarchy implies the flow of authority, orders, and supervision from one level to another, from top to bottom.

6. It follows the unity of command principle, where all orders are given through a single higher-ranking officeholder. Each officeholder receives orders from their immediate

superior, completes them, and is responsible for them. This ensures the smooth operation of the organization.

Span of control or supervision:

The principle of span of control pertains to top-level executives or leaders. It is not

related to specific duties or responsibilities. Span of control refers to how many subordinates can

be effectively managed by a senior executive. Span of control means that a senior executive has the authority and ability to manage a certain number of subordinates effectively, providing guidance, supervision, examination, and oversight within the organization. The basis of this authority forms the structure of hierarchy in administrative organizations. In every organization, the need for span of control is ever-present. Without proper control, the administrative body cannot efficiently perform its functions. In an organization, each top-level executive examines their subordinates. Here, it is essential to question how effectively a senior executive can examine their subordinates. To date, no strict law or rule has been established that can dictate how many subordinates can be effectively managed by any senior executive. This principle underscores that each employee or officeholder possesses different physical and mental abilities, and their capabilities are limited. The organization's objectives, the nature of the work, position, personality, and time, among other factors, also play a role in affecting their abilities. In all administrative bodies, the classification, the number of employees, and the nature of work are not uniform. Therefore, the span of control can vary, be it less or more. Some thinkers have defined the span of control in the following ways:

1. According to Dimock and Dimock, "The span of control means the number of direct and practical communication links between a top-level leader in an organization and their subordinates."
2. According to Luther Gulick and Lyndall Urwick, "A top-level executive can effectively supervise four subordinates, while at lower levels, one executive can supervise 8 to 12

employees." 3. Henri Fayol states, "In an organization, a top-level executive can manage a suitable number of 5-6 subordinates." 4. Sir Ian Hamilton said, "One top-level executive can supervise 3-4 subordinates at a time, while Gracunas suggests the number to be 5-6." 5. Millet's research and psychological studies both clarify that any top-level executive has limited examination abilities. 6. Lyndall Urwick says, "For top-level executives, this number is 4, while for lower-level employees, it is 8 to 12." 7. Ziauddin Khan defines it as, "Span of control refers to the number of subordinates that a top-level executive can directly supervise." 8. Lord Haldane and Graham Wallace wrote in their book 'Federal Development' that in an organization, a top-level executive can manage 10-12 subordinates effectively, even with additional duties and experience. Graham Wallace, after studying the real conditions of administrative systems in different countries, pointed out that in 1937, Japan's top executives managed 13 departments, Canada had 14, Germany had 17, Italy had 19-20, France had 17, London had 25, and the United States had approximately 60 departments under their control.