

# Lecture VI

## Social Organization

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## Specific Objectives

After the completion of this lecture student will be able to

- Share the meaning and definition of social organization
- Explain the nature of social organization
- Describe the forms of social organization
- Explain the characteristics of weber bureaucracy

## Meaning and Definition

This modern society is composed of a large number of organizations. Our society is the organizational society. We not only live in, belong to and work through organizations but satisfy most of our desires and fulfill our aspiration through organization. The term organization generally mean an association i.e. arrangement of status and roles. In specific sense organization represents “bureaucracy meaning “social organization” itself. It is the example of organized group as well.

A social unit of people that is structured and managed to meet a need or to pursue collective goals called organization. All organizations have a management structure that determines relationship between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment

Social organization in sociology is the creation of a stable structure of relations within a group, which provides a foundation for order and guides relationships for new members. This organizations stress the significance of arrangement of parts in society and how these different parts affect the whole society.

Ogburn and Nimkoff have defined organization is an articulation of different parts which perform various functions; it is an active group device for getting something done.

Elliott and Merrill says, organization is a state of being, a condition in which the various institutions in a society are functioning in accordance with their recognized or implied purposes.

According to H.M Johnson, organization refers to an aspect of interaction systems.

At present the term social organization is used to refer to the interdependence of parts in groups. These groups may vary in size and nature from workers to the factories. Many sociologists prefer to use the term social system to refer to the society as such rather than social organization.

The term is used in sociological studies and researches today to stress the importance of arrangement of parts in which the parts of society are related to each other and how each is related to the whole society. Organization makes possible the complex activities in which the members of a complex society participate. A small body of organized police can control a very large crowd. A small number of men constituting themselves as a government can rule a country.

Sometimes the word organization is used to refer to the associational groups. It includes corporations, armies, schools, banks and prisons. The society consists of many such organizations. A state is frequently called a political organization. A school may represent an educational organization and so on. They are all social organizations. According to Ogburn and Nimkoff entire society represents a wider organization; a social organization. But society is also quite generally an organized group of interacting individuals.

In sociology **organization** (or **organisation**) is understood as planned, coordinated and purposeful action of human beings to construct or compile a common tangible or intangible product. This action is usually framed by formal membership and form (institutional rules). Sociology distinguishes the term organization into planned formal and unplanned informal (i.e. spontaneously formed) organizations. Sociology analyzes organizations in the first line from an institutional perspective. In this sense, organization is a permanent arrangement of elements. These elements and their actions are determined by rules so that a certain task can be fulfilled through a system of coordinated division of labor.

An organization is defined by the elements that are part of it (who belongs to the organization and who does not?), its communication (which elements communicate and how do they communicate?), its autonomy (which changes are executed autonomously by the organization or its elements?) and its rules of action compared to outside events (what causes an organization to act as a collective actor?).

## **Nature of Organization**

### **1. A Definite Purpose**

Any organization has its definite purpose.

Examples:

The Bank as an organization has a definite purpose of facilitating the financial transactions. A college or School has the aim to promote education

### **2. Unanimity or consensus among the members:**

Mutual understanding, cooperation and consensus among the members are the basic features of an organization

### **3. Harmony between Status and Role:**

In any organization there is clear defined job and proper position of the human resource to conduct the function. Right man in right place is the characteristics of the organization.

#### 4. **Control of the organization on the behavior of the individuals:**

Organization controls individual through different rules and regulations. Organization moves through law rather than individual interest.

### **Formal organization**

**Meaning and definition:** A formal organization is a social system organized around specific goals and usually consisting of several interrelated groups or subsystems. Formal organizations are governed by clearly stated and enforced norms.

The formal organization is basically goal-oriented entity that exist to accurate the efforts of individuals and it refers to the structure of jobs and positions with clearly defined functions, responsibilities and authorities. According to Chester Banard “an organization is formal when the activities are coordinated towards a common objective”. For many tasks within modern societies, people require groups they can deliberately create for the achievement of specific goals. Amitai Etzioni classified organizations on the basis of people's reasons for entering them: voluntary, coercive, and utilitarian. This notion mainly deals with the standardization of organization operation & personnel behavior regarding the organization. “Formal organization is a group that restricts membership and makes use of officially designated positions and roles, formal rules and regulations, and a bureaucratic structure.” This notion deals with the organization with a distinctive rules & organization regulations regarding the structure.

#### **Examples:**

Corporations, the Catholic Church, court systems, military organizations, and university administrations etc are the examples of formal organizations.

### **Characteristics of Formal Organizations**

Characteristics of formal organizations include:

1. Impersonal interaction among group members.
2. As groups grow in size, they make objectives explicit in writing (e.g., they become more formal).
3. Formal organizations are created to work toward specified goals. When they meet goals, the individual moves on.

### **Three Types of Formal Organizations**

There are three types of formal organizations according to Amitai Etzioni (1961).

#### **1. Coercive Organizations**

Coercive organizations rely on force to achieve order. Force is necessary because people tend to resist being a part of the organization. Examples are prisons and mental hospitals (see Appelbaum and Chambliss, 1997:88).

## **2. Utilitarian Organizations**

Utilitarian organizations see individuals conforming to organization standards because organizations pay them to be a part of that organization. Of course, most jobs are utilitarian (see Appelbaum and Chambliss, 1997:88).

## **3. Normative Organizations**

Normative organizations are based on a shared moral commitment. People conform to the organizations standards out of a positive sense of obligation. Normative organizations include political parties, religious organizations, and fraternities (see Appelbaum and Chambliss, 1997:88).

### **Characteristics of formal Organization**

- A specific function
- Norms
- Implies status and division of labor
- Authority
- Bureaucracy
- Rationality
- Relative Permanence
- Tests of membership
- Substitution of personnel
- A name and other identifying symbols

### **Principles of Formal Organization:**

A formal organization works to achieve some specific goals regarding the organization.

The principles are as followed:

#### **1. Official nature of the organization:**

The organization must be legal & official in all respect. It should be a recognizable in its respective industry of operating in an official manner.

## **2. Authority & Responsibility:**

The formal organization emphasizes on clear delegation of authority & a specific set of responsibility for a specific position.

## **3. Focus on position:**

A formal organization focuses on the position of a personnel & its position regarding the organization rather than the personnel him/her.

## **4. Power delegated by Management:**

The formal organization management delegates the power regarding every position of personnel & specific power sets for specific authority.

## **5. Specific Rules & Policies:**

The rules & policies regarding a formal organization is specific & should be always followed in terms of performing activities for achieving organizational goals.

## **6. Rewards & Penalties:**

A formal organization has to have a systematic way of rewarding personnel based on their good services & also need to have a penalty system outlined to prevent carelessness & recklessness from the employees.

## **Objectives of Formal Organization**

A formal organization has a specific set of commands to direct employees in achieving its goals. Some important objectives of the formal organization are as followed:

### **1. To facilitate the accomplishment of the goals of the organization:**

In a formal organization the work is delegated to each individual of the organization. Employee works towards the attainment of definite goals, which are in compliance with the goals of the organization.

### **2. To facilitate the co-ordination of various activities:**

The authority, responsibility and accountability of individuals in the organization are defined. Hence, it facilitates the co-ordination of activities of the organization effectively.

### **3. To aid the establishment of logical authority relationship:**

The responsibilities of the individuals in the organization are well defined. They have a definite place in the organization due to a defined hierarchical structure which is inherent in any formal organization.

#### **4. To aid the establishment of division of labor:**

Permit the application of the concept of specialization and division of labor, division of work amongst individuals according to their capabilities helps in greater specializations and division of work.

#### **5. Create group cohesiveness:**

Creating a cohesive group is one of the fundamental objectives of an organization which ultimately results in increase in group dynamics & productivity.

### **Characteristics of Formal Organization:**

A formal organization has the following characteristics:

#### **1. Well defined rules and regulation:**

The first & foremost characteristic of a formal organization is a well-defined set of rules & regulations. These will be strictly followed to carry out the activities of the company to achieve goals.

#### **2. Arbitrary structure:**

A formal organization always contains an arbitrary structure that allows all the departments of the organization work in a coordinated way to achieve the target.

#### **3. Determined objectives and policies:**

A formal organization consists of specific objectives & policies. All the activities in the company follow around these policies & to achieve the objectives.

#### **4. Limitation on the activities of the individual:**

Every individual in a formal individual is assigned with specific duties & responsibilities. This is true regulation for every personnel.

#### **5. Strict observance of the principle of co-ordination:**

The co-ordination between different departments in an organization is strictly maintained to achieve the most efficient result.

#### **6. Messages are communicated through vertical chain:**

Normally in a formal organization the vertical communication chain is followed so that the chain of command & its unity is maintained.

## **7. Status symbol:**

A formal organization is a separate social entity. The activities have a separate entity than the individuals performing those activities

## **Functions of Formal Organization:**

### **1. Set specific Goals for organization:**

A formal organization has to set specific goals for the personnel working in it. By achieving the goals individually achieved the organization as a whole will be benefited in achieving the eventual goals.

### **2. Establishing working relationship:**

In a formal organization the primary goal is to establish an efficient working relationship & to establish a clear chain of command. The effective work relationship is the most important thing for the goals.

### **3. Create group cohesiveness:**

It creates a sense of cohesiveness & belonging among the groups of the personnel working in a formal organization. The employees inter personnel interaction is important for the functioning of an organization.

### **4. Organizational Development:**

A formal organization works on the organizational development by testing all the rules, regulations & the chain of activities as present. Organization detects any problem & work to change them if necessary for better service.

### **5. Discipline:**

Discipline within an organization is important to get the best result of it. The org. management has to find a proper way to achieve proper discipline.

### **6. Human Resource Development:**

It helps in other human resources development activities such as recruitment, promotions, career planning and development and manpower planning. The important part of a organization is its employees. A formal organization gives the opportunity to treat the human resources within the organization. The development & improvement of human resource is easy in a formal



organization.

### **Guidelines for Formal Organization:**

For the success of a formal organization the following guidelines should be followed:

1. It must have specific rules & policies
2. It must have strict regulations regarding the way of achieving the organizational goals.
3. It must have intra-organizational discipline.
4. It must have cohesiveness among all the individual groups.
5. The organizational entity must be official.
6. The authorities within the organization should be well delegated.
7. Every authority should have specific responsibilities.
8. There should be well regulated activities for improving the organization structure.
9. There should be well regulated activities for human resource development.
10. Presence of co-ordination between all the departments of an organization

### **Ethical Standard of Formal Organization:**

A formal organization is a formal social entity which prohibits & restricts all unsocial & unethical activities. As there is always supervision & the responsibilities are always in the span there is less chance of unethical behavior. Besides as social entity the organization has responsibilities towards the society & environment they are working in so that restricts them from unethical behavior without penalties & consequences. In such an organization there is also presence of a penalty system discourages the personnel from performing unethical behavior.

### **Importance of Formal Organization**

The significances of a formal organization are as followed:

#### **1. Outlining the Company Structure:**

It provides basic structure of division of work and responsibilities. Without such a structure it will be very difficult for employees to agree between themselves on duties and responsibilities of each, and such difficulties multiply in geometric proportions with increasing size of the organization. A formal organization is helpful & strict in the ways a company will act upon.

#### **2. Clarity in Chain of Command:**

It generates clarity on what support and input each employee can expect from others, and in turn what is expected of him by others. In a formal organization the chain of command is clearly drawn so that personnel in the organization can follow them as per requirement & ordered to do so. In a formal organization the chain of command is strictly followed to achieve the company goal.

### **3. Discipline in Organization:**

It promotes discipline in the organization. In a formal organization as the rules & regulations are in clear & organized, so the presence of discipline is there. This discipline itself influences the efficiency of the organization.

### **4. Organization Development:**

It makes it easier to review and revise organization with changing requirements. The world is changing everyday & so the environment in which the organization is operating. To keep up with the ever changing environment the organization needs to develop embracing changes. In a formal organization the process of development becomes easier.

### **5. Decision Making Process:**

It provides a structure for laying down pay scales and taking other decisions linked to organizational levels. A formal organization is logical distribution of resources to achieve the company goal in a most efficient manner. Any decision making regarding the organization is easy & easy to implement.

### **6. Human Resource Development:**

It helps in other human resources development activities such as recruitment, promotions, career planning and development and manpower planning. The important part of an organization is its employees. The development & improvement of human resource is easy in a formal organization.

### **7. Co-ordination in Different Departments:**

An organization consists of different departments to carry out various activities and contributes in the ultimate function of the organization. In a formal organization all the departments are well out lined along with their activities. So it is easy to relate & co-ordinate. Thus a formal organization is easier to manage.

### **Benefits of Formal Organization:**

A formal organization has beneficial aspects in the way it runs & its relationship with its employees. Mainly the employees are the main beneficiary of a formal organization along with the environment in which they are operating. In this topic we will discuss the benefits of the employees working in a formal organization. The benefits can be enlisted as followed:

## **a) Financial Aspects of benefits:**

### ***1. Security:***

A formal organization is more established & the entity of the company is not dependent on individual losses. So working in such a organization provides a secured financial support to the employees & the employees working here is more devoted to work.

### ***2. Slow but steady promotion:***

In a formal organization the promotion may not be rapid due to a chain of command but with certain seniority in the organization with sufficient performance a personnel is sure of a promotion.

### ***3. Commissioned ranks open to men and women graduates:***

A formal organization will always put preference to recruit graduate or highly educated personnel, in this way creating job opportunities for this class of people.

### ***4. Can't be fired:***

After recruiting a person a formal organization tries its best to develop the personnel. In many cases the personnel is not generally fired depending on few personal mistakes.

### ***5. Good retirement benefits:***

The organization of such value will arrange a plan for the employees so that they can retire with benefits.

## **b) Social Aspects of benefits:**

### ***1. Many different branches appeal to different interests:***

A formal organization has many different departments to perform various activities. So a person has a wide range of options from which he/she can choose depending on individual interest & skill level. So as a person there is a option in this type of organization on the choice of profession.

### ***2. Social Status:***

A formal organization has specific position & position names that bears the status of the person in the organization. These posts are familiar in the environment the company is operating & often works as a social status symbol. By working in a formal organization the person has to way to achieve such position & thus achieving a high social activity

### ***3. See interesting places and people:***

By working in a formal organization a person gets to meet many different people of different views & values. By interacting with these variations a person will learn more in working in such environment

### **Limitations of Formal Organization**

A formal organization has many benefits both for its internal & external environment but it has some drawbacks too. The common limitations can be listed as followed:

#### **1. Limited Flexibility:**

As this type of organization is very specific in every activities there is very little margin of flexibility & spontaneous decision making in the company. Such practice in the company can demotivate the employees.

#### **2. Slowness of processing:**

In a formal organization for performing a task needs many formal procedures. Such formalities often slow down the implementation of decision making.

#### **3. Communication Barrier:**

As in a formal organization a task needs the co-ordination of different departments so communication needs to clear in this process. Any kind of miscommunication may lead to ultimate inefficiency.

#### **4. Quality of decision:**

Sometimes the quality of the decision made in the top management may not be most compatible for the company but the chance of correction is very scarce.

#### **5. Slowness in Problem detection & processing:**

As every procedure goes through lot of formalities any problem detected in the operation level cannot be instantly corrected. The right process will take some time to detect the problem & correction & its implementation. In such a process the organization may suffer financial loss.

### **Informal Organization:**

The informal organization consists of role rather than statuses. The relationship between the members is more personal relationship than the status relationship. Interaction and communication in informal organization s are direct, face to face and intimate. It is more flexible than formal organization. It is smaller in size and structural arrangement is less complex.

Examples: Gang, friendship groups, peer groups, Bands etc.

Whenever a set of people get together and starts interacting on a long term basis, they start to form an informal group. An informal group is more than just a collection of people. Groups have internal social structure based on dominance and friendship relations. There are social leaders. There are hangers-on. These factors influenced the development of informal organization.

### **Definition of Informal Organization:**

The informal organization is the interlocking social structure that governs how people work together in practice. It is the aggregate of behaviors, interactions, norms, personal and professional connections through which work gets done and relationships are built among people who share a common organizational affiliation or cluster of affiliations. The informal organization evolves organically and spontaneously in response to changes in the work environment, the flux of people through its porous boundaries, and the complex social dynamics of its members.

Chester I. Barnard states, "Informal organization brings cohesiveness to formal organization. It brings to the members of a formal organization, a feeling of belonging, of status, a self-respect and of gregarious satisfaction."

Keogh Jarvis defines, "an informal organization is a powerful influence upon productivity and job satisfaction."

Tended effectively, the informal organization complements the more explicit structures, plans and processes of the formal organization: it can accelerate and enhance responses to unanticipated events, foster innovation, enable people to solve problems that require collaboration across boundaries, and create footpaths showing where the formal organization may someday need to pave a way.

### **Nature of informal organization:**

Informal Organization arises from social Interaction. It was concluded by Hawthorne Experiments that informal organizations were an integral part of the total work situation. Informal organizations are the network of personal and social relations arises spontaneously as the people make contact with each other and are not the result of formal authority. Power in informal organizations' is attached to person and not to the position and it is given by the members of, the group irrespective of the position in formal structure or is attained by the leader. It is quite unstable since it relates to the sentiments of the people of the group. Managers, generally, are the leaders in the formal organization and they like to abolish the informal groups. But they cannot do so because they know that they have not established them so they cannot abolish. Informal organizations are small because they are closely related to the limitation of personal relationships. So, there are so many informal organizations in a formal organization.

### **Key characteristics of the informal organization:**

The nature of the informal organization becomes more distinct when its key characteristics are juxtaposed with those of the formal organization.

- 1) Evolving constantly
- 2) Grass roots
- 3) Dynamic and responsive
- 4) Excellent at motivation
- 5) Requires insider knowledge to be seen
- 6) Treats people as individuals
- 7) Flat and fluid
- 8) Trust and reciprocity
- 9) Difficult to pin down
- 10) Essential for situations that change quickly or are not yet fully understood

### **Functions of informal organizations:**

Keith Davis suggests that informal groups serve at least four major functions within the formal organizational structure.

#### **1) Perpetuate the cultural and social values:**

They perpetuate the cultural and social values that the group holds dear. Certain values are usually already held in common among informal group members. Day-to-day interaction reinforces these values that perpetuate a particular lifestyle and preserve group unity and integrity. For example, a college management class of 50 students may contain several informal groups that constitute the informal organization within the formal structure of the class. These groups may develop out of fraternity or sorority relationships, dorm residency, project work teams, or seating arrangements. Dress codes, hairstyles, and political party involvement are reinforced among the group members.

#### **2) Provide social status and satisfaction:**

They provide social status and satisfaction that may not be obtained from the formal organization. In a large organization (or classroom), a worker (or student) may feel like an anonymous number rather than a unique individual. Members of informal groups, however, share jokes and gripes, eat together, play and work together, and are friends-which contributes to personal esteem, satisfaction, and a feeling of worth.

#### **3) Promote communication among members:**

The informal group develops a communication channel or system (i.e., grapevine) to keep its members informed about what management actions will affect them in various ways. Many astute managers use the grape- vine to "informally" convey certain information about company actions and rumors.

#### **4) Provide social control:**

They provide social control by influencing and regulating behavior inside and outside the group. Internal control persuades members of the group to conform to its lifestyle. For example, if a student starts to wear a coat and tie to class, informal group members may razz and convince the student that such attire is not acceptable and therefore to return to sandals, jeans, and T-shirts. External control is directed to such groups as management, union leadership, and other informal groups.

### **Benefits of Informal Organization:**

#### **1) Better Total System:**

Informal Organizations blend with formal systems to make an effective total system. Some requirements can be met better by informal relations, which can be flexible and spontaneous.

#### **2) Lighter workload for management:**

Informal Organizations lighten the workload on management. When managers know that the Informal Organization is working with them, they feel less compelled to check on the workers to be sure everything is shipshape.

#### **3) Work group satisfaction:**

Informal Organizations give satisfaction and stability to work groups. Workers feel a sense of belonging and security, so satisfaction is increased and turnover reduced.

#### **4) A safety valve for emotions:**

Informal Organization is a safety valve for employee frustrations and other emotional problem. Employees may relieve emotional pressures by discussing them with someone else with in Informal group.

#### **5) Cohesiveness:**

Cohesiveness is indicated by how strongly the employees stick together, rely on each other, and desire to remain members of the group.

#### **6) Fill up gaps:**

If a manager is weak in planning, an employee may informally help with planning. In this way planning is accomplished in spite of the manager's weakness. Thus Informal Organizations act to fill in gaps in a manager's abilities.

### **7) Channel of employee communication:**

Informal Organization provides the means for people to keep in touch, to learn more about their work, and to understand what is happening in their environment. Thus Informal Organization can be a useful channel of employee communication.

### **8) To plan and act more carefully:**

The presence of Informal Organizations encourages managers to plan and act more carefully than they would otherwise. Because they know Informal groups can undermine even a worthwhile project

### **9) Encourage Cooperation:**

Informal Group support of a manager leads to better cooperation and productivity. It helps get the work done.

### **10) Understanding and Dealing with the Environmental Crisis:**

The IRG Solution - hierarchical incompetence and how to overcome it 1984, argued, that Central media and government type hierarchical organizations could not adequately understand the environmental crisis we were manufacturing, or how to initiate adequate solutions. It argued that what was required was the widespread introduction of informal networks or Information Routing Groups which were essentially a description of social networking services prior to the internet.

### **11) Encourage improved management practice:**

Perhaps a subtle benefit of informal groups is that they encourage managers to prepare, plan, organize, and control in a more professional fashion. Managers who comprehend the power of the informal organization recognize that it is a "check and balance" on their use of authority.

### **Problems associated with Informal Organizations:**

#### **1) Resistance to change:**

Perpetuation of values and lifestyle causes informal groups to become overly protective of their "culture" and therefore resist change. For example, if restriction of output was the norm in an autocratic management group, it must continue to be so, even though management changes have brought about a more participative administration.

#### **2) Role conflict:**



The quest for informal group satisfaction may lead members away from formal organizational objectives. What is good for and desired by informal group members is not always good for the organization. Doubling the number of coffee breaks and the length of the lunch period may be desirable for group members but costly and unprofitable for the firm. Employees' desire to fulfill the requirements and services of both the informal group and management results in role conflict. Role conflict can be reduced by carefully attempting to integrate interests, goals, methods, and evaluation systems of both the informal and formal organizations, resulting in greater productivity and satisfaction on everyone's behalf.

### **3) Rumor:**

The grapevine dispenses truth and rumor with equal vengeance. Ill-informed employees communicate unverified and untrue information that can create a devastating effect on employees. This can undermine morale, establish bad attitudes, and often result in deviant or, even violent behavior. For example, a student who flunks an exam can start a rumor that a professor is making sexually harassing advances toward one of the students in class. This can create all sorts of ill feelings toward the professor and even result in vengeful acts like "egging" the residence or knocking over the mail box.

### **4) Conformity:**

Social control promotes and encourages conformity among informal group members, thereby making them reluctant to act too aggressively or perform at too high a level. This can harm the formal organization by stifling initiative, creativity, and diversity of performance. In some British factories, if a group member gets "out of line", tools may be hidden, air may be let out of tires, and other group members may refuse to talk to the deviant for days or weeks. Obviously, these types of actions can force a good worker to leave the organization.

### **5) Undermine discipline:**

Informal groups oppose management policies rules, procedures that are meant to structure and discipline work behavior and performance of employees. Managers are forced to become lenient in enforcing rules and regulations in tolerating deviations from required behavior. The character and competence of management tend to suffer. Informal organization may ridicule and even sabotages the process, practices and culture of formal organizations.

### **6) Power politics:**

Informal organizations are often riddled with fictionalization and power politics. Members divert their energy and time from jobs to jungle in faction lighting and petty politics. The informal leader may manipulate the group towards selfish or undesirable ends.

### **7) Interpersonal and intergroup conflicts:**

Informal organization also develops interpersonal and internal group conflict that can be damage to their organization. When employees give more of their thoughts and energies to opposing one

another, they can likely to give less to their employer. Conflicts and self-interests can become so strong in informal organization that they reduced employee's motivation and satisfaction.

### Organization and Weber's bureaucracy

Max Weber made the sociological analysis of Bureaucracy at the first time. According to him bureaucracy reveals following characteristics:

1. Fixed area of official jurisdiction (control) governed by law and regulation
2. Offices organized on the basis of a clear hierarchy of authority,
3. Administration based on written documents and conducted according to procedures for which special training is required,
4. Personally free officials appointed on the basis of technical qualifications,
5. Officials who are employed on full time basis and subject to strict discipline,
6. The officials who are employed must know the distinction between their private affairs (concerns) and public affairs
7. The officials of the bureaucracy has a career in which the promotion is governed by seniority or merit
8. The officials are also paid a fixed salary, according to their ranks. Generally they are paid pensions.
9. the officials maintain contact and communications among themselves in a particular way. Orders and communications among them always proceeds through "proper channels"
10. Bureaucracy normally has an office of its own and all documents pertaining to its business are maintained in files.

#### Some Assignment Questions

1. What do you mean by social organization? Explain
2. What are the natures of social organization? Explain.
3. Explain the forms of social organization.

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