

ORGANIZATIONAL ANATOMY: A BIOLOGICAL METAPHOR FOR UNDERSTANDING STRUCTURE, HEALTH, AND SUSTAINABLE PERFORMANCE IN MODERN FIRMS

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Abstract

This review advances the idea of organizational anatomy as a biological metaphor for understanding how structure, internal functioning, and institutional health shape sustainable performance in modern firms. Viewing organizations as living systems—capable of growth, deterioration, adaptation, or dysfunction—provides a compelling framework for examining how structural design, communication pathways, and decision hierarchies influence effectiveness. This paper argues that just as biological organisms require healthy organs, coordination systems, and functional balance, organizations require coherent structures, healthy internal relationships, and responsive governance mechanisms. When misaligned, organizations experience “pathologies” such as inefficiency, strategic paralysis, role confusion, weak coordination, and declining performance. Conversely, structurally healthy organizations demonstrate clarity, adaptability, psychological safety, and sustained productivity. The review emphasizes that no single organizational design is universally optimal; effectiveness depends on contextual realities, organizational maturity, and environmental pressures

INTRODUCTION

The word organization effectively applies to stable relationships of persons engaged in coordinated exercises aimed at achieving clear

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***Related declarations are provided in the final section of this article.*

And specific goals. According to Wikipedia Anatomy is the aspect of biology that is concerned with investigating the structure of life forms and their parts. Anatomy is a part of organic science which manages the physical organization of an organism.

Organizational anatomy looks from a biological perspective at organizational processes and functions. Oleg ascertains that this approach explains, of course, the unending interior and exterior organizational procedures and the optimal alignment of various organizations. Organizations are live creatures which are conscious, operational, stirring and evolving inside their definite environments. The human body is a structure consisting of bone, organ, blood and tissue relationships (Jo. hatch, 2014). Organizational Anatomy links existing theories and discusses specific options and the features of organizations of diverse era and maturity, have access to and exercise of resort, as well as product development (Chima, Ikpefan, Osuma, Fasheyitan, & Kehinde, 2021). In this study, we would be looking at the different components of an Organizations Anatomy with a reasonable amount of focus in the structure, which is the skeleton of the organization. According to Ahmadya et al “Structure refers to the relations between the components of an organized whole”. Structure is a useful tool to ensure coordination, stipulate reporting relationships (who reports to whom), clearly define formal communication channels, and define how individual motives are interconnected. Ajagbe et al claims that the work to be done and how to do it is specified by an organizational structure which influences how directors perform and the resolutions that result from that work. Structure deals with the official arrangement of activities and reporting relationships that regulate, organize and motivates workers to strategize to achieve the company's goals. He also asserts that the purpose of organization configuration is to enable the rendition of firms through the application of strategy.

Kalu (2016) says it is the organization's structure that assess how goals and policies are to be made A hierarchical structure deciphers an organization's information connections; that is, who works for whom. Truth told, for a specific procedure or kind of organization, there can be no perfect firm design or framework.

Oleg (2016) also suggests that the Organizational Anatomy model allows for the use of a pragmatic image, and by considering organizational pathologies and diseases can enable organizations to accomplish higher execution and identify issues and challenges. As we view the organization from the biological aspect we also have to consider the Organizational health. As we look at the health we also look at the organizational growth and how to improve performance.

Kavale (2012) inferred that appropriate match among procedure and structure prompts superior functioning for the corporation and that technique is trailed by structure. He featured further that a disparity between strategy and structure will result in an undesirable act for the corporation.

LITERATURE REVIEW

According to Richard L. Daft, Jonathan Murphy, Hugh Willmott (2007) "organizations are social entities that are goal-directed and designed as deliberately structured and coordinated activity systems and are linked to the external environment". The term organization applies effectively to a stable relationship of people occupied with coordinated exercises directed to the fulfillment of explicit goals and objectives.

Therefore, the fusion of these two concepts called organizational anatomy can be seen as a metaphoric term that was developed from research carried out to comprehend and explain the structure, function, internal and external systems on an organization. Advancing this metaphor, organizations are as complex as an organic body. However, smaller organizations appear to be less complex than larger organizations. This literature identifies three different concepts with Organizational structure being the main discussion and organizational design and organizational strategy being its surrounding influences at the core of this study as regards to the topic 'Organizational anatomy'.

Henry Mintzberg's seminal work on organizational configurations emphasized the early framework for understanding organizational structures.

Katsikea, E, Theodosiou, M, Perdikis, N, & Kehagias, J. (2011). an organizational structure is exploited by various firms as a regulatory system to stimulate personnel work effects, to secure that the mandatory undertakings are accomplished viably and adeptly, and to help the achievement of organizational objectives and goals. O.O. Ibrahim, K. J. Aluwaye and O.A. Abosede (2012) believes a firms structure as a way roles are partitioned when resolutions are enacted and the way duties are directed.

Abimbola Adegbuyi, Adunola oke, Roland Worlu and, Musibau Akintunde Ajagbe (2015). The purpose of the corporation structure is to encourage the adequate activities of firms through the application of strategy. B.boyne, S. farwell, A. law, G. powell and O.V. walker States that a decent structure is vital in order for an organization to deal with its strategies appropriately. The organizational structures equipped for advancing development are those which invigorate

learning, information sharing, critical thinking gatherings and role rotation (Aleksić and Jelavić, 2017; Colombo et al., 2017; Benzer et al., 2017; Joseph, Kehinde, Ogunnaike, Mercy, Adebayo, Deborah, & Tola, 2025). Organizations working in profoundly fierce conditions look for adaptability using smooth work streams instead of inflexible structures (Dunford et al., 2007). These new organizational structures and their related administration practices to a tremendous change far from various stratified control, centralized bureaucracy and formalization (Galunic and Eisenhardt, 2001). The customary hierarchical structure adds up to resoluteness and constrained capacity to adjust, particularly in perplexing and quick evolving conditions. (Child and McGrath, 2001).

The organizational structure gives the organization the ability to satisfy its capacity in the environment. (Nelson & Quick, 2011). The term organizational structure alludes to the formal design among persons and groups in regards to the allotment of undertakings, duties, and authorities the organization. (Galbraith, 1987; Greenberg, 2011) early in time, organizational structures were frequently founded either on product or function (Oliveira & Takahashi, 2012). The matrix organizational structure crossed these two different ways of structuring. (Galbraith, 2009; Kuprenas, 2003). Long et al. (2014) opined that a high organizational structure will in general slow pace the strategic decision-making process while the flattened organizational structure quickens the decision-making process. Ibrahim et al. (2012) however viewed these dimensions of the organizational structure into as four features which are: formalization, hierarchical, specialization and centralization. Ajagbe & Ismail (2014) contended that innovativeness is enacted and improved among organizations through an obvious principle of authority.

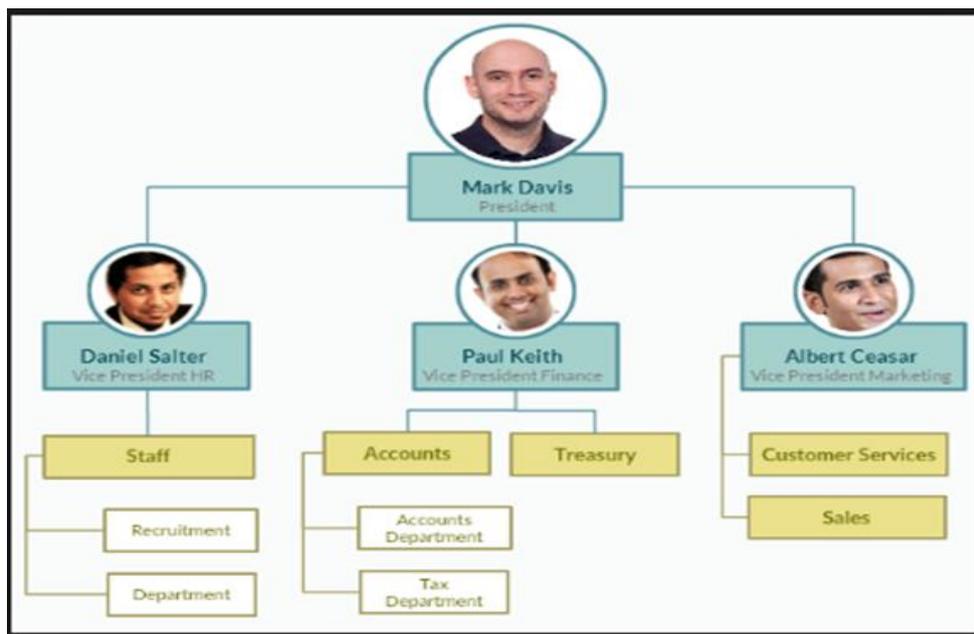
According to Ajagbe, Bih, Olujobi and Ekanem (2016) Structure likewise accomplish adequate balance among organizations goals and underlines coordination of team activities.

WHAT IS ORGANISATIONAL HEALTH?

The term Organizational Health is an organization's ability to function, adequately cope with, properly change, and grow from within. To accomplish organizational goals and objectives, individual work needs to be organized and managed. In the field of Human Resources, investigations have concentrated on recognizing the qualities of health corporations that produce high work execution and low costs identified with wellbeing at work (Ostroff & Bowen, 2000).

Organizations can function with a blend of different structures, each of which has unique advantages and weaknesses. Though there will be difficulties plaguing any framework that is not coped appropriately, certain organizational designs are better positioned for specific environments and activities (Daniel, Babalola, Falola, Kehinde, & Mikémina, 2025). Therefore, the fusion of these two concepts called organizational anatomy can be seen as a metaphoric term which was developed from research carried out to comprehend and explain the structure, function, internal and external systems on an organization. Advancing this metaphor, organizations are as complex as an organic body. However, smaller organizations appear to be less complex than the larger organizations.

W.Lewis, N.N.Goodman and U.O.Fandt see the structure of an organization as an obligatory proficiency regarding result accomplishment. The structure of an organization takes a pyramid shape. The concept of an organogram indicating the positions and hierarchical structure of an organization has been in existence for centuries.



SOURCE: GOOGLE.COM

THE BRAIN.

According to Oleg Konovalov (2016), The cerebrum of an organization exists in the physical guide of its administration structure - the top managerial staff and the executives structure are in charge of the coordination of all internal procedures and the advancement of external connections, just as building up the organization as a solid and ingenious entity. Functional

divisions are not single and autonomous units but rather important and fundamental pieces of the going concern procedures of resource transformation, which must be intended to create the best of organizational possibilities and secure thriving improvement.

THE BLOOD

Information Activities can be said to be the blood in an organization which is carried out by various departments such as human resource department recruiting and training employees. It can be observed that as an organization grow larger the activities become more complex as activities become incremental. In this perspective, the organizational structure needs to be designed to deliver the flow of information vertically and horizontally in order to increase the organization's efficiency in information processing which will lead to a swift reaction in decision making at the appropriate time (Isaac, Moses, Taiye, Salau, Oladele, Mercy, & Kehinde, 2025).

VERTICAL INFORMATION LINKAGES

It would be appropriate to note that linkage is the degree of communication within the organogram. Hence vertical linkage can be seen as the relay of information and coordination of various activities using a top to the bottom pattern in the organization. The vertical information linkage has various strategic tools including hierarchical referral, rules and plans, vertical information systems.

HORIZONTAL INFORMATION LINKAGES

This horizontal linkage, there are no barriers between departments and divisions as there exists a horizontal flow of communication across the organogram or structure. Management can design different horizontal information tools such as information systems, direct contact, task forces among departments and teams.

Furthermore, the design of an organizational structure can be hinged on three main elements which are

REQUIRED WORK ACTIVITIES

Activities can be said to be the blood in an organization which is carried out by various departments such as human resource department recruiting and training employees. It can be observed that as an organization grow larger the activities become more complex as activities become incremental

REPORTING RELATIONSHIP

This deals with the internal flow of authority and information across the chain of command which can either be hierarchical or flaterachy in nature.

DEPARTMENTAL GROUPING

This is an element that needs to be considered while designing the organization structure, it involves the clustering or pairing of employees who have similar administrative features such as supervisor, duty, skill, and common resources. this enables personnel to communicate better and collaborate skills and resources to accomplish their tasks. There are different options of departmental groupings such as functional, divisional, multi-focused, horizontal and virtual network grouping.

THE SKELETON.

TYPES OF ORGANISATIONAL STRUCTURE.

THE FUNCTIONAL STRUCTURE

In this functional structure, activities are clustered by mutual function from the bottom to the top of the organization. Solomon et al. (2012) set that in a unified structure; an endorsement from top administration tends to be quick. Ajagbe et al (2016) Despite the fact that creative thoughts may be few of every a unified organization, execution will, in general, be quick and straight forward once a choice of decision is made. Adegbuyi et al. (2015) focused on the fact that coordination is from the strategic level of management and it can prompt specialization, which helps the most utilization of personnel skills.

However, the functional structure has its advantages and disadvantages which are

- A functional organizational structure is best with only one or a few products.
- Enables an organization to accomplish functional goals.
- Enables in-depth knowledge and skill development.
- It allows economies of scale within the functional department.

DISADVANTAGES;

- It creates a myopic view of organizational goals.

- It reduces innovation.
- A weak horizontal relationship between departments can be caused by a functional organizational structure.
- Slow decision-making process which respects environmental changes.

DIVISIONAL STRUCTURE

With this structural design, activities and outputs in the organization are grouped into a different department. This structure is ideal when there is heterogeneity in the product, services, and features (cost centre or revenue centre). It decentralizes decision making as the chain of command comes together into each department at a lower level.

ADVANTAGES

- It decentralizes decision making.
- It is suitable for the organization with product heterogeneity.
- It involves a concentrated level of coordination across functions.
- It is a dynamic structure in a fast-changing environment.
- It exposes the various functional departments to the difference in products and customers.

DISADVANTAGES

- It kills economies of scale in functional departments.
- Debars competence and skill specialization
- Product lines are not coordinated.

GEOGRAPHICAL STRUCTURE.

Armstrong (2003) contended that there is little or no formal structure set up as decisions are made in a proxy. Ajagbe et al. (2016) organizations with this structure are very adaptable organizations such as commerce organizations. Fadeyi et al. (2015) expressed that development and geographical dispersion, and the requirement for an external venture, can generate pressure to transform the organizational structure.

This organizational structure is common amongst large firms such as multinationals, regional corporations and also non-profit organizations (NGO) as these organizations are customer base oriented try to spread their operations territory for brand recognition, it can be observed that each

geographic region has different taste and preferences (Chima, Babajide, Adegboye, Kehinde, & Fasheyitan, 2021). Hence, the advantages of the organizational structure are that it is designed in a decentralized, self-containing and sustaining form to suit the environment that they operate; the employees in a geographic structure are indigenous and are focused on the regional goal and objective rather than the overall global objective which can overwhelm the structure. However, it tends to derail from the overall organization synergies (Dorothy, Olaleke, Rowland, Iboro, Mary, Ekene, & Segun, 2020).

MATRIX STRUCTURE

This organizational structure was developed due to the weaknesses in functional, divisional and geographic organizational structure, it is also known as a dual hierarchy because it combines vertical and horizontal linkage which contradicts the principle of chain of command which is suitable for an organization whose strategy is to balance technical expertise and product innovation. However, according to Richard L. Daft, Jonathan Murphy, Hugh Willmott (2007), many organizations have found it difficult to balance matrix structures because a side of the authority structure is often dominant neither does the personnel find it easy to coordinate activities from two directions as it is difficult to do so. Fadeyi et al. (2015) attested that matrix structures take into consideration the improvement of composed and effective groups of experts progressing towards the direction of an imperative venture. According to Ajagbe et.al. (2016), its related advantages incorporate enablement of unified decision making along product offerings which adds to cost reduce. Some other weaknesses are;

- Employees would need adequate training and interpersonal relationship
- It entails dispute resolution and frequent meetings.
- Participants need to be sensitized before and after the organizational change.

ADVANTAGES ARE;

- It is a type of organizational structure that meets the dual taste or demands from customers.
- It provides an avenue for both functional and product skill development.
- Swift reaction in decision making in an unstable environment.

HORIZONTAL STRUCTURE.

This is a type of organizational structure that is decentralized, coordinating the consideration of everybody toward the generation and conveyance of value to the client.

ADVANTAGES

- Advances adaptability and quick reaction to changes in client needs.
- Coordinates the consideration of everybody toward the generation and conveyance of value to the client.
- Advances an emphasis on cooperation and coordinated effort.

DISADVANTAGES

- Customary managers may shy away when they need to surrender power and authority.
- It requires noteworthy preparing of personnel to work adequately in a flat group condition. (horizontal environment).
- It can restrict adequate skill advancement

VIRTUAL NETWORK STRUCTURE.

This structure can also be called modular organizational structure, outsourcing is a major concept whereby firms delegate or subcontract their production or value-added activities to different specialized companies while coordinating the activities from a central headquarters. This is a common fit in fashion clothing lines such as Nike, Puma and information technology giants like M.T.N, Airtel etc. according to Richard L.Daft, Jonathan Murphy, Hugh Willmott (2007) instead of being housed in an organization at a particular area like the traditional way, administrations such as manufacturing, marketing, accounting are sub-contracted to other companies that are linked electronically to a focal office. Lewis et al. (2001) opined that these classifications of organizations are interconnected by means of the net and offer important data through it. some of its weakness is: such a large number of potential associates can prompt organizational failure and suits better for new businesses. (Ajagbe & Ismail, 2014).

STRENGTHS

- Empowers even small and medium scale organizations to acquire human resources and other resources from any geographic area.
- Empowers the organization to be very adaptable and receptive to evolving needs reduces organizational overhead expenses.

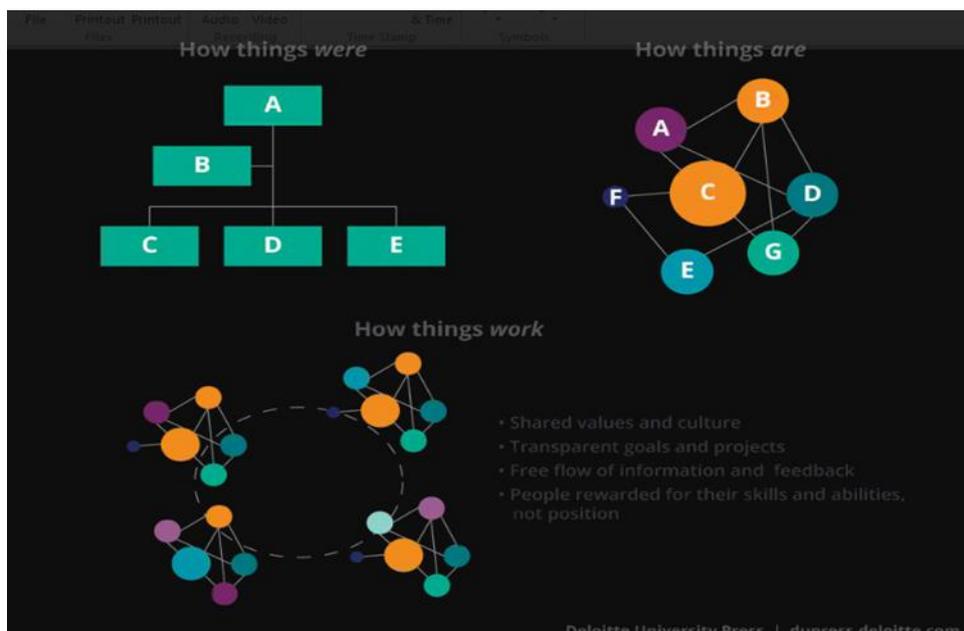
WEAKNESS

- The management do not have hands-on supervision over numerous exercises and workers.
- There is a risk of organizational failure if a business associate or leave the business.
- In this organizational structure, employees feel they can be supplanted by contract administrations and it may lead to talent disloyalty and weak corporate culture.

HYBRID STRUCTURE

This is a suitable structure for a high-performance organization that enables the organization to connect and react to the evolving business environment by the formulation of different organizational strategies execution of the hybrid structure would require a mix of the different attributes of functional, divisional, horizontal and networking structures. it is principally utilized in complex conditions to exploit the strengths of different structural characteristics and overcome some portions of the shortcomings (Kehinde, 2025).

However, hybrid structure has been evolving over the year ,According to Josh Bersin, Tiffany McDowell, Amir Rahnema, Yves Van Durme(2017) "As networks and ecosystems replace organizational hierarchies, the traditional question "For whom do you work?" has been replaced by "With whom do you work?"". They stated that organization to evolve its structure into high-performance structure management should Grasp the speed of progress, Make ability portability a fundamental belief, Form a organisational exhibition group, Examine new specialized tool(ERP/HRMS framework) and Adopt consistent feedback based execution management.



Network of Teams (Modern Hybrid Structure).

Old rules	New rules
Organized for efficiency and effectiveness	Organized for learning, innovation, and customer impact
Company viewed as a hierarchy, with hierarchical decision rights, structure, and leadership progression	Company viewed as an agile network, empowered by team leaders and fueled by collaboration and knowledge-sharing
Structure based on business function with functional leaders and global functional groups	Structure based on work and projects, with teams focused on products, customers, and services
Advancement through promotion upward with many levels to progress through	Advancement through many assignments, diverse experiences, and multifunctional leadership assignments
People "become leaders" through promotion	People "create followers" to grow in influence and authority
Lead by direction	Lead by orchestration
Culture ruled by fear of failure and perceptions of others	Culture of safety, abundance, and importance of risk-taking and innovation
Rules-based	Playbook-based
Roles and job titles clearly defined	Teams and responsibilities clearly defined, but roles and job titles change regularly
Process-based	Project-based

THE ORGANISATIONAL OF THE FUTURE.

Source; <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/organization-of-the-future.html#endnote-sup-3>

SYMPTOMS OF STRUCTURAL DEFICIENCY

Some organizations in Nigeria attempt one organizational structure and after that re-compose to another structure with an end goal to build up a superior fit for the dynamic environment. However, most organizations in Nigeria remain static with their structural design. The following are indicators of identifying structural deficiency;

- When the organization lacks a swift response in a dynamic environment.
- Bottlenecks in decision making.
- When Personnel performance reduces with failure to meet organizational goals and objectives.

- When dispute and confusion ensue with regards to organizational operation.

Barriers to organizational communication

- 1) **Psychological Barriers:** This includes Anger and stress that the employees may be feeling while at work. This could affect the way they communicate with fellow employees.
- 2) **Physical Barriers:** This type of communication involves face to face communication and the factors that hinder this type of communication like distance and modern technology.
- 3) **Systematic barriers:** This is the communication that exist in structures and such communication may be hindered by inappropriate information systems and communication channel or when people are not sure of their role in the communication process,
- 4) **Attitudinal barriers:** This involve personnel indulging in unethical behaviors.

THE LIFE CYCLE OF THE ORGANISATION.

Much the same as in people there is dependably the starting/birth of somebody so is there an end/demise and this reflect in the matter of today as there are the foundation of the association known as new companies and the ending up of a business because of financial downturns, bungle of assets, poor authority among numerous others. Similarly, as an individual is conceived, develops, and in the end encounters decrease and eventually demise, so too do enterprises and product offerings.

The development of an industry after some time is utilized to graph the existence cycle. The unmistakable phases of an industry life cycle are: Birth, development, and decrease. Sales ordinarily start gradually at the birth stage, at that point take off quickly amid the development stage (Obembe, Igbino, Osibanjo, & Kehinde, 2023). Subsequent to leveling out at development, deals at that point start a progressive decay. Conversely, benefits by and large keep on expanding for the duration of the existence cycle, as organizations in an industry exploit ability and economies of scale and extension to diminish unit costs after some time.

Birth: Birth phase of the existence cycle essentially implies the beginning of the industry. Maybe another, interesting item or administrations offering has been created and licensed, in this way starting another industry. A few investigators even include an embryonic stage before birth.

At the birth stage, the firm might be monopolistic in the business. It might be a little pioneering organization or a demonstrated organization which utilizes innovative work assets and mastery to create something new.

Growth: Like the birth stage, the development stage requires a lot of capital. The objective of showcasing endeavors at this stage is to separate the authoritative contributions from different contenders inside the business. In the development stage, assets dispatch a recently engaged promoting effort just as assets for preceded with interest in property, plant, and hardware to encourage the development required by the market requests. Be that as it may, the industry is encountering more item institutionalization at this stage, which may energize economies of scale and encourage advancement for creation.

Maturity: As the business approaches maturity simply like in individuals, the industry life cycle turns out to be discernibly better, demonstrating abating development. A few specialists have marked an extra stage, called extension, among development and maturity. While deals are extending and income is developing from these "money dairy animals" items, the rate has impeded from the development organize (Kehinde, 2025).

Decline: Decline is constantly inescapable in an association. On the off-chance development has not been in the know regarding other contending items as well as administrations, or if new advancements or innovative changes have made the business turned out to be out of date, deals endure and the existence cycle encounters a decline. In this stage, deals are diminishing at a quickening rate. This is frequently joined by another, bigger shake-out in the business as contenders who did not leave amid the development arrange now leave the business.

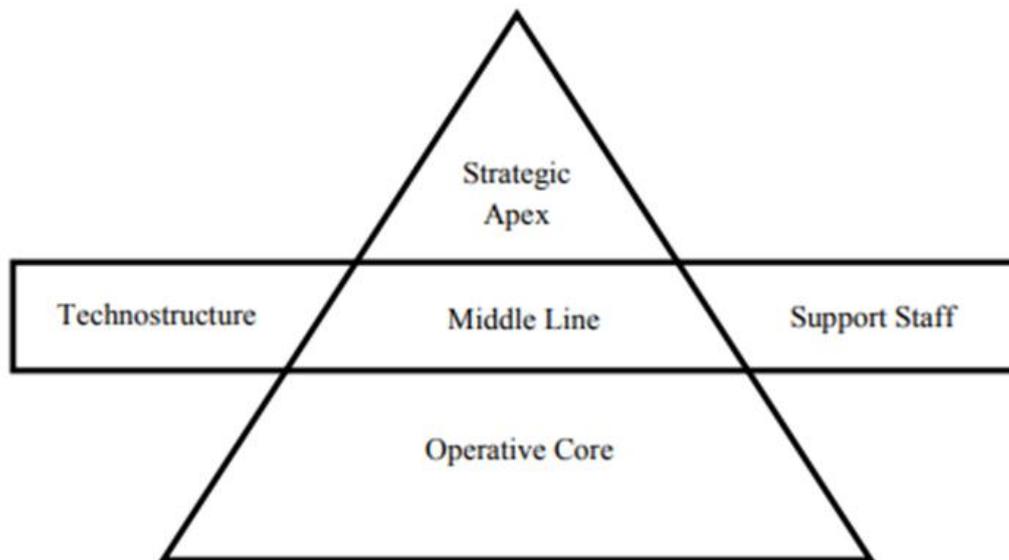
Prolonging the Life Cycle: The board productivity and viability can draw out the development phase of the existence cycle. Generation upgrades, as in the nick of time strategies and lean assembling, can result in additional benefits. Innovation, computerization, and connecting providers and clients in a tight inventory network are likewise techniques to improve efficiency and new employments of an item can likewise renew an old brand (Kehinde, 2024).

MINTZBERG'S THEORETICAL FRAMEWORK ON ORGANISATIONAL STRUCTURE.

Henry Mintzberg recommends that organizations can be differentiated in three essential measurements:

The key piece of the organization, that is, the piece of the organization that assumes a noteworthy job in deciding its prosperity or disappointment; the prime coordinating mechanism, that is, the significant technique the organization uses to coordinate its exercises; the type of decentralization used, that is, the extent to which the organization involves subordinates in the decision-making process.

Using the three basic dimensions—a key part of the organization, prime coordinating mechanism, and type of decentralization—Mintzberg recommends that the procedure an corporation takes and the degree to which it rehearses that system results in five organizational setups: straightforward structure, machine administration, proficient organization, divisionalized structure, and adhocracy.



Source: Fred C. Lunenburg. (2012)

According to Mintzberg, there are six main Mechanisms of coordination of work which were; Common alteration, Direct supervision, Standardization of work forms, Standardization of yields, Standardization of aptitudes, Standardization of standards.

Others moved past these early methodologies and analyzed the connection between organizational strategy and structure (Brickley, Smith, Zimmerman, & Willett, 2002). One of the early pioneers to This approach was Alfred Chandler (1962, 2003), He observed from his investigation that an organization's strategy will in general impact its structure (Kehinde, Moses,

Borishade, Busola, Adubor, Obembe, & Asemota, 2023). He recommends that strategy by implication decides such factors as the organization's objectives, technological innovation and environment, and each of these impacts the structure of the organization. Recently, social researchers have enlarged Chandler's postulation by contending that an organizational strategy decides its con, innovation, environment, and objectives. These factors, combined with development rates and power appropriation, influence organizational structure. (Hall & Tolbert, 2009; Miles, Snow, Meyer, & Coleman, 2011).

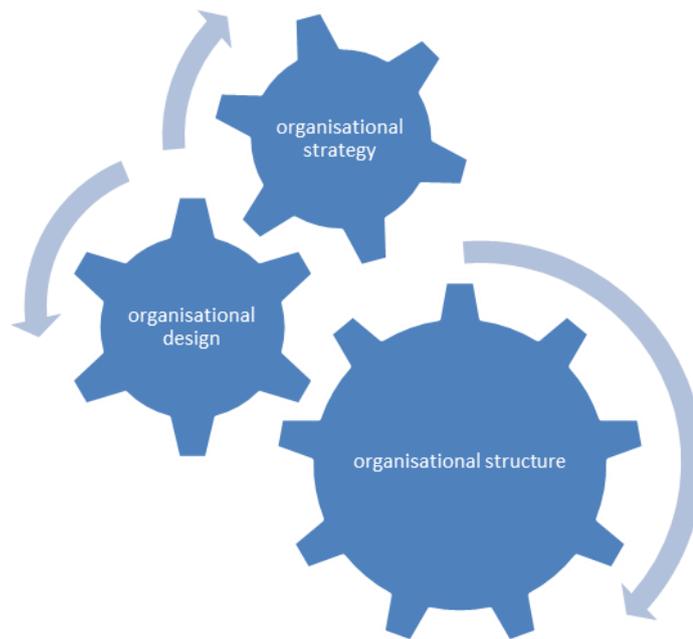
STRUCTURAL CONTINGENCY THEORIES.

Contingency theory manages strife, which past theories viewed as what to evade. the dispute is unavoidable. According to Donaldson, L. (2015) structural contingency theory endeavors to amend this contention by saying that each hypothesis is legitimately in its own.

Organizations advance to meet their very own key needs in successive and dynamic ways. Adjusting to changes in the institutional environment is imperative to managerial and organizational achievement. Administrators or management must adapt in decision making dependent upon current conditions (Kehinde, Ogunnaike, Adegbuyi, Kehinde, Ibidunni, Ufua, & Kehinde, 2022).

Emphasizing further, structural contingency theory holds that the impact on the organizational performance of corporate structure relies on how far the structure fits the possibilities, for example, uncertainty, strategy, technology, and size. for instance, organizations confronted with low degree of uncertainty are fitted by functional structure which is a specialized and centralized organizational structure, though firms confronted with a high degree of uncertainty are fitted by lower specialization and decentralization.it can also be said that Undiversified strategy is fitted by a specialized structure, conversely, differentiated strategy is fitted by a multidivisional structure. a large organization is fitted by a more specialized and decentralized structure. Donaldson, L. (2015).

According to this theory, it can be observed that amongst other things organizational design is a major influencing factor on organizational structure, it can be said that there is a triple causality effect between strategy, organizational design, and organizational structure.



ORGANISATIONAL STRATEGY OR ORGANIZATIONAL STRUCTURE WHAT COMES FIRST?

Some researchers including Chandler (1962) and Rajapakshe (2002) are of the opinion that Organizational strategy should come before organizational structure. This is however linked to several opposing views believing that the strategy- structure sequence may be dysfunctional dynamic environments. Ajagbe et al. (2011) have suggested that organizational structure may be just as core as the market area in the strategic innovation process as some value chain designs demand tailored organizational structures. Davis & Devinney (1997) opined that complex strategic change needs to be managed in steps as it progresses, instead of forcing an organizational structure also top-down strategic decisions may be irrelevant for the development of innovative strategies.

According to Richard L.Daft, Jonathan Murphy and Hugh Willmott 2007, the selection of strategy has a significant effect on internal organizational features. Furthermore, they gave instances of two strategies and how they affect organizational design;

Porters competitive strategies	Miles and Snow's strategy typology
STRATEGY: DIFFERENTIATION ORGANISATIONAL DESIGN: Learning orientation; The structure performance in a elastic, loose with strong horizontal coordination	Strategy: prospector Organization design: Learning orientation: flexible fluid and, decentralized structure. Strong capability in research.

<p>. Strong capability in research. . Values and builds in mechanism for customers Intimacy. Reward employee creativity, and innovation.</p>	
<p>Strategy: low-cost leadership Organization design: Proficiency introduction; Strong focal specialist; ..tight cost control, with successive, point by point control reports.</p> <p>Standard working systems. Exceedingly productive acquisition and circulation frameworks. Close supervision; schedule ask; limited employee empowerment</p>	<p>Strategy: reactor Organizational design: No reasonable organisation methodology; design attributes may move unexpectedly, contingent upon current needs.</p> <p>Other factors affecting organizational design and structure are the environment, technology, size, life cycle, and culture.</p>
	<p>Strategy: defender Organizational design: Efficiency orientation; Strong central authority; tight cost control. Emphasis on production efficiency; low overhead. Close supervision; little employee empowerment.</p>
	<p>Strategy; analyzer Organizational design; Equalizations proficiency and adapting; tight cost control with adaptability and flexibility.</p> <p>Effective generation for stable product offerings; accentuation on innovativeness, inquire about, risk taking for development.</p>

BASIC CHALLENGES OF ORGANISATIONAL ANATOMY

Differentiation

Differentiation is the process by which an organization assigns personnel and resources to organizational objectives and creates the objective and authority relationships that lead the organization to achieve its goals. It can also be known as the division of labor. There are forms of differentiation which are the vertical differentiation which is the way the association structures its chain of command of power and makes reporting connections to interface hierarchical roles

and subunits. horizontal differentiation is the manner in which an association groups corporate objective into roles and roles and roles into subunits that are functional and divisional.

In this organizational anatomy, challenges are that personnel take on new objectives as the need comes up and it is uncertain who is responsible for what and who ought to report to whom. This makes it difficult to know who is accountable for what and difficult to coordinate people's activities so they work together as a team.

Differentiation can be seen as a challenge when one examines an organization and outline the issues it faces as it endeavors to accomplish its objectives. In a straightforward organization, differentiation is low on the grounds that of the small amount of personnel who perform the organizational task. however, with organizational growth comes complexity in the organization where the division of labour and differentiation are high and this is facilitated by the provision of roles, functions, and divisions (building blocks of differentiation) in the organization.

Balancing Differentiation And Integration

This is a challenge in organization anatomy which arises from differentiation that ought to enhance specialization and productivity. Organizations and researchers have observed that horizontal differentiation reduces communication between departments(subunits) and teamwork within themselves and as a result of this divisions have developed subunit orientation which can be seen as an ideology to view ones obligation in the organization narrowly from the perspective of the time frame, goals and interpersonal orientations of one's subunit. It can be asserted that a highly complex organization that is highly differentiated needs a high level of integration to effectively coordinate its activities.

Balancing Centralization and Decentralization Of Authority

Centralization can be defined as a organization hierarchy in which the authority to make important decisions is withheld by the managers at the strategic level of the organogram, while decentralization of authority is a situation whereby the authority to make important decisions about organizational resources and to innovate objectives is delegated to managers at all levels in the organizational structure.

In practice, many personnels in organizations don't take responsibility or risks. They are always looking to their superior for directions and supervision rather than assuming responsibility and taking the risk to deal with it. It should be noted that as responsibility and risk taken declines

likewise organizational performance due to the lack of exploitation of opportunities and mitigation of threats. Due to that decision making is slow and complex which affects the opportunities to create value to the stakeholders.

However, the objective for management is to decide on the adequate balance between the centralized and decentralized organizational anatomy of which if the structure is too decentralized managers would have the freedom to pursue their own goal and objectives at the expenses of the organization and the opposite is the case for a highly centralized organization. Therefore, an ideal balance between the two hierarchical organizational structures will lead to a balance between long term strategy making and short term dynamic innovations as tactical and operational managers respond urgently to problems and changes in the business environment.

Adaptation Of The Organization: Balancing Standardization And Mutual Adjustment

Although standard operating procedures and written rules help to guide the personnel behavior in an organization. However, many organizations have observed that personnel tend to follow written operational procedures to the latter like a rule-based approach instead of a principle-based approach to a particular and possibly uncommon situation. hence, adapting to the needs of an event has been rigid reduces innovation.

Therefore, the challenges which are present in both small and large firms are to have anatomy that achieves the adequate balance among institutionalization and shared modification. Institutionalization is the formalization of explicit models characterized by sets of standards and standards. While mutual adjustment can be seen as the concession that rises when basic decision making and coordination are dynamic procedures by which individuals utilize their initiative to address problems.

MANAGERIAL IMPLICATIONS

- I. The manager would need to draw out an organogram for the proper identification of the distribution of authority and the division of labour.
- II. The management should consider the analysis of each personnel's role and the relationships among the roles to ensure that the organizational structure is best suited for the objective at hand. and if not, redefine relationships and responsibilities

- III. The management also should analyze the relationships among the departments to ensure that the anatomy is suited for an organizational mission which creates value for stakeholders.
- IV. Management should make a guide of the vital incorporating systems being used. Also, when there isn't sufficient mix, the executives is encouraged to grow new incorporating systems that will give the additional coordination expected to improve execution.
- V. Determine the level in the managerial hierarchy that has the highest authority concentration in order to choose how brought together or decentralized basic leadership decisions in an corporation. Conscious on the administrative discoveries with the important partners to learn if the circulation of power best suits the requirements of the organisation.

CONCLUSION

From the above study, it is evident that organizational anatomy is imperative to the survival of an organization in the business environment. a fair amount of organizations in Nigeria takes this issue for granted and this has lead to the rise and fall of industry giants and start-ups who failed to evolve as the market and the environment changed within the course of their operations.

It can be concluded that acceptable structure should be set up simply or existing structure should be modified to assist the integration process of the strategy for practical implementation of strategies. Strategy and structure are interrelated and for proper functioning each depends on the other. Based on this, the company must be able to apply the right company strategy in order to recognize the fluid capabilities to function in global competition and attain the expected growth. Therefore strategic business managers should pay more attention to the decisions made towards bringing up strategies and structure.

In the Traditional organization, the business organizational structure is hierarchical, that is the flow power is vertical, and employees are put into departments. The departments have heads that a swerve to the management. All the plan for achieving the goal is set before and hard to change. Traditional organizations are usually less flexible and rigid in structure. On the other hand, modern organizations are boundariless organizations that network and collaborate more. They are well-suited for rapid innovation and therefore ideal for companies in the growing technology industry.

Modern organizational design use ideas from many fields to facilitate dynamic communication and to combine employee and organizational remedies into a unified whole. The focus of adaptability is on new designs. They rely heavily on employee participation, allocate authority - based skills, and have significantly fewer rules and limits leading to a rather organic structure.

In the world of today, global organizations have adopted fluid methods of organizational structure, allowing their businesses to blend in like an ecosystem in their various business environment which has helped them to evolve as the environment changes around them. From the trend of today, In the future, we shall observe an increase in technology in various organization's anatomy.

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