

Table 3

Hard Factors of Organizational Theory and Bureaucracies with Potential Positive and Negative Aspects

Hard Factor	Description	Potential Positive Aspect	Potential Negative Aspect
Specialization	Focus job on single task	Increase proficiency, productivity, efficiency, and cost effectiveness	Tedious, repetitive task
Departmentalization	Group similar jobs into logical units	Increase efficiency and opportunities for economies of scale	Rigidity impeding innovation and formulation of multidisciplinary solutions
Unity of command	Employee has only one boss	Promote clarity and efficiency	Rigidity impeding innovation and formulation of multidisciplinary solutions
Span of control	Limits, based on complexity and diversity of tasks and expertise of supervisor, of the number of direct reports	Support effective supervision	Rigidity impeding innovation and formulation of multidisciplinary solutions
Standardization	Similarity in processes, procedures, and policies across units and individuals	Promote efficiency, utility, and fairness	Tedious, repetitive task; deterrent to excellence; promoter of mediocrity
Uniform application of rules	Impersonal and unbiased use of same rules for all persons	Promote efficiency, continuity, and fairness	Dehumanization, perception of rigidity, inflexibility, and excessive red tape