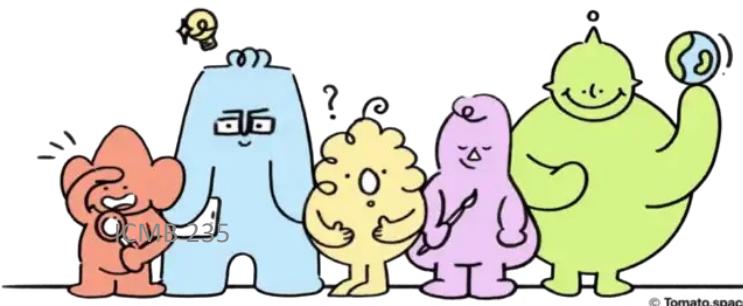




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RE-ORGANIZATION STRUCTURE

FROM BUREAUCRACY TO POST-BUREAUCRACY



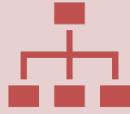
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From bureaucracy to post-bureaucracy



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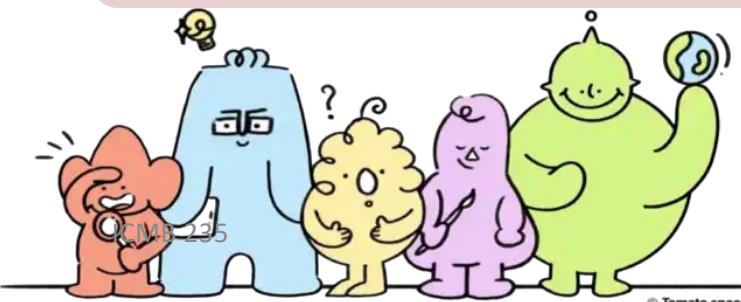
Mechanic Design / Traditional bureaucracy – rigid, fixed rules and structures



Organic Design / Matrix structures – away from rigid hierarchies and central command



Post-bureaucratic organization – Shifting from mechanic to organic by minimizing rules and structures to promote creativity and innovation



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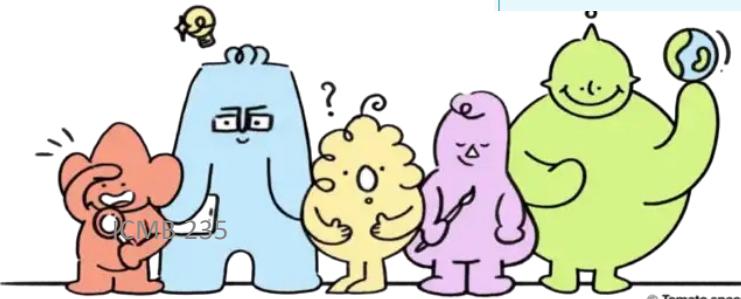


Mechanic VS Organic Design



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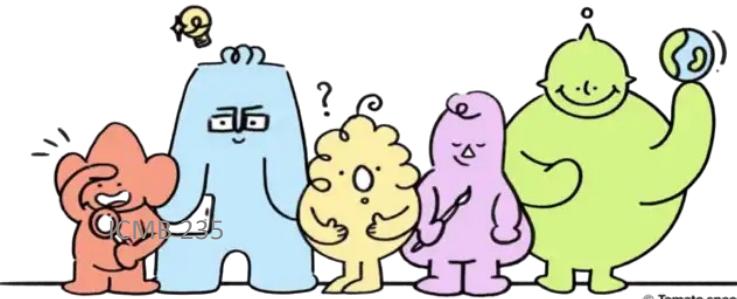
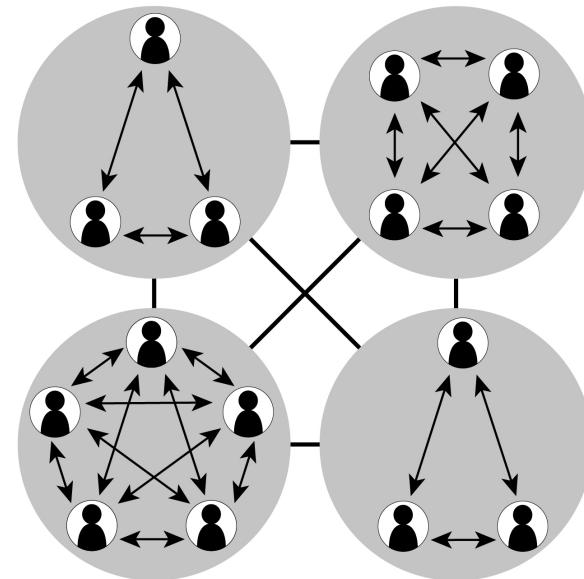
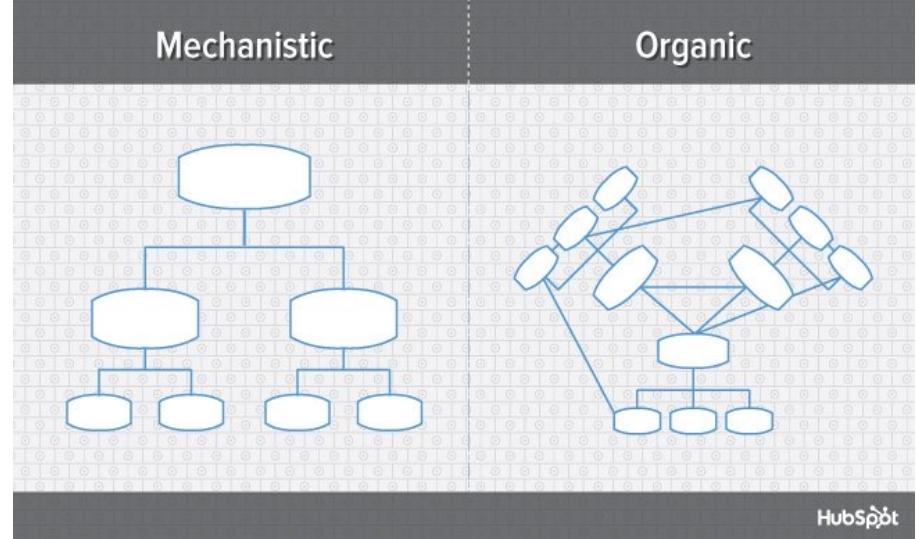
Mechanistic design	Organic design
High standardization	Low standardization
High formalization	Low formalization
Concentrated centralization	Decentralization
Little employee discretion	Extensive delegated discretion
Many authority levels	Few authority levels – flat organization
Large administrative component	Small administrative component
Deep specialization	Breadth rather than depth of specialization
Minimal face-to-face communication	Extensive face-to-face communication



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- **Matrix organizations**
 - traditional vertical hierarchy is overlaid by a horizontal structure consisting of projects, products and business subsidiaries or geographical areas i.e. Google
- **Networks**
 - shared resources, collaborations temporary project organizations





Matrix Organisation



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- Organisational design was about making **the best ‘fit’** between organisation and its environment
- The **matrix organisation** means that, rather than being in one fixed work group, **people move between different teams.**

“The matrix organisation shifts away from bureaucracy in that it of management that unity of one command, where people have just one line manager, this moves away from rigidity of bureaucracy.”

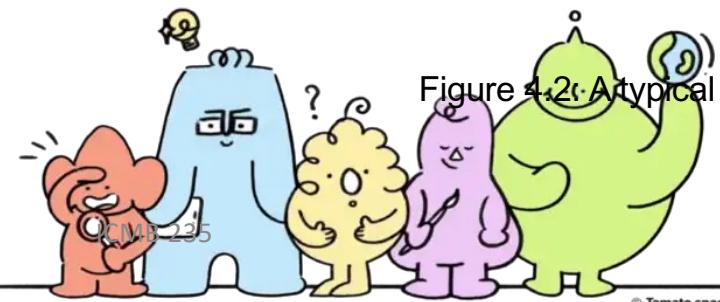
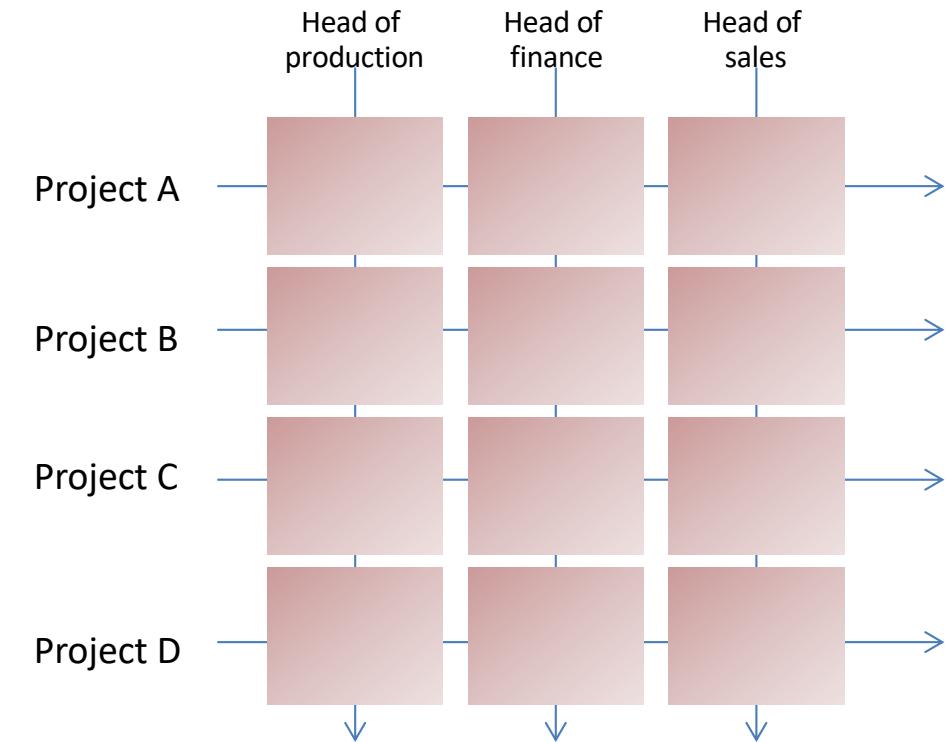
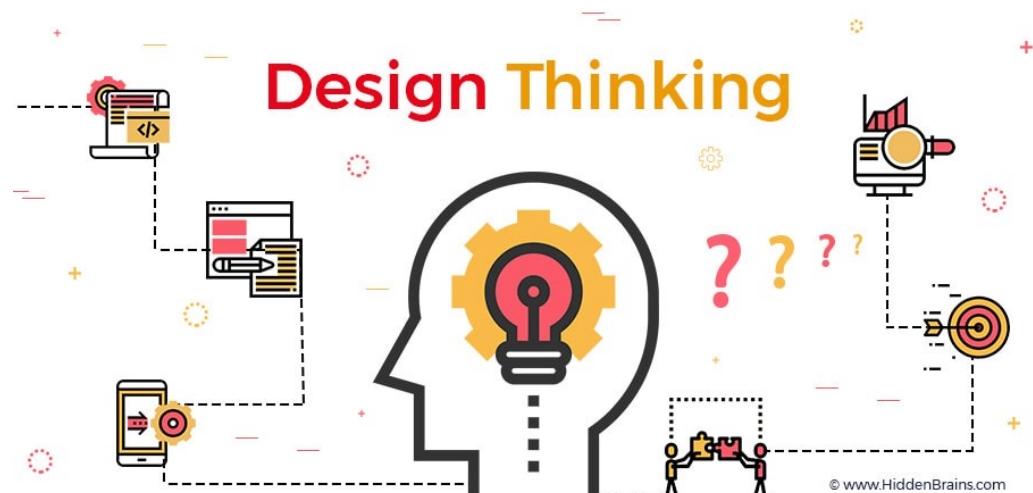
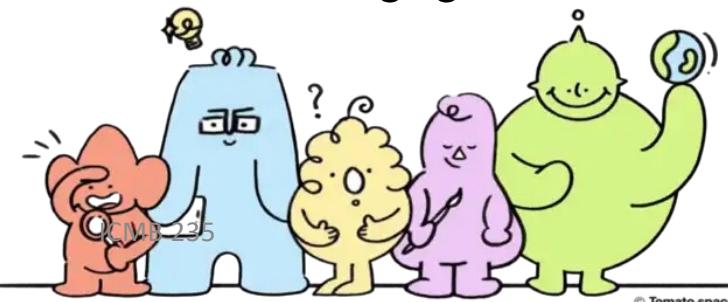


Figure 4.2: Atypical matrix structure

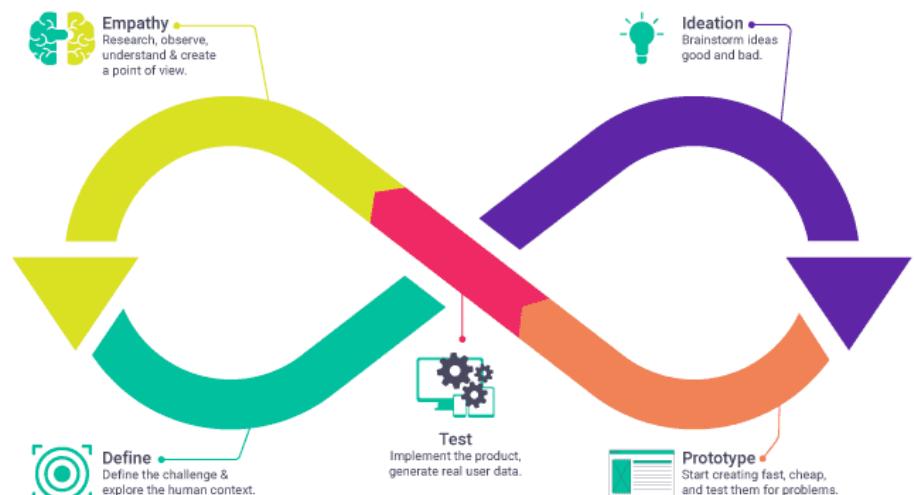


Modern designs(2 of 2)

- **Design thinking**
 - Inspiration
 - Materialize problems through mock-ups, sketches, scenarios etc.
 - Ideation
 - Process of generating, developing and testing ideas through prototypes, piloting etc.
 - Implementation
 - The clear development and specification of the idea, its effective communication and engagement of others



5 Stages of Design Thinking





Sample Post-Bureaucracy company

Google Thailand



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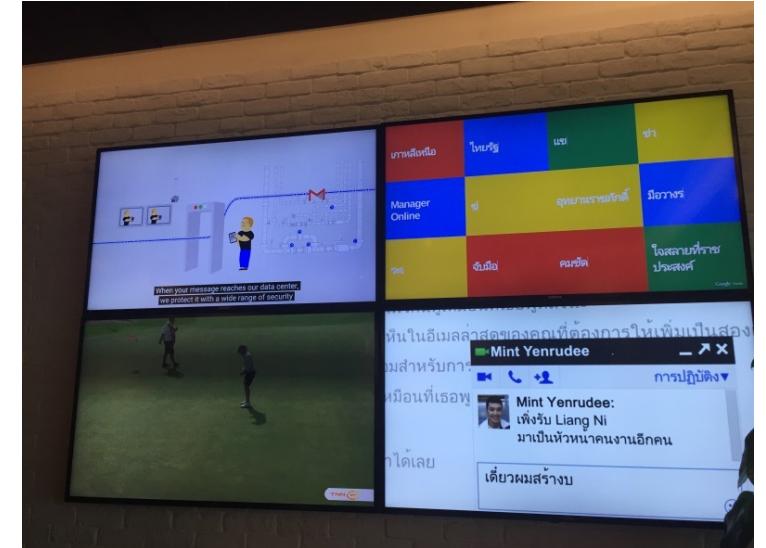
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Google Thailand Office



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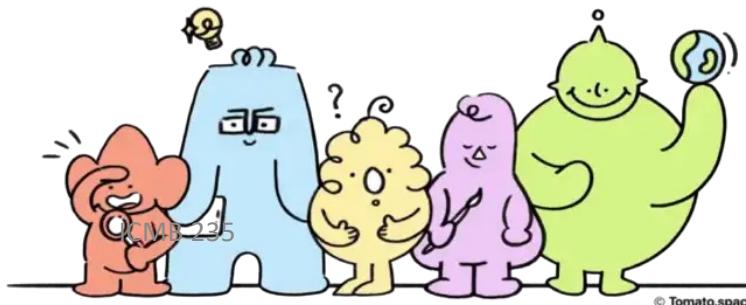
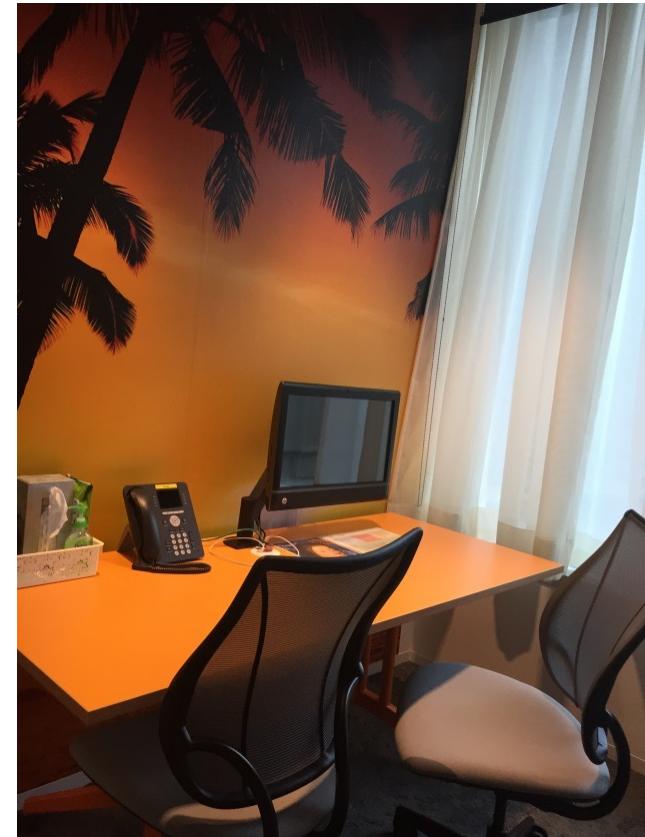
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Google Thailand's office



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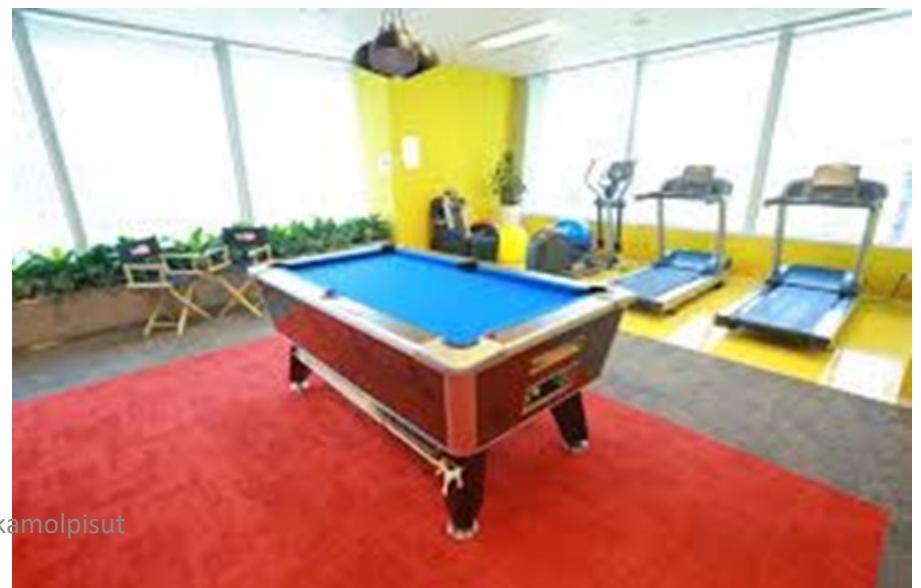
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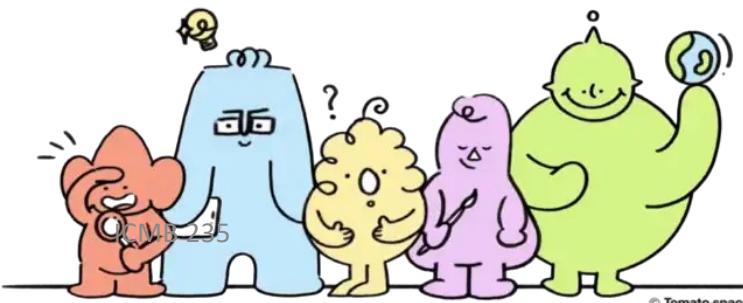
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Contingency theory

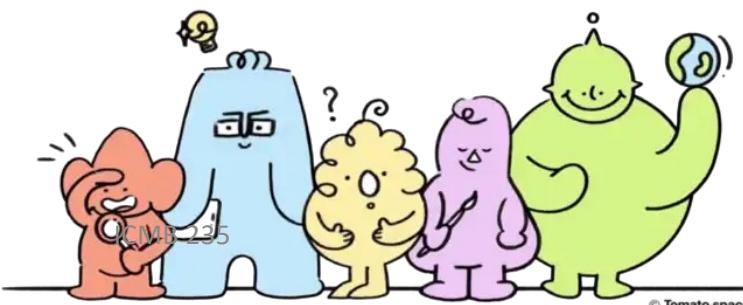
- Contingency theory :
 - There was this insight that **organization might be dependent on their environment** [both internal and external].
 - The **best way to organize depends on the nature of the environment** to which the organization must relate to...





Contingency Theory

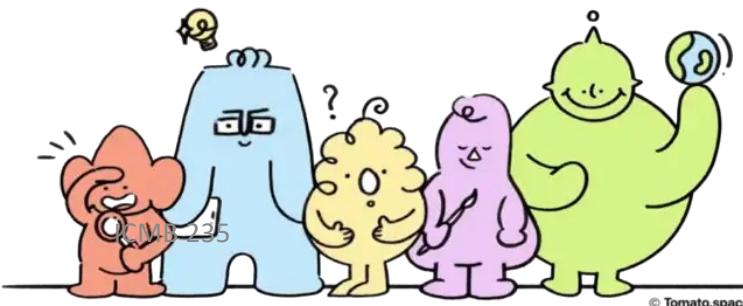
- Contingency theory – all organizations have to deal with and that will shape the organization's design
 - A. **(Organisational) Environment** determines structure – the more certain and predictable (Burns & Stalker)
 - B. **Technology** determines structure – adapt with more routinized technology with repetitive tasks, tend to become more bureaucratic (Woodward)
 - C. **The (Organisational) size** determines structure – become bigger, more bureaucratic, high degree of formalization, centralization and standardization (Aston project)





Institutional Theory

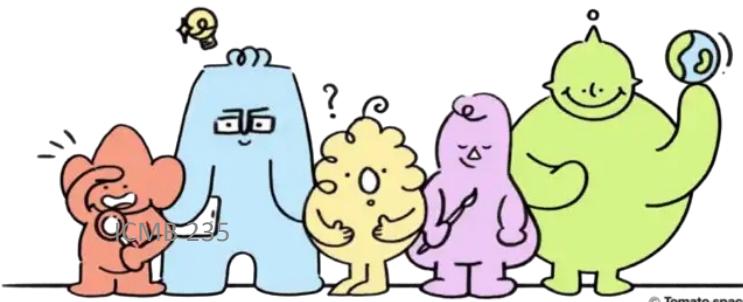
- Institutional Theory – has emerged and shifted the way organization design **emphasis** to understanding how organization appear legitimate in the eyes of stakeholders i.e. investor, customers etc.
- Focuses on how organization design and practices become cultural capital through coercive, mimetic or normative isomorphism





Institutional Isomorphism (Institutional Theory)

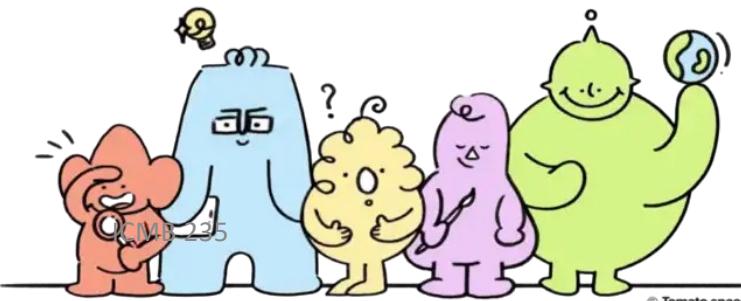
- **Institutional Isomorphism (Institutional Theory)**
Organizations tend to become **more similar over time**—
- Not always because it is the most efficient, but because they seek **legitimacy** (to be accepted by regulators, stakeholders, and society).





Three types of Isomorphism

- **Coercive isomorphism (pressure / rules):** Organizations change due to **laws, regulations, or powerful stakeholders**.
Example: ESG reporting required by regulators or investors.
- **Mimetic isomorphism (copying under uncertainty):** Organizations **imitate successful peers** when they are unsure what to do. *Example: adopting hybrid work because leading firms do it.*
- **Normative isomorphism (professional standards):** Organizations align with **professional norms, education, and best-practice standards**.
Example: Management practices shaped by professional bodies and training.



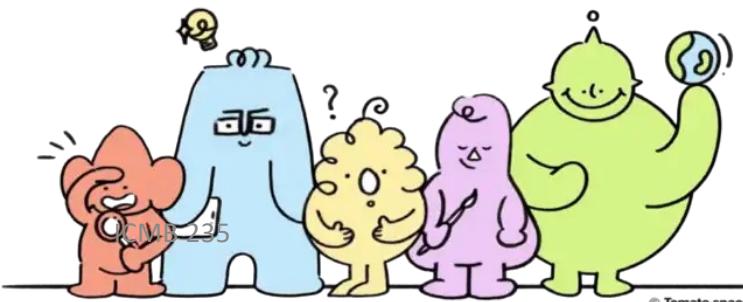


SAR-FIT: Structural adjustment to regain fit



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- SARFIT: Structural Adjustment to Regain Fit
 - as organizations' contingencies change, organization design needs to be adjusted structurally to regain fit with the changed contingencies
- Four factors might lead to adaptive – or functional – change
 - Changes induced by the business cycle
 - Competition, increasing or diminishing market share
 - Levels of indebtedness, fuelling or dragging growth down, bankruptcy
 - Divisional risks, as some divisions fail to meet performance targets, while others exceed them



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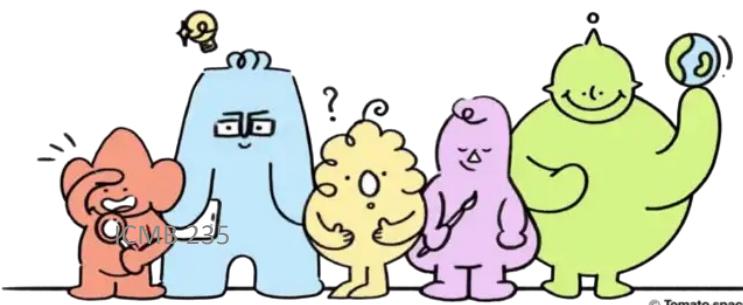


Contingency Theory VS Leader!



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- Fiedler's Contingency Theory is one of the first formalized management theories to demonstrate the importance of selecting leaders based on group goals and dynamics.
- While some theories from the early twentieth century like Max Weber's principles of bureaucracy emphasize standardization and process. BUT **Contingency Theory** looks closer at how leadership style impacts group relationships and outcomes.



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Pre-Read Requirement for Next Wednesday



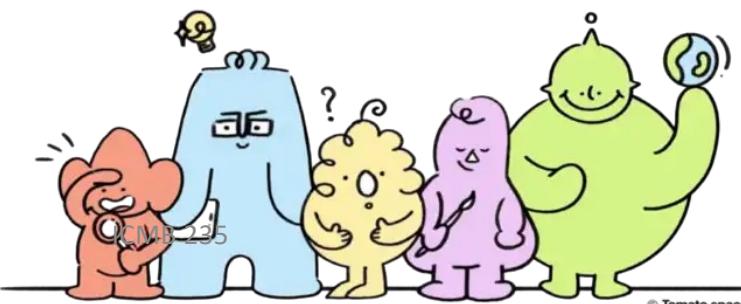
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“Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand”

FIT	FUN	FAIR
<ul style="list-style-type: none">สุขภาพดี พลังอันแรงกล้าพร้อมทุกองค์ความรู้ และความสามารถในการรับมือกับทุกสถานการณ์มุ่งเน้นสู่การสร้างผลลัพธ์ ที่เหนือความคาดหมาย	<ul style="list-style-type: none">ทุกความท้าทายคือความสบุกของคนเอไอเอสทำงานก็สุข แต่ไม่หยุดกิจกรรมที่ชอบเดี๋ยวนี้ปรับตัวคุณต้องคิดบางอย่าง 	<ul style="list-style-type: none">ความเท่าเทียมกันของโอกาสที่ส่งมอบให้กับพนักงานทุกคนเปิดใจ ยอมรับ ใบความหลากหลายและความแตกต่างรางวัลสำหรับความภาคภูมิใจให้กับพนักงานที่ส่งมอบผลงานที่ยอดเยี่ยมเพื่อตอบแทนงานที่มีคุณภาพ



Source: Singhatong, S., Suengkamolpisut, W., & Racela, O. C. (2025). Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand. *Asian Case Research Journal*, 29(04), 297-316.



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Download the case study, link is posted in the E-learning



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Asian Case Research Journal | Vol. 29, No. 04, pp. 297-316 (2025)

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Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand

Saifon Singhatong, Wallapa Suengkamolpisut, and Olimpia C. Racela

<https://doi.org/10.1142/S0218927525500117> | Cited by: 0 (Source: Crossref)



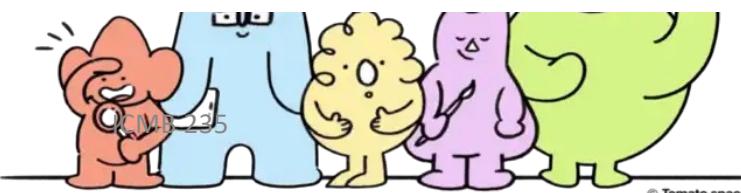
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Abstract

This case study takes the reader through the journey of cultural transformation and strategic HR-led change at Advanced Info Service (AIS), a major telecommunications company in Thailand. Kantima Lerlertyuttitham, the Group Chief Human Resources Officer (G-CHRO), looks into potential Diversity, Equity, Inclusion and Belonging (DEIB) practices to reduce inequality in the company while navigating the 13,000 employees through transitions towards becoming a Cognitive Technology Company, or Cognitive Tech-Co., through a Fit Fun Fair organizational culture. One of the challenges faced during the transformation is the gap in technological skills, particularly among the older generation of employees, who are facing more difficulties adopting the new technology. With the adoption of more advanced technology in the workplace, Lerlertyuttitham is considering initiatives to close this technological gap among the long-tenure and older employees. The case positions DEIB as a complementary enabler to the broader HRM transformation, aligned with AIS's national values and ESG commitments.



Source: Singhatong, S., Suengkamolpisut, W., & Racela, O. C. (2025). Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand. *Asian Case Research Journal*, 29(04), 297-316.

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- Figures References Related Details

Recommended

Navigating the Waves of Change: Emotional Agility as the Compass for Internal Auditors
By (author): Ana Martins and Narishaa Shah
Evaluating a Pandemic

Degrees and Patterns of Cross-Cultural Leadership Behavior Adjustment
Expatriate Managers and Cross-Cultural Leadership in China

Leadership Effectiveness in Thailand
Duangduen Bhanthumnavin and Duchduen Bhanthumnavin
Leading in High Growth Asia

Expatriate Managers and Cross-Cultural Leadership in China





Next Lecture...

Leadership and Change management



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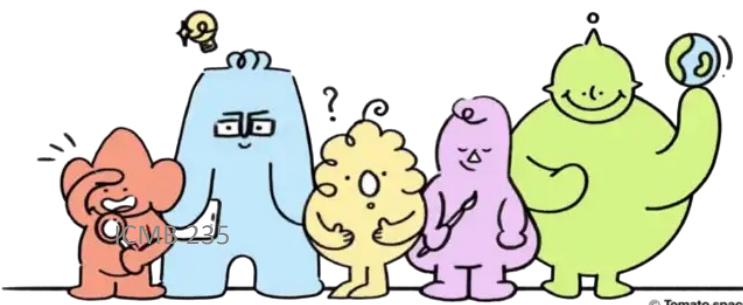


Next week Monday 19th Jan 26
Quiz 1-2 (2% / 15 Minutes)



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Introduction to MOB, Sensemaking Organisation Design

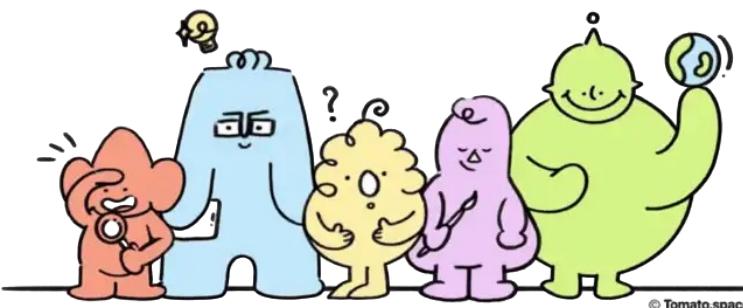


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Appendix





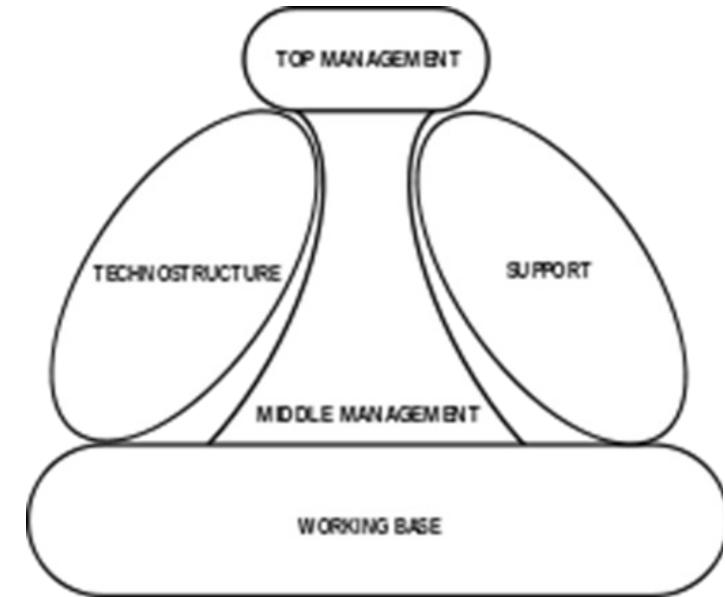
Additional theories



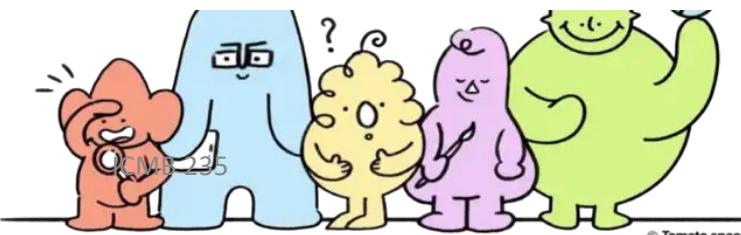
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Henry Mintzberg



Structure in Fives Designing effective organizations

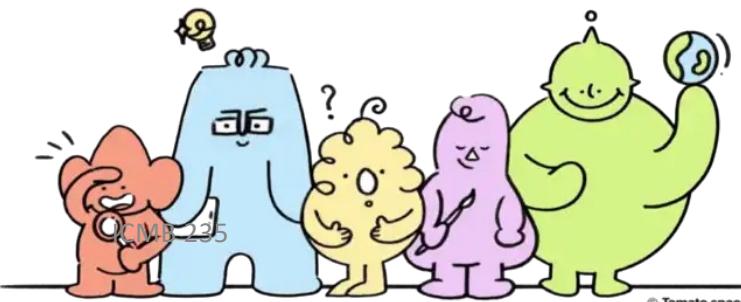


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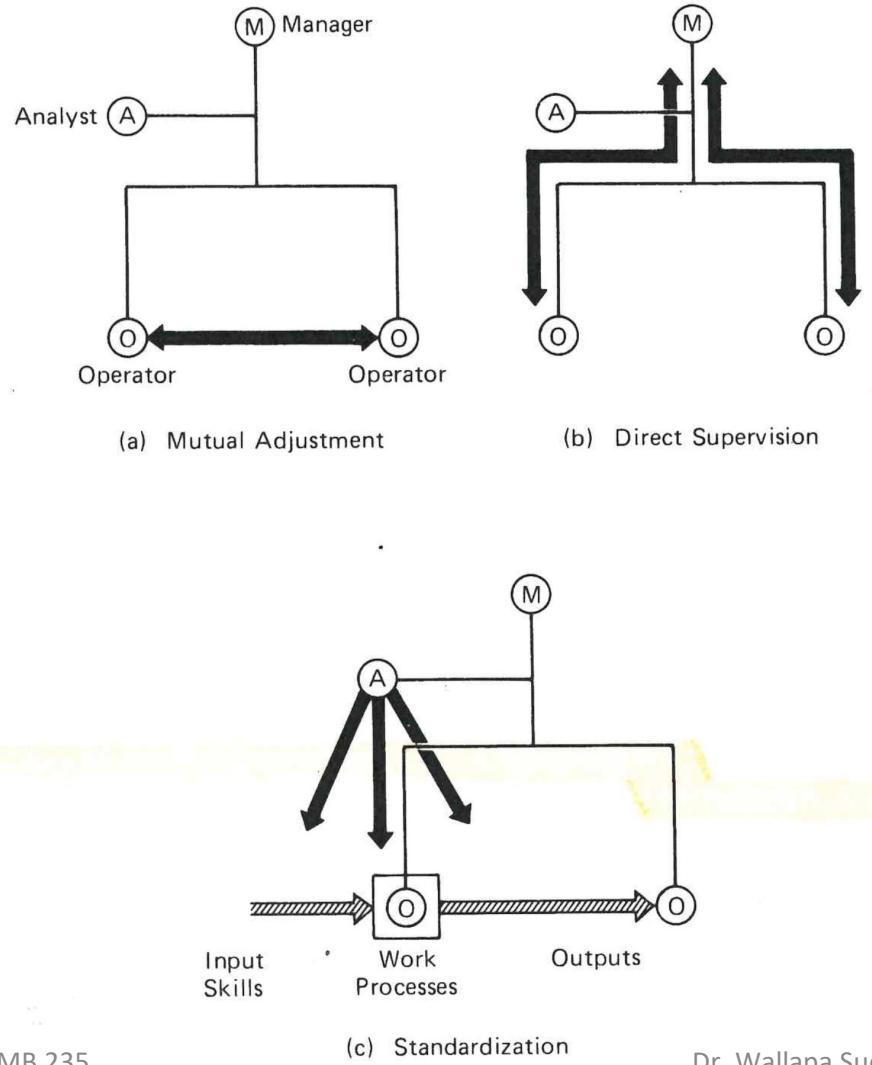


Organizational Designs

- Mintzberg's Designs
 - Organization structure (**s**) reflects how **tasks are divided and coordinated**
 - Means of coordination
 - Mutual adjustment
 - Direct supervision
 - Standardization of worker (input) skills
 - Work processes
 - Outputs



FIVE COORDINATING MECHANISM

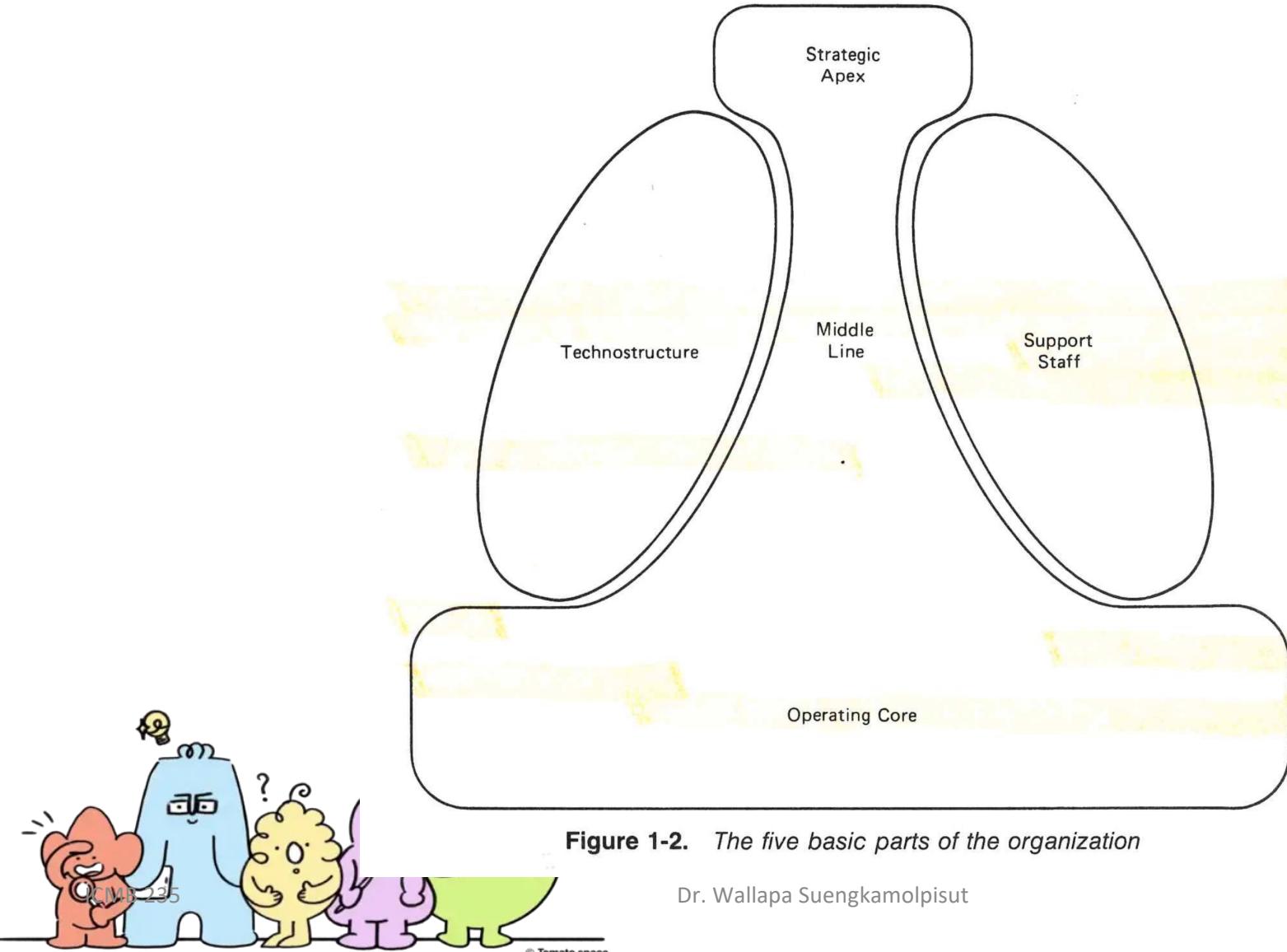


- **Mutual adjustment** – achieves the coordination of work by the simple process of informal communication.
- **Direct supervision** – achieves coordination by having one person take responsibility for the work of other, instructed and monitored.
- **Standardized** – people know what to do by their own that automated coordination i.e. working in car assembly line, surgeons in the hospital etc.



The principle picture

Organisational structure: Mintzber's Framework (Lunenburg, 2012)





Sample of members in each five basic parts of the ORG.



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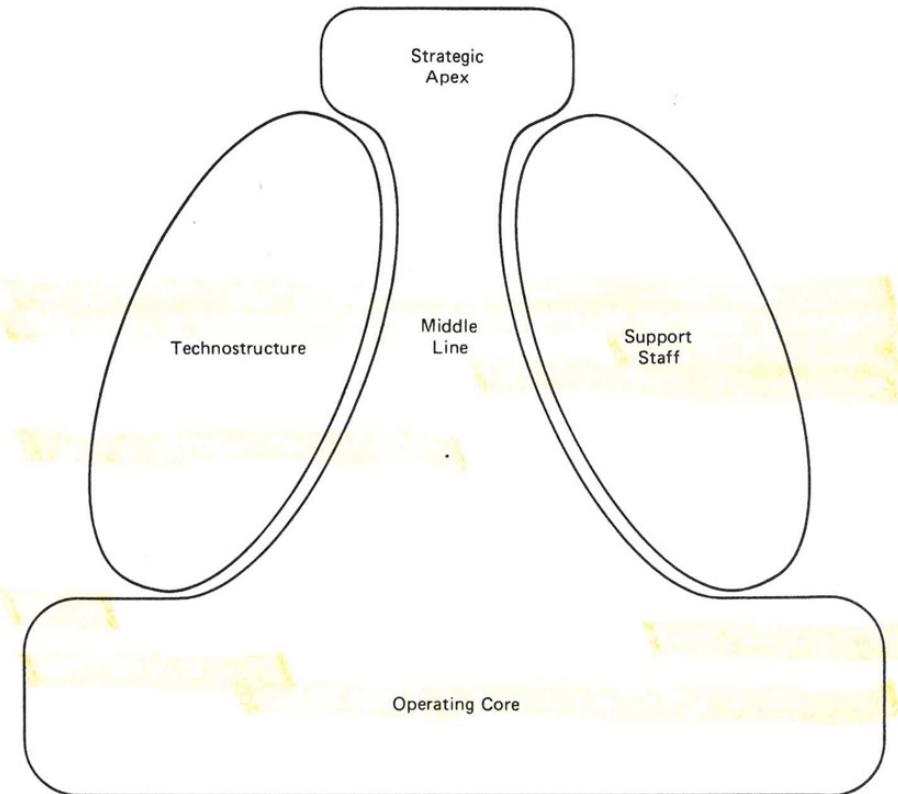


Figure 1-2. The five basic parts of the organization

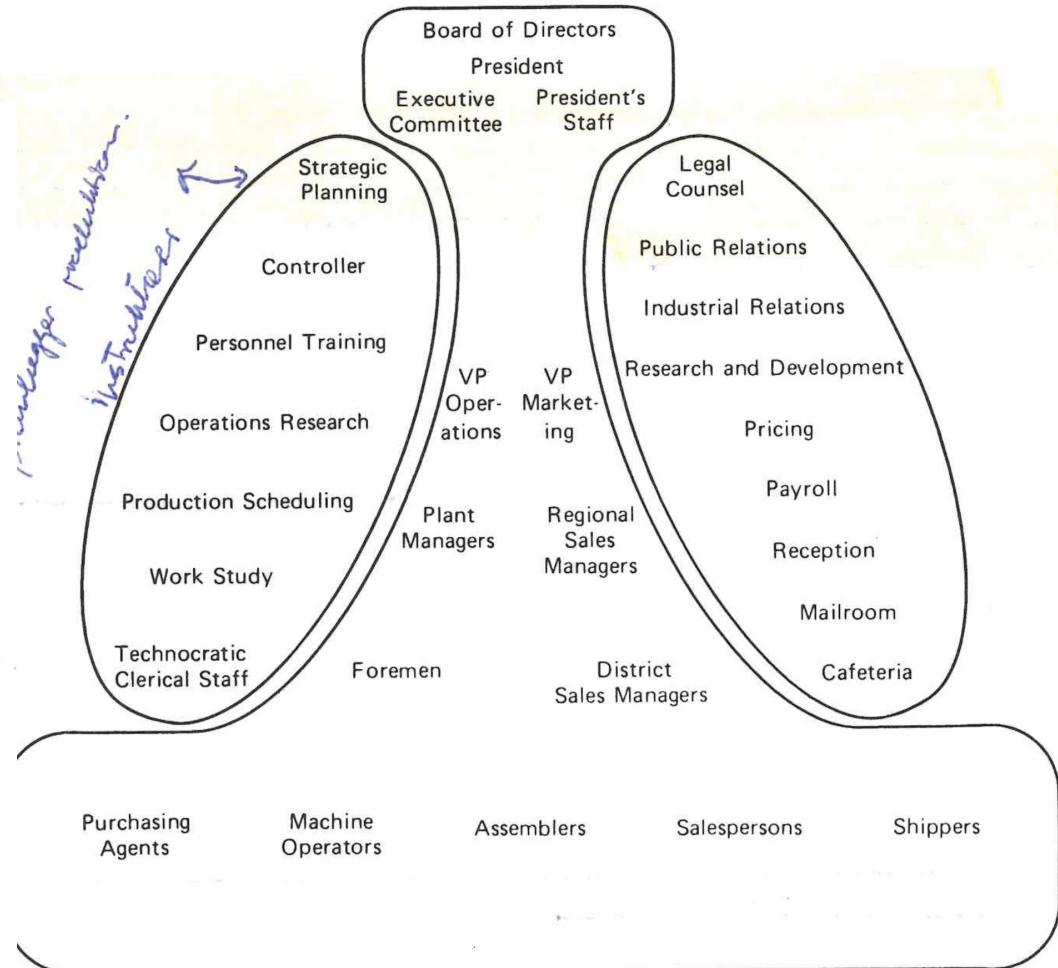


Figure 1-3. Some members and units of the parts of the manufacturing firm

Organizational forms



Configuration	Prime Coordination Mechanism	Key Part of Organization	Type of Decentralization
Entrepreneurial organization	Direct supervision	Strategic apex	Vertical and horizontal centralization
Machine organization	Standardization of work processes	Technostructure	Limited horizontal decentralization
Professional organization	Standardization of skills	Operating core	Horizontal decentralization
Diversified organization	Standardization of outputs	Middle line	Limited vertical decentralization
Innovative organization	Mutual adjustment	Support staff	Selected decentralization
Missionary organization	Standardization of norms	Ideology	Decentralization





THE FUNCTIONING OF THE ORGANIZATION



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- a. **Formal authority** – the flow of formal power down to hierarchy
- b. **Regulated flows** – of production work through the operating core, of commands and instructions down to admins hierarchy
- c. **Informal communication**, emphasizing the role of mutual adjustment in coordination.
- d. **Work constellations**, people in the organization cluster into peer groups to get their work done.
- e. **Ad hoc decision processes**, getting the requirement and seek the decision making from strategic team then get back to the requestors.



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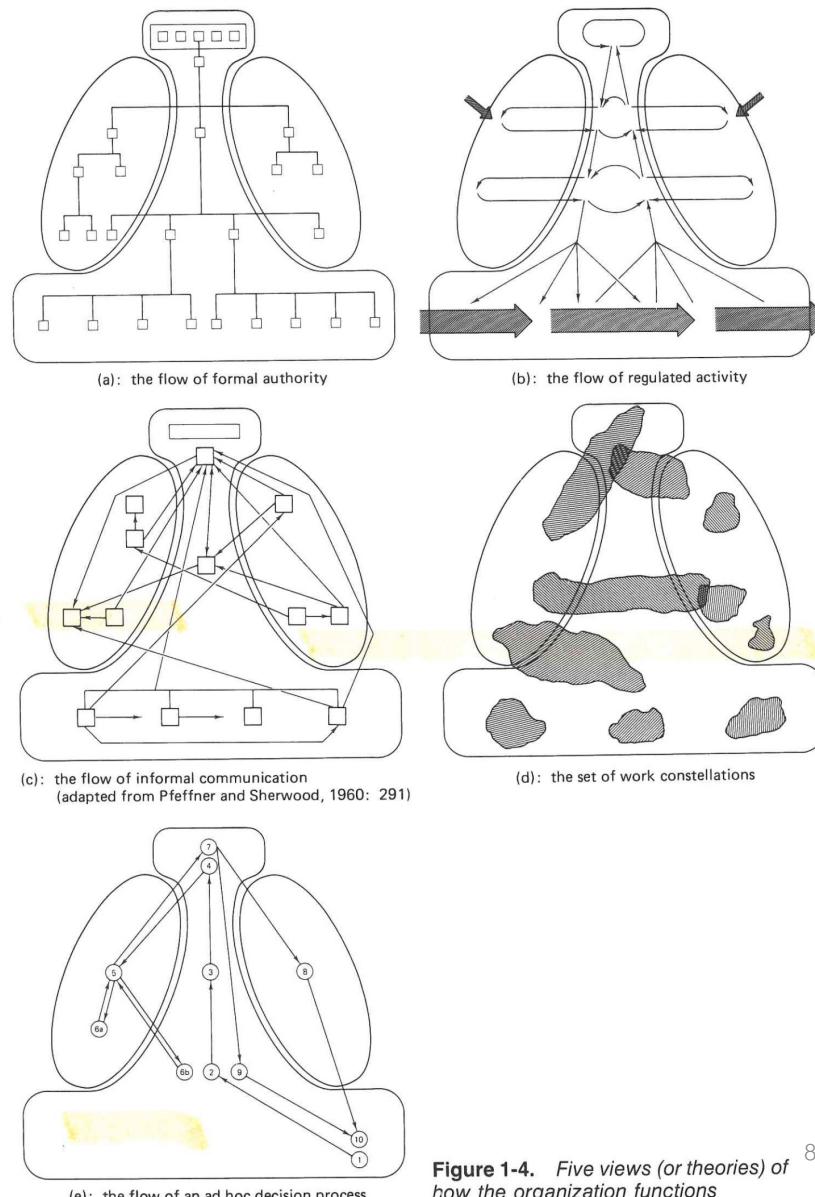


Figure 1-4. Five views (or theories) of how the organization functions

From theories to practice!!!

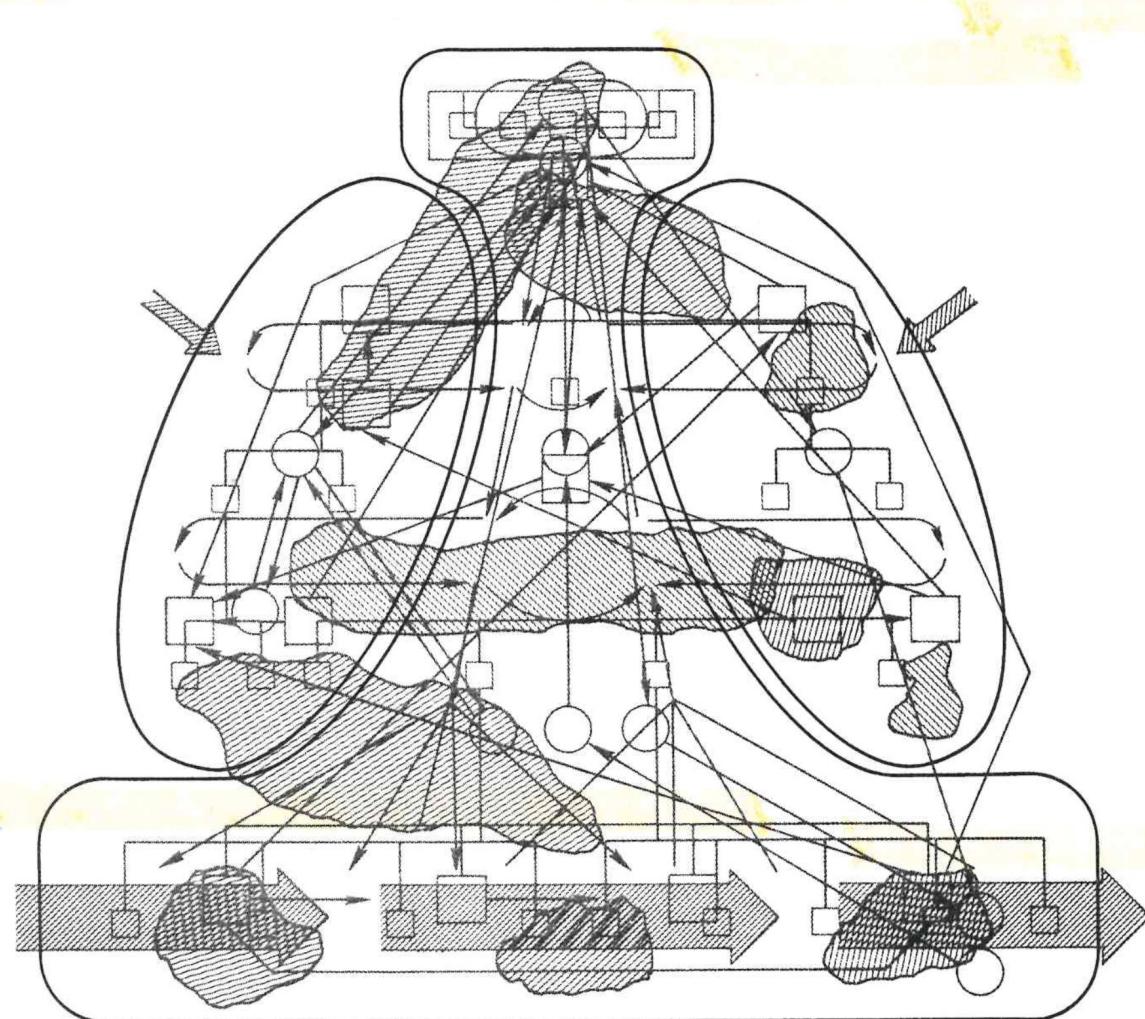


Figure 1-5. A combined overlay: the functioning of the organization



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[URL:https://www.youtube.com/watch?v=B0VItJISVyw](https://www.youtube.com/watch?v=B0VItJISVyw)

