

UTICAJ GENERALNOG I SPECIFIČNOG ZNANJA NA DECENTRALIZACIJU PRAVA ZA DONOŠENJE ODLUKA

GENERAL AND SPECIFIC KNOWLEDGE IMPACT ON DECENTRALIZATION OF DECISION MAKING RIGHTS

Jelena Lukić¹

Rezime

Jedna od ključnih karakteristika svake organizacije jeste da li je proces donošenja odluka centralizovan ili decentralizovan. Kada su prava za donošenje odluka koncentrisana na vrhu organizacione hijerarhije takva organizacija se smatra centralizovanom, u suprotnom, kada su odluke delegirane nižim organizacionim delovima organizacija je decentralizovana (Daft, 2012). Menadžment organizacija, prilikom određivanja optimalnog stepena decentralizacije prava za donošenje odluka, biva suočen sa izazovom da li prava za donošenje odluka treba da budu koncentrisana na vrhu i rezervisana za top menadžment ili trebaju biti decentralizovana na menadžere nižih organizacionih delova. Jensen i Meckling (1995) su ukazali da u situacijama kada je znanje od izuzetne važnosti u procesu donošenja odluka, postoje brojne prednosti kada se prava za donošenje odluka dodele pojedincima koji poseduju vredno i specifično znanje. Po ovim autorima, postoje dve vrste znanja koje ključno utiču na proces donošenja odluka: specifično i generalno. Specifično znanje predstavlja znanje koje je teško prenositi unutar organizacije i ne može se lako usvojiti. Retko znanje o ljudima, organizaciji, kupcima, dobavljačima predstavljaju primere specifičnog znanja. Takvo znanje je teško ili nemoguće agregirati (Jensen and Meckling, 2009) i ono se stiče iskustvom. Sa druge strane, generalno znanje je lako prenosivo unutar organizacije uz niske troškove i lako se usvaja. Menadžment organizacija mora biti svestan činjenice da niko ne može znati sve i da se u okviru organizacije nalazi ogromno znanje u samim pojedincima koje je potrebno iskoristiti na najbolji mogući način. F. Hayek je bio rani zagovornik važnosti decentralizacije procesa donošenja odluka u skladu sa znanjem, ističući da:

„...odluke moraju biti u rukama onih koji su upoznati sa datim okolnostima, koji su svesni posledica i resursa neophodnih za sprovođenje datih odluka. Ne možemo očekivati da će problem biti rešen tako što će se prvo preneti svo neophodno znanje za njegovo rešenje upravnom odboru, čekati da se ono integriše, usvoji i primeni. Problem se mora rešiti nekom formom decentralizacije“ (Hayek, 1945:524).

Menadžment organizacija je, prilikom donošenja odluke o optimalnoj alokaciji prava za donošenje odluka, suočen sa izborom između agencijskih troškova i troškova transfera znanja (Gurbaxani and Whang, 1991). Kada su prava za donošenje odluka koncentrisana na vrhu organizacije, potrebno je usmeriti i preneti znanje pojedincima koji poseduju prava za donošenje odluka, usled čega se javljaju troškovi transfera znanja. Sa druge strane, kada su prava za donošenje odluka dodeljena pojedincima koji poseduju znanje na nižim organizacionim nivoima, javljaju se agencijski troškovi

¹ Phd Candidate

koji obuhvataju troškove nadleganja, vezivanja i rezidualne troškove. Prava za donošenje odluka trebaju biti locirana gde je zbir agencijskih troškova i troškova transfera znanja minimalan. Struktura navedenih troškova zavisi od vrste organizacije, veličine, informacione tehnologije, promena u okruženju. Cilj ovog rada je da ukaže da: 1) ni jedna organizacija nije u potpunosti centralizovana ili decentralizovana, neke odluke su centralizovane, druge nisu; 2) prikaže prednosti i nedostatke decentralizacije; 3) ukaže na činjenicu da ne postoji jedinstveni optimalan stepen decentralizacije i 4) identifikuje uticaj znanja na decentralizaciju prava za donošenje odluka.

Ključne reči: agencija, dobiti, društvo, decentralizacija, odluka, prava, faktori, znanje

Summary

One of the key characteristics of each organization is whether its decision-making policies are centralized or decentralized. Centralization refers to the hierarchical level that has the authority to make decisions. When decision making is kept at the top level, the organization is centralized, but opposite, when decisions are delegated to lower organizational levels it is decentralized (Daft, 2012). The real challenge for management of organizations is to find the answer to the question should the decisions be centralized and made by the top management or should they be decentralized and made by the managers of the lower-level units. Jensen and Meckling (1995) point out that when knowledge is valuable in decision-making, there are benefits to collocating decision authority with the valuable knowledge. According to them, there are two different kinds of knowledge valuable for decision-making: specific and general. Specific knowledge can be defined as the knowledge that is costly to transfer among agents and is not easily observable by other agents. Rare knowledge about people, organizations, customers and suppliers are examples of specific knowledge. Such knowledge is difficult or impossible to aggregate (Jensen and Meckling, 2009) and it is assembled through experience. On the other hand, general knowledge is information that is transferable among agents at low cost or is easily observed by other agents. Management of organizations need to be aware that no one knows everything, and in each organization tremendous amount of knowledge tend to be dispersed among many individuals. F. Hayek was an early proponent of the importance of knowledge for organization and collocation of decision-making authority with the knowledge important to those decisions. He argues that distribution of knowledge in society leads to decentralization:

„...decisions must be left to the people who are familiar with particular circumstances of time and place, who know directly of the relevant changes and of the resources immediately available to meet them. We cannot expect that this problem will be solved by first communicating all this knowledge to a central board which, after integrating all knowledge, issues its orders. We must solve it by some form of decentralization“ (Hayek, 1945:524).

In making the decision of the optimal location of decision rights, an organization is faced with a trade-off between agency costs and knowledge transfer costs (Gurbaxani and Whang, 1991). When decision rights are concentrated at the top of the organization, knowledge should be transferred to the person who has decision rights which implies knowledge transfer costs. On the other hand, when decision rights are transferred to the person with the knowledge there are agency costs which encompass monitoring costs, bonding costs and residual costs. Decision rights should be located where the sum of knowledge transfer costs and agency costs is minimized. These cost structure will vary from one organization to the other, depending upon many factors like size of the organization, information technology, the rate of change in the environment regulation. The aim of this paper is to: 1) present that no organization exhibits purely centralized or purely decentralized decision making, some decisions in the organization are centralized while



others are decentralized; 2) present benefits and costs of decentralization and centralization; 3) acknowledge that there is no one right answer about the degree of decentralization and 4) identify the impact of knowledge on delegation of decision-rights.

Keywords: agency, benefits, society, decentralization, decision, rights, factors, knowledge