

PECULIARITIES OF FORMATION OF THE ORGANIZATIONAL STRUCTURE OF MANAGEMENT AT THE ENTERPRISES OF THE HOSPITALITY INDUSTRY

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The organizational structure of management is aimed at establishing clear relationships between the individual units of the enterprise, the distribution of rights and responsibilities between them. Within the framework of the management structure, the entire management process takes place, the flow of information, resources, ideas and managerial decisions take place. It also makes it possible for the enterprise to interact with the external environment. Changes in an enterprise's strategy are usually determined by changes in its external environment and always lead to certain changes in the organizational structure of management. The organizational management structure must first of all reflect the goals and objectives of the enterprise, and thus be subordinate to production and its needs. Therefore, models of organizational structures must be designed from the bottom up, creating first the main production, then the repair auxiliary and service units, adapting the management system to them. It is also necessary to take into account the fact that the strategic goals of the enterprise are the initial and most important parameter of the organizational management structure. Failures of many enterprises are explained by the fact that when goals and priorities change under the influence of changing market conditions and competition, the structure remains unchanged, not adapted to the new conditions and goals. And, understandably, the old structure will not be able to achieve the new goals. Formation of the organizational structure of management should also be associated with the definition of the powers and responsibilities of each employee and management body with the establishment of a system of vertical and horizontal connections between them. Fulfillment of this requirement is assembled to determine the index of optimality of horizontal and vertical relationships in the organizational structure of management.

Management of the organizational structure of enterprises of the hospitality industry is based on the data of the following indicators: the level of development and sustainability of inter-functional relationships; rationality of organizational management structure; correspondence of functions and responsibilities of each structural element; the degree of accuracy in determining the status of the management unit and positions; elasticity of the organizational management structure; manageability. The indicator of the level of development and stability of interfunctional connections shows how coordinated the work of functional management units among themselves is, how their tasks and goals are subordinated to the general goal of enterprise development, how effective horizontal connections in

the management structure are. The optimal division of labour between management bodies and individual employees should be provided for while forming the organisational structure of management, which should ensure creative work and a normal workload, as well as the necessary specialisation. In this regard, the indicator of specialisation of management units characterises the quality and completeness of implementation of management functions, and hence the optimality of the organisational structure of management.

The rationality of organizational management structure is significantly affected by the combination of positions vertically and horizontally. Such combination allows to reduce the number of staff; to increase labor productivity; to better understand the role of the branch in terms of the interests of the whole company; to solve the issue at the highest level of the company in the interests of the branch; to increase the competence of the top management staff due to its constant connection with production and the like. At the middle management level, it is possible to practice horizontal position combinations both within departments and between departments that have close cooperative ties. Such overlapping within departments allows preparation of substitutes in case the main employee leaves the company or is absent for a long period of time. Each employee should have an understudy, and the greatest effect is achieved when they duplicate each other while exchanging experience and helping out.

The indicator of compliance of functions and responsibilities of each structural element of organizational management structure with its powers and responsibilities helps to find out the level of compliance with the relevant principle to the construction of organizational structure [1, p. 93].

The indicator of the correctness degree of the determination of status of the management unit and positions characterizes the ability to distinguish the priorities in the activity, as well as the knowledge of the top management philosophy of the company regarding the recognition or non-recognition by itself the category of the rank of different levels managers. The managerial rank is the rating of the importance of the given position, the possibility of the decisive influence of the person occupying this position on the affairs of the enterprise as a whole. Determination of the rank of the second person of the enterprise largely depends on the specifics of production (main activity) and peculiarities of the industry. The elasticity indicator of the organisational structure of management shows that the management process is ensured by a fast and free flow of information from bottom to top. This necessitates wide delegation of authority and responsibility to lower levels. The degree of flexibility of the organisational structure of management characterises its ability to change under the influence of the external environment. An enterprise's organisational management structure is not something that is set in stone; it has to be constantly changed and improved in line with the changing environment.

The manageability indicator is ideally close to one. Characteristic signs of exceeding the limits of manageability, when the needs from below do not coincide with the possibility of management from above, are as follows: the manager does not know the state of affairs below; does not have time to solve the issues coming from below; is inaccessible from below: does not solve all issues at once. Thus, the

organisational structure of management is designed to be adequate to the socio-cultural environment of the enterprise, entailing a significant influence on decisions regarding the level of centralisation and decentralisation, the distribution of authority and responsibility, the degree of independence and the extent of control of managers. The organizational structure of an enterprise is inextricably linked to its strategy. An enterprise first defines its strategic goals, and then it defines the structure that it can implement. Therefore the organizational structure is an indispensable part of the strategy. Conformity of the strategy to the organizational structure is manifested in the inclusion of each structural unit of the enterprise in the whole process of strategic changes through an appropriate target and motivational setting. It is necessary to decompose the mission and strategic goals into structural subdivisions of the enterprise, to form a vision of strategy implementation by each structural subdivision, its strategic goals and individual action programs. And so at all levels of the hierarchy, including each employee who also has his goals, his vision, his action programs. Only by harmonizing the entire team, directing everyone to fulfill their own mission and the mission of the enterprise, it is possible to obtain the necessary competitive advantages and achieve the desired results [2, p. 63].

At the final stage of assessing the optimality of the organizational structure of management of the enterprise after the implementation of all three of its directions, the project structure should be identified by the following five main features of the optimal structure: manageability – the ability to respond quickly and clearly to direct directives from above; adaptability – adequacy and timeliness of the enterprise's reaction to the external environment change – ability to adjust the strategy and tactics of the external and internal environment change; specialization – division of labor by functions-operations; cooperation – the performance of the maximum range of work on the production of the product in one structural unit; management costs [3, p. 11]. On the basis of these assessment findings, a final decision is made on the introduction of a particular type of organisational management structure with appropriate linkages, which would allow the enterprise to optimally implement the chosen strategy. Thus, a change of strategy at an enterprise inevitably leads to certain transformations in its organizational structure. These changes will not always be of a radical nature. However, the management must establish how the existing organizational structure corresponds to the strategy, and then, if necessary, carry out appropriate changes. For this purpose the estimation of optimality of organizational structure of management of the enterprise which includes at least three main directions: efficiency of existing organizational structure, its conformity to the chosen strategy and correctness of ranking of tasks of new strategy between levels and divisions of the enterprise is carried out. The results of the optimality assessment provide a rationale for making decisions about appropriate changes to the organisational structure in line with the chosen strategy, allowing the process of implementing strategic change to be systematised in a certain way and put on a scientific basis.

References:

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