

STRUCTURAL-ESSENTIAL CHARACTERISTICS OF ORGANIZATIONAL STRUCTURES OF EMPLOYEE MANAGEMENT OF ECONOMIC ENTITIES IN THE CONSTRUCTION BRANCH

Summary. Theoretical aspects of definition of organizational structures of employee management of economic entities in the construction branch.

Key words: organizational structures, management, construction., personal

Problem statement. Management of any systems as a complex socio-economic process is carried out within certain structural formations of objects of management, which form their management structure. Modern trends in management processes cause changes in organizational structures of management, causing their evolution and adaptation to the requirements of the time. Speaking of adaptive management as management, which should be considered as the activity of the control system (subject of management) in relation to the managed system (object of management), on adaptation and transformation in general on the basis of personal characteristics, abilities and characteristics to ensure mutual sustainable development through the achievement of the goals of the participants in the management process, we note that the structure that provides it must respond quickly to the challenges of the internal and external environment. Because businesses have different industry environments, different goals, strategies, types of leadership, etc., their activities will be affected by a variety of factors. These factors can be summarized and defined as those that operate within the enterprise, outside the enterprise and have a regional, sectoral or national level. Construction as a field of management has features related to the complexity of the production process, the duration of construction, high cost, environmental impact, the involvement of various resources, capital, the complexity of the relationship between the participants. Therefore, to determine the essential load of the category "organizational structure of management" in relation to economic entities in the field of construction, it is necessary not only to take into account the general theoretical achievements, but also to identify it taking into account industry specifics.

Analysis of recent research and publications. A large number of works by domestic scientists, such as: O.V. Shcherbyna, V.M. Koshelnyk, V. Shorokhov, S.A. Petrenko [1-4], where the stages of transformation of organizational structures were determined (hierarchical, adaptive, network - O.V. Shcherbyna [2]) and periods of transformation (pre-industrial, industrial, post-industrial - V.M. Koshelnyk [3]); typification of organizational management structures (vertical, horizontal, network; hierarchical and organic (adaptive); traditional and strategic); factors of influence on the choice of organizational structures of management were determined (M.V. Kamrinska-Bilobrova, V.M. Koshelnyk, V. Shorokhov) [1,4].

Outlining of previously unsolved parts of the overall problem. At the same time, the change of

economic systems, styles, methods and ways of management, characteristics of personnel of both entities and objects of management, requires a renewed understanding of the organizational structures of management of economic entities, including construction.

Aim of the article. Determining the peculiarities of the formation of organizational structures of management (OSM) of economic entities in the field of construction and identification of the essentiality of organizational structures of employee management

Presentation of the main material. A study of the semantics and etymology of the word "structure" (structura) shows that it has Latin origins and means - construction, placement. According to the Academic Dictionary of the Ukrainian language, the structure is understood as "the mutual arrangement and interconnection of the constituent parts of the whole; structure; device, organization of something" [5]. Koshelnyk V.M. believes that the structure "reflects the construction and internal form of the system" and "establishes the internal system order, the form of organizational relations and elements" [3].

In the domestic scientific and educational literature, which presents research on organizational structures, similar concepts are used "organizational structure" (OS), "organizational management structure", "organizational management structure" (OSM). We consider it expedient to conduct a comparative analysis of these concepts in order to establish common and different. Note that when defining this category, the question arises as to its attachment to something. Most often it is an enterprise, company, corporation or management.

At the legislative level in the Commercial Code of Ukraine, Art. 64 "Organizational structure of the enterprise" states that the enterprise may consist of production units (industries, shops, offices, sections, teams, offices, laboratories, etc.), as well as functional units of the management staff (departments, divisions, offices, services, etc.) [6]». Based on the above, the organizational structure of the enterprise is a set of production and management units. It also states that "the company independently determines its organizational structure, sets the number of employees and staffing."

The use of a dictionary approach to the analysis of the category "organizational structure", allowed the existing definitions to be presented in table. 1.

From the definitions given in table. 1 we can generalize that the organizational structure is

understood as the structure of a particular organization by structural departments, positions, which allows for the distribution of levels, functions, their interaction to achieve goals.

According to [4], "organizational structure is a structure of the enterprise with a formal or informal

expression, on the basis of which it is managed. It covers the channels of power and communication between the various administrative services and employees, as well as the flow of information transmitted through these channels.

Table 1

Definition of the category "organizational structure": vocabulary approach

Definitions	Source
The organizational structure of the company - the optimal ratio of management levels and functions performed by departments, which is achieved primarily by establishing rational relationships between employees to achieve common production and social goals.	[7]
Organizational structure is a set of production units and orderly flows of resources in the production system, as well as management bodies and their specific relationship, which ensure the achievement of strategic goals of the enterprise.	[8]
Organizational structure - the logical relationship of management levels and functional areas, organized in such a way as to ensure the effective achievement of goals.	[9]
Organizational structure of the corporation - resistant to crises and other negative phenomena, a holistic set of internal and separate units, arranged in a hierarchical sequence, due to the mission and strategic goals of the corporation, with the presence of vertical and horizontal relationships established in accordance with corporate and legal regulations which has a high level of dynamism and adaptation to possible changes in the internal and external environment of the corporation.	[10]
Organizational structure - a system of structural units of the organization, the scheme of their relationship in the process of activity.	[11]

This interpretation more broadly considers the organizational structure, taking into account the formal or informal nature, as well as talking about the OS as a basis, a prerequisite for management.

The economic encyclopedic dictionary distinguishes between the concepts of organizational structure of the company and organizational structure of management [7]. These categories are interrelated and OSM "is a system of distribution of functional rights and responsibilities between management bodies and management staff, and therefore a mechanism for implementing the interaction of the company's structure."

Therefore, in the next stage of the study, we will consider the definition related to organizational management structures. Thus, in studies [12,13] the concepts of "organizational management structure" and "organizational structure of management " are considered equally. It is stated that the OSM provides for the distribution of the management process within the structure, among managers of "all levels, categories and professional specialization." In [4] it is noted that the OSM "reflects the organizational side of management relations and ensures the unity of levels and links of management in their relationship." The orderliness of the interconnected set of services, departments, divisions and individual officials in the performance of managerial functions is emphasized in [14]. The organizational structure of management as a form of management system is mentioned in the study [15], which coincides with the opinion of Koshelnyk V.V.

It also states that the OSM determines "the composition, interaction and subordination of its elements (production and management units)." Under OSM Tokhtarova I.M. proposes to understand "an element of the enterprise management system, which is

a set of orderly units of different levels of management interconnected, the purpose of which is to ensure effective management of the enterprise" [16]. This definition is interpreted by the OSM within the enterprise.

Also in scientific thought certain subsystems and certain substructures of management, for example, - personnel are separately allocated. By definition Chikurkova A.D. organizational structure of personnel management is a system of connections and relationships that arise (disappear) in the process of work, between existing and created (disappearing) parts of the personnel management system, work teams, stages of personnel management system according to the chosen strategy of general management [17]. It determines the orderliness of tasks, positions, powers and responsibilities of employees of the personnel service, based on which it carries out its management activities [17].

So, we can summarize:

- organizational structure is the internal structure of a system - management, enterprises, organizations, personnel;

- organizational structure has a composition, levels, subordination, elements that interact in the process of activities aimed at achieving a specific goal, the implementation of tasks;

- the organizational structure of the enterprise and the organizational structure of management (enterprise) are interrelated, but not identical categories;

- the organizational structure of the enterprise is decisive in relation to the organizational structure of management.

If we take into account the domestic legal field, we note the lack of clear obligation to form an organizational structure and its approval, but, according to the Ministry of Labor in letter № 162 [18] the

formation of staffing is mandatory, and its formation is based on organizational structure, number and Regulations on remuneration, which relate to the internal organizational and regulatory documents of the enterprise.

Thus, the presence of the organizational structure is the basis for the formation of the staff list, which is mandatory in the activities of economic entities, which, accordingly, requires the development and approval of the organizational structure.

We also note that the organizational structure applies to the staff list, and, consequently, employees included in the staff. According to the Instruction on Statistics of the Number of Employees [19], which applies to all legal entities, their branches, representative offices and other separate divisions, as well as to natural persons - entrepreneurs who use hired labor, in the number of full-time employees includes all employees who have entered into a written employment contract (contract) and performed permanent, temporary or seasonal work for one day or more, as well as owners of the enterprise, if, in addition to income, they received wages at this enterprise. The total number of employees, in addition to full-time employees, includes the number of part-time employees and those working under civil law contracts [19].

Thus, it makes sense to talk about OSM in terms of staffing and total number of employees. In addition, in construction, as a specific activity, the use of contractors / subcontractors is widespread, the relationship with which is formalized by the relevant agreements. This category of people involved in the construction process needs close attention and guidance, organization of cooperation, which will build a certain architecture of management processes. All the activities of the participants in the construction process are subject to a common goal - the creation of construction products - a particular building - and without the coordinated implementation of the

processes distributed by contractors and deadlines, which are formalized by various agreements, its achievement is impossible. In addition, construction has a number of other features that will affect management [20]. That is why the author believes that in the management process it is necessary to take into account all types of relationships between individuals, which are united to achieve a common goal in the process of activity. Therefore, the organizational structure of management will be understood as a system of connections and relations that arise (disappear) in the process of achieving a common goal between all participants, taking into account the rights and responsibilities in accordance with the levels of subordination.

Taking into account the regulatory context during the formation of the organizational structure of the management of the business entity in the field of construction is presented in fig. 1.

It should be noted that at the first level, the organizational structure of the entity is mandatory (highlighted in dark gray with an intermittent outline) and can, in the absence of other participants, serve as the basis of the organizational structure of management. It is at this level that we should talk about all types of organizational structures - linear, functional, linear-functional, etc., because they are carried out within one business entity. This level provides for the approval of the formal organizational structure of management within the entity and applies to personnel with whom the relationship is formalized by concluding an employment agreement (contract). Other levels take into account that in the process of joint activities to achieve the goal, may be involved persons with whom the relationship will not be employment, but their participation is necessary and, accordingly, governed by other contractual relations. This process must be coordinated, managed by all participants, which goes beyond the formal boundaries of the organization.

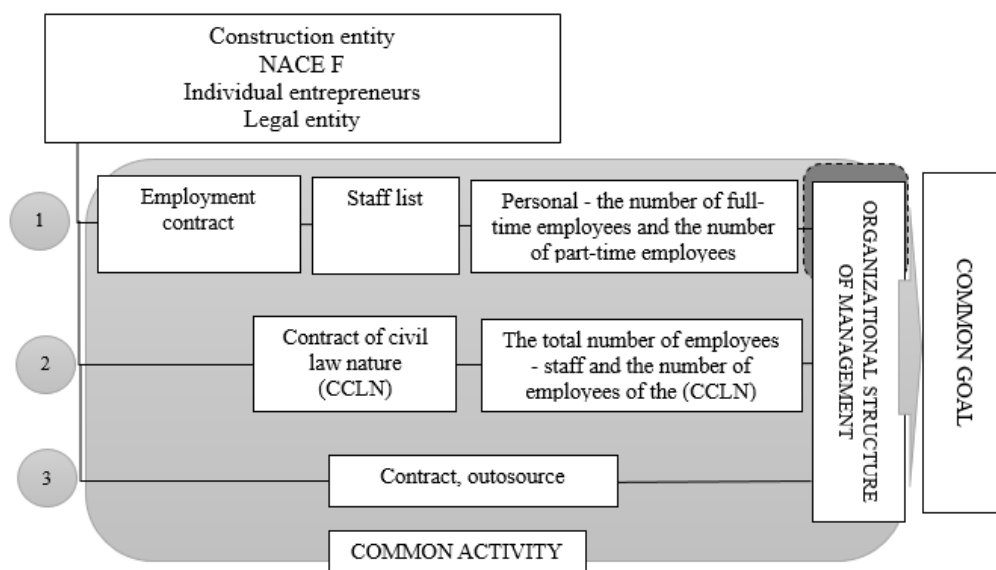


Figure 1 – Features of formation of organizational structures of management of economic entities in the field of construction (developed by the author)

However, management levels do not necessarily depend on the type of agreement between the person involved in the work process. For example, if accounting support is required, this may be through outsourcing based on a CCLN contract or a contract with a private individual, and in the management system the role of the accountant will depend on the manager and the employee responsible for collecting documents.

Thus, during the formation of the organizational structure of the management of the construction industry in relation to people involved in the economic process, it is necessary to distinguish levels where, on the first we can talk about OSM personnel of the entity, on the second - about OSM total number of employees. of the business entity, and the third - on the OSM participants involved in the business activities of the business entity.

In addition, the first level will be relatively stable, as the OSM is not reviewed from project to project or monthly, depending on the order, and is approved by management; at the second level we observe the relative instability of the OSM, and the third level arises and changes depending on the project, its size, etc.

Conclusions and suggestions. As a result of the study, approaches to understanding the organizational structure and organizational structure of management were studied, which should be distinguished. It is proposed to understand the organizational structure of management as a system of connections and relations that arise (disappear) in the process of achieving a common goal between all participants, taking into account the rights and responsibilities in accordance with the levels of subordination. Taking into account the regulatory framework for the design of relationships with persons involved in the economic process of the construction industry, the organizational structure of management of the person in the process of work will have three levels: the first can talk about OSM staff, the second - on OSM by the total number of employees of the business entity, and the third - on OSM by participants involved in the economic activity of the business entity.

Further areas of research are the analysis of organizational structures of management of business entities of the construction sector of Ukraine and their relationship with the number of employees, management style.

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