THEORETICAL ASPECTS FOR THE FORMATION OF ORGANIZATIONAL MANAGEMENT STRUCTURE IN COMPANIES

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ABSTRACT

This article examines the theoretical foundations and conceptual approaches that contribute to the formation of organizational management structures in limited liability companies (LLCs). It explores the economic nature of the organizational structure as a fundamental component of the management system, guiding the distribution of authority, coordination of activities, and improvement of enterprise efficiency. Current organizational structures (linear, functional, divisional, matrix, process-oriented, and agile models) are compared in terms of their strengths and weaknesses under changing conditions. Special attention is given to how organizational structures are formed in LLCs, considering legal, economic, and managerial aspects. The need to transition toward adaptive management models that ensure stability and competitiveness of enterprises is emphasized.

In the era of globalization and modern economic digital transformation, the effective organization of enterprise management systems is becoming increasingly important. The organizational form of management shapes the organizational structure of the management system, while the organizational structure itself serves as a system-forming element that distributes functions, authority, and responsibility, ensuring coordination among all business functions.

From an economic perspective, an organization represents a system for structuring the use of resources and reducing managerial costs. Its content is revealed through key functions: distribution, coordination, control, communication, and adaptation. The implementation of these functions improves managerial decision-making efficiency and supports sustainable enterprise development.

A comparative analysis shows that traditional organizational structures (linear, functional, divisional) have limitations related to insufficient flexibility and coordination complexity. Modern management models such as matrix, process-oriented, and agile structures are more adaptive and better developed in terms of managerial culture and communication systems.

The development of organizational forms in limited liability companies is a specific case. It is shown that this process is influenced by three main factors:

- legal factors (legislation and regulation, structure of governing bodies);
- economic factors (business size, resource availability, and development approach);
- managerial factors (leadership style, qualifications of senior staff, and level of delegated authority).

Additional situational elements also play an important role, including the stage of digitalization, competitive environment, and institutional context.

The effectiveness of an LLC's organizational structure is assessed by how well it aligns with strategic goals, ensures flexibility, rational distribution of functions (including planning), and supports effective managerial communication. Its ability to transform and scale is especially important in increasingly complex business environments.

The study confirms the hypothesis that flexible management methods, business process digitalization, and optimization of authority distribution contribute to improved organizational performance and increased competitiveness.

First, the theoretical foundations for developing organizational management structures in LLCs have been thoroughly examined to understand their essence, functional purpose, and role as a key element of modern management systems. It is established that the organizational management structure is an essential part of enterprise management, ensuring structured communication between managers and employees, distribution of authority and responsibility, and coordination of all organizational units.

It serves not only as a formal hierarchy mechanism but also as an important economic tool for efficient resource utilization, improving managerial decision quality, and ensuring effective organizational functioning. The theoretical analysis identified a set of interrelated functions of organizational systems, the most critical of which are distribution, coordination, control, communication, and adaptation. Their implementation reduces management costs, eliminates duplication of functions, improves process transparency, and accelerates decision-making.

Among these, the adaptation function—reflecting the structure's ability to respond to environmental changes—is particularly critical in today's dynamic conditions. The analysis of six main organizational structures (linear, functional, divisional, matrix, process-oriented, and agile) revealed both advantages and disadvantages. Traditional structures are stable and provide clear subordination and role definition, but are limited in dynamic environments.

Modern flexible and process-oriented models are more adaptive and result-oriented, but require more qualified managerial staff, a strong corporate culture, and effective communication mechanisms.

The chapter also highlights the specific features of organizational structures in LLCs. These are characterized by simpler management systems, strong dependence on owners, and limited resources compared to larger corporate entities. Therefore, simpler and more cost-effective management models are often more suitable and can evolve as the business grows.

Legal, economic, managerial, organizational, and external factors influence the formation and functioning of organizational structures in LLCs. These include the regulatory framework, company scale, development strategy, managerial qualifications, degree of centralization, digitalization level, and market competition.

The analysis suggests that an effective organizational structure in modern conditions must be flexible, adaptive, cost-efficient, transparent in functional distribution, and supported by competent management. A balanced relationship between centralization and decentralization is crucial, ensuring managerial control while allowing operational autonomy.
In conclusion, the theoretical provisions presented in this chapter confirm the importance of organizational management structure for enterprise efficiency and sustainability. Its development should integrate classical management approaches with modern concepts of flexibility, process management, and digital technologies. This provides a foundation for further empirical research and for developing recommendations to improve organizational structures in subsequent chapters.

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