

*Djurayeva M.S.**Teacher of Asian International University***ORGANIZATIONAL STRUCTURE OF A MODERN ENTERPRISE**

Abstract: The theoretical material on the topic of the organizational management structure in relation to modern enterprises is presented. The results of an empirical study are presented, carried out on the basis of generalizing existing theoretical studies on the problem of developing the most rational organizational and management structure of an enterprise using statistical data of recent years, with the use of diagnostic tools. An institutional approach is used to consider the content of the organizational and management structure of an enterprise. The result of the study was the identification of the most relevant and significant for modern enterprises operating in a spatial economy under conditions of uncertainty. By analyzing theoretical material and considering practical examples, the most effective management structures of a modern enterprise at its different stages were identified. The applied aspect of the problem under study can be implemented in organizational management at modern enterprises.

Key words: organizational management, enterprise, performance assessment, career planning, control system, decision making, level of responsibility, shortcomings

In modern economic literature, the approach has already become generally accepted, according to which an organization is a group of people whose activities are consciously aimed at achieving a common goal or Uzbek researchers emphasize that an organization is not just a group of people, but a device, a way of unifying, relating, and interacting participants. Accordingly, from the point of view of the structural approach, the organization is divided into a production structure, a technological structure, a property structure, and an organizational management structure, with the latter being the main tool for detailing, regulating, and securing the composition and content of the organization's various resources. [4]

The organizational structure, as an ordered set of interconnected and interdependent elements, is effective in so far as it ensures the effectiveness of appropriate relationships between the elements of the structure, which is the key to the effectiveness of the enterprise as a whole.

Different scientific approaches interpret the importance of the organizational structure of a company differently.

The widely known today type "2" organization described by W. Ouchi is an attempt to show how the combination of the advantages of two quite different cultures (Japanese and American) "gives birth" to an effective version of the culture of the American business organization. W. Ouchi based his research on a comparative analysis of seven variables of organizational culture:

commitments of the organization to its members;

performance assessment;

career planning;

control system;

decision making;

level of responsibility;

interest in the person.[7]

W. Ouchi's model suggests that for the American type "2" company responsibility should be maintained at the individual level. In this case, it is assumed that different cultural values (group decision and individual responsibility) should coexist with each other. This is solved in many cases

through the mechanism of participation in management, traditionally preserving the final word in the decision for the manager.

Experts rightly believe that there is no single ideal management model, since each company is unique. It must look for its own model. Among the factors that determine the choice of a management model are: share:

- size of the company;
- nature of the product;
- nature of the environment in which it operates.

From the point of view of the last factor, the following management models are distinguished:

- model of rational intra-company management in a calm external environment;
- model of management in conditions of a fairly dynamic and diverse market;
- model in conditions of dynamic scientific and technological progress;
- model of adaptation to spontaneously, unexpectedly arising problems under the influence of the external environment of the company.

Thus, among the main types of organizational structures, the most common, historically established structures can be noted:

1. Linear organizational management structure - The basis of linear structures is the "mine" principle of construction. That is, for each separate structural division of the organization, a hierarchy of services ("mine") is formed, permeating the entire organization from top to bottom.

Linear organizational management structure, as a rule, is chosen by small enterprises and micro firms. Moreover, this organizational structure is chosen by the majority of enterprises in Uzbekistan. [5] It is interesting that in practice the manager chooses this type of economic management mechanism unconsciously, without studying the issue of existing organizational structures. One way or another, this is a rational decision. After all, in the conditions of functioning of small enterprises, with simple production in the absence of extensive cooperative relations with consumers, suppliers, scientific and design organizations, the use of this type of organizational management structure is most effective.

2. Linear-staff organizational structure - this type of organizational structure is a development of the linear one and is designed to eliminate its most important drawback - the absence of strategic planning links. The linear-staff structure includes specialized units (staffs) that do not have the rights to make decisions and manage any lower units, but only assist the corresponding manager in performing individual functions, primarily the functions of strategic planning and analysis. In other respects, this structure corresponds to the linear structure. This type of organizational structure is a development of the linear one and is designed to eliminate one of its shortcomings, associated with the absence of strategic planning links. Thus, the headquarters perform a preliminary analysis of information received from the lower echelons, prepare analytical reports and reviews on it, and develop draft orders and instructions. In addition, the headquarters eliminate one of the most important shortcomings of the usual linear structure by implementing tactical and strategic planning of activities within the framework of their service. The advantages of the linear - staff structure: more in-depth elaboration of strategic issues than in the linear one, some unloading of senior managers, the possibility of attracting external consultants and experts, when vesting staff units with the rights of functional management, such a structure is a good first step towards more effective organic management structures. Let's turn to the example of the hotel again. To unload the director, deputy directors for the organizational and service groups are hired. Their function is to control the work of the chief administrator and manager, strategic planning of their work. Insufficiently clear distribution of responsibility, since the persons preparing the decision do not participate in its implementation. This often causes not only a negligent attitude to the preparation of decisions by the employees of the relevant headquarters unit, but also losses due to insufficient understanding by the "theoreticians" of the headquarters structure of the

realities of the implementation of the plans they have developed by the line units. In addition, often the "non-involvement" of headquarters in the operational process means weak feedback, which, in turn, does not allow for the rapid adjustment of plans during their implementation. However, the introduction of a motivation system, strengthening of management, and improvement of corporate culture will help to eliminate this shortcoming.

Summing up, it becomes clear that the linear-headquarters management system, as well as the linear organizational structure, successfully functions in modern economic conditions and is most effective for small businesses and microfirms. The linear-headquarters management system, if properly implemented, is an "improvement" of the linear organizational structure.

3. Divisional management structure - such management structures were typical for large corporations in the 60-70s of the 20th century and represent a synthesis of centralized coordination and control of activities with decentralized management. For example, production units (divisions) are granted a certain degree of managerial freedom, while the corporation's management retains control over R & D, strategic planning, corporate finance, etc. The need for new approaches to organizing management was caused by a sharp increase in the size of companies, intra-industry diversification of their activities and the complication of technological processes in a dynamically changing external environment. In the USSR in the 1960-1970s, a course was implemented to increase the concentration of production and the consolidation of economic entities. Its key goal was to improve the manageability of the economy by reducing the number of objects whose activities were regulated from a single center. As a result, large associations of various types were formed:

- mass and large-scale production in the automobile and tractor industry, agricultural engineering;
- plants in the metallurgical industry, chemical, petrochemical and some other industries;
- machine-building associations of serial and individual production;
- territorial production associations of single-product industries (coal, oil, gas);
- the largest multi-profile production associations in mechanical engineering and in other industries;
- scientific and production, scientific and technical and other associations.

However, due to the high level of management costs and the complexity of controlling independent divisions, this organizational management structure is not designed for small enterprises. Moreover, in the current economic conditions, the classic divisional structure of the organization is outdated even for large enterprises.

Summing up all of the above, we came to the final conclusion that for a small enterprise that was initially formed and exists with a linear and linear-staff organizational management structure, it is advisable to implement elements of a matrix organizational management structure. This allows you to increase efficiency while maintaining the already established economic mechanism of management. Such an insignificant change in the management structure does not require large material costs, as well as a loss of time to restructure the entire mechanism of the company's functioning. Implementation of elements of a matrix organizational structure consists in delegating the responsibility and authority of the enterprise director and department heads. The communication system between employees is being restructured with an orientation toward horizontal connections. Such adaptation actually makes the organizational structure "flatter," improving the company's information processes.

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