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CURRENT PROBLEMS IN THE MANAGEMENT OF ENTREPRENEURIAL FORMATIONS

The market has made the survival of enterprises and the well-being of its employees dependent on the quality of the organization of enterprise management. Management problems are related to the historical structure and the general level of civilization and culture, the lack of education or knowledge, as well as the complexity of the subject itself.

The larger the production, the more specialized links are involved in its creation, the more difficult the management task is, and the results of collective work are more closely related to the quality of the management function. If the management system does not develop adequately to the growth of the scale of production, and does not overcome the problems that arise due to the improvement of the qualitative characteristics of the organization according to the law of the market economy, bankruptcy awaits it.

One of the most common reasons for the low efficiency of modern enterprises is determined by structural and functional disorganization, which manifests itself in the breakdown of connections between structural elements: goals, tasks, economic conditions, technical and technological basis, functional and behavioral structure, etc. [1, p. 53].

In large and complex systems, the first manager cannot directly monitor the progress of all processes that result in intermediate and final results. Therefore, a multi-

level administrative structure is created, the purpose of which is the distribution of functions, rights, responsibilities and the possibility of conducting parallel processes to achieve one or more goals at the same time. However, along with the positive properties of the administrative structuring of the organization, there are also negative ones, which begin to become noticeable when the number of personnel increases and the intensity of material and information flows increases. A multi-level administrative hierarchy complicates the flow of information, distorts its content, and reduces manageability.

In the stream of events connected to each other by a long chain of cause and effect relationships, it becomes difficult to determine what caused certain phenomena. An organization that is unable to adequately perceive information about events and the state of its subsystems, problems and shortcomings is characterized as informationally opaque. Managers of such organizations tend to place responsibility for errors and miscalculations on the carelessness of employees [2].

The problem of the influence of the human factor on the results of functioning remains a weak point in all organizations without exception. The corporate approach prevails in matters of staffing: recruitment without taking into account professional training and abilities. The problems of recruitment, training, retraining, stimulation and professional and psychological adaptation of personnel are solved ineffectively, or not solved at all, and therefore, the human factor often nullifies many useful technical, technological and organizational innovations. In organizations that are characterized by the above-mentioned shortcomings, the evolution of organizational structures proceeds largely spontaneously, management is carried out by impulses, the activities of managers, especially at the top, are overloaded with routine procedures, and their working conditions become harmful. However, despite information opacity, each employee, especially the manager, has his own opinion about events, which results from the part of limited and distorted information available to him.

Contradictions in conditions of structural and functional disorganization become the most important structure-forming factor that is poorly predictable. The need for

changes in the organizational structure arises in problematic or conflict situations. Stakeholders are involved in the discussion of such a situation, most often senior leaders or leaders participating in the conflict [3, p. 18].

Under the organizational structure of the enterprise, we understand the composition and relationships of all its divisions, as well as the organizational and legal status. The external environment of the enterprise is formed as a result of the interaction of a mass of related and unrelated subjects of economic activity - buyers, other enterprises, investors, employees, the state. Each group, entering into market agreements, is guided by certain motives. The intersection of all motives is first of all reflected in the range of products produced by the enterprise. Moreover, as a rule, the organizational structure of any enterprise is adapted to the nomenclature of products produced, the volume of production, etc. [3, p. 16].

External investors can have a significant influence on both the operation of the enterprise and the formation of the organizational structure. Moreover, there is a very strong feedback relationship here, that is, not only the motives of external investors affect the production activity, but also the state of the organizational structure affects the behavior of external investors. This factor plays an especially important role in the presence of relations with foreign investors, for whom the state of the organizational structure is almost the main guarantee of the successful implementation of investment projects [4, p. 315].

The organizational structure must adequately respond to all changes occurring both in the environment external to the enterprise and within it. All the changes that have taken place in Ukraine in recent years were to be reflected in the changes in the organizational structure of enterprises.

Undoubtedly, the organizational structure of any enterprise depends on the management style of its manager. However, this factor is completely individual, and in addition, any manager is able to create such a management structure that would meet the goal of creating the most favorable regime for leadership.

Among the main problems of the formation of organizational management structures in entrepreneurial structures, we include the following: the presence of weak connections between goals, tasks, economic conditions and the functional and behavioral structure of the enterprise; inefficient use of available resources, economic failures and bankruptcy of enterprises; high expenditure of time of management of enterprises to eliminate situations caused by inconsistency of the used organizational structure of management; a multi-level administrative hierarchy complicates the flow of information, distorts its content, and reduces manageability; managers of enterprises show a tendency to place responsibility for errors and miscalculations on the carelessness of employees; the influence of the human factor on the results of the operation of the enterprise; ineffective selection, placement, training, retraining, insufficient stimulation, professional and psychological adaptation of personnel; reorganization of the enterprise does not affect the underlying causes of the conflict situation and does not solve the problem as a whole.

Undoubtedly, the organizational structure is directly dependent on the financial condition of the enterprise. You can cite many cases when plans to create an optimal organizational structure were not implemented at enterprises due to the lack of the necessary amount of funds. However, we must not forget about feedback, that is, there is no money – there is no optimal organizational structure; at the same time, there is no optimal organizational structure – there is no investment. Every manager must understand that the restructuring process will necessarily affect the organizational structure of enterprises, and modeling the change in the organizational structure is, in fact, the initial step of the restructuring process.

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