

Organizational structure and management, the key factor for the qualitative development of enterprises

Eshija A. Shehabi

University of Tetova, Faculty of Economics, Republic of North Macedonia

Abstract

Human factor is an inevitable part and very important for the success of enterprise, just as important as the organizational structure and organization. Because of this all the authors researched, analyzed and managed the definition that includes the human factor.

In every enterprise exists a structure that defines horizontal and vertical function, communication relationships and coordination of the most important obligations that derive from the functions of the management. Structure of small organization enterprises is formed from the management that has an impact on efficiency and the stability of the structure. In a way for the organizational structure to be stable, it is necessary that groups of work from the departments to define responsibilities and authority and to decide reporting relationships between managers.

Specialized functional structures allow the people to fit better in a company, in relation with the work they need to do. Another aim of these structures is the way how they do it, increasing the efficiency, which is based on the responsibility of all employees in the enterprise.

Genuine and functional organizational structures in the enterprise affect its qualitative development, but also the efficiency and the focus of the enterprise goals.

Keywords: organizational structure, management, human resources, enterprise, quality.

Introduction

Management is defined as a universal process of efficiency and effectiveness in performing work with the help of other people and resource engagement for achieve goals of the enterprise (Shuklev, 2013). Management is the process of planning, organizing, directing, coordinating and controlling people, methods, machines and moneys to ensure optimal goal achievement.

Human factor is an inevitable part and very important for the success of enterprise, just as important as the organizational structure and organization. Because of this all the authors researched, analyzed and managed the definition that includes the human factor.

Stephen P. Robbins, David A. DeCenzo: Management directs the process of performing the work, effectively and efficiently, with the help of other people.

Gary Dessler, Jean Philips: Management mostly is referred to the group of people, managers, that are responsible for the achievement of enterprise goals while planning, organizing, directing, and controlling human endeavors.

John R. Schermerhorn, Jr: Management is the process of planning, organizing, leading, and controlling the use of resources to achieve goals.

Jennifer M. George, Gareth R. Jones: Management is planning, organizing, directing

and controlling human resources and other resources to achieve the enterprise goals in effective and efficient way.

Angelo Kinicki, Brian K. Williams: Management is defines as as effective and efficient execution of organizational goals.

Stephen P. Robbins, Mary Coulter: Management includes coordination and monitoring of work activities of others and the confirmation that their work finished in an effective and efficient way.

Michael A Hitt, J. Steward Black, Lyman W. Porter: Management is a research process and the use of resources for the specific goal, in order to complete the obligations in an enterprise.

Chuck Williams: Management has to do with doing things with the help of others.

Richard L. Daft: Management is the achievement of organizational goals and the effective and efficient way of planning, organizing, directing and controlling of organizational resources.

Management is essential for an organized and necessary life to direct all types of management. Good management is the backbone of successful organizations. The management of an enterprise means completing the things through other people to achieve its objectives.

The definition of management and the organizational structure

We can define management as the process where one person manages and coordinates more than two employees and completes a managerial function, that later affects the qualitative development of the enterprise.

The management does not apply only in the domain of economics or enterprises as the economic operator. The management is also established in hospitals, schools, and many other institutions. Organizational structure defined the duties and responsibilities and coordinates human endeavors with precision (Ristevska-Jonvanovska and Javoski, 2003). Responsible person means a responsibility to the manager for completing an assigned task, for decisions and for results of the work (Shuklev, 2013). Responsibility means the existence of an individual quality for implementation of successful results in the work.

Coordination is a synchronized link of work in different organizational units, to achieve organizational goals. This means the control or assigned standards, diagnosing the causes and any deviation from the current results of population standards requires the implementation of corrective measures, if it is necessary.

Functional structure approaches such problems like the division between employees and consumers, more precisely; the staff is isolated from functional structure regarding meeting customer expectations, as in the aspect of service, as well as products offered by the company. Isolation of employees implies avoidance of individual responsibilities of those that work in a certain enterprises, this means 'this is not my job' or 'we are here just to work', without any endeavors to explain what is going on within enterprise. Employee in functional structure aim to help their customers. In function of employee ideas, the structure is encouraged to transform those from one to another. Exists a chain relation in the transformation

of ideas within an organizational structure and the ideas of employees spread to managers, and the manager forward the idea to another manager, in a higher level, all those to promote the ideas continuously among the verticality of the hierarchy in the company. Functional structure has a positive effect not just in production, but also in the sales process and in the performance of all other functions that are in the company. People that are employed in a company should be able to contribute in their job as individuals, but they also have to think about the company in the general. In organizational functions, the company is grouped and related in business units and forms in accordance with the respective business functions. All employers in a company should have a clear vision and to work together, as a whole, to achieve that vision. Even though they might have different ideas, the combination of those ideas can contribute in the high success of the company. According to some studies conducted over the functional structure, non-cooperation between functional units means the interruption of improvement process, this means, he will pass in a series of unrelated processes, without control in general. This happens when the company gives their employers the task to work in a particular problem, ignoring other problems that that may appear.

In functional enterprises, a function is assigned to the control section, the other to the quality assurance, and those that are included in this sector have responsibility to collect and save all the quality statistics. Gathering of statistical data has special importance in all departments that perform that work (Gibson, 2006).

Organizational structure of the enterprise means the management of the method in which the enterprise is organized, and its responsibility is to communicate in all its structures, from top to bottom.

When we say that the horizontal and vertical hierarchy should be respected, this means to look from the director's position to the employee's position in general. Each service has its tasks, competencies and responsibilities – as it is explained in the Table 1.1. Below we will see the functions of the good management and the quality of a company.¹

Manager is a servant. His master is the institution he directs, and so, his main responsibility is to it (Drucker, 2005). Management plays an important role in the improvement of the business processes, as identifies all client needs, involve actual needs, but also future needs. Furthermore, the management owes to include in the development of different types of products and the application of success measurement that will have offered products. Management has a responsibility in a company to show a clear vision, in general goals, adhere to quality policy, to enable the recognition of work results and to inform all employees that the improvement continuity of quality is closely related with the client needs. An important duty of the manager is to reassure resources needed that lead to the goal achievement that are assigned in the company and meeting the requirements of its customers.

An important role in the quality support and customers satisfaction is shown by the motivation of the staff and responsible people in the company. Managers need to lead and control the employees, considering themselves more as a moderator rather than an authoritative traditional figure as in a classical occasion.

¹ EAS international 2008, organizational structure.

People in a company are very sensible of expected values, when huge dramatic organizational differences have happened. Managers, through their activities, symbolize their commitment, orienting to the quality in a concrete way. Managers participate in training programs, where different quality aspects are discussed, instead of sending others. Managers practice continuous process improvements, like the strategic plan and capital budgeting. Managerial team are entirely dedicated to quality have recognized the need to assure the performance they want. In the third role of directing, they should make an effort to improve continuously the quality of the management process. The company should take steps continuously to improve its performance in the customers' eye, in order for all the visions to be effective.

A strong example of rivalry would assure if the management has an effect in a budgeted procedure of the capital eliminating the process and accelerated activities of expanded value. Managers should help the members of the company while giving priority essential processes to improve the quality. In this direction, managers might create and advantage with their knowledge, assuring ways that lead to the improvement, to assure bigger profits in customer wants and improvement of the quality. continuous improvement of the quality not just help to encourage all employee to work more, but also help managers of the enterprise to have clear visions of the problems and focus their efforts on the essential processes from which they have great comfort and benefits (that will allow that trade position to improve). People need to inspire to do things that they cannot believe that can be done. To achieve this, all problems of the production should decrease.

Providing resources and necessary support, especially through training, to fulfill the goals of the directors, helps in the improvement of the quality. The responsibility to educate colleagues how to fit in the process of the enterprise, can fulfill only by the managers that manage the process of improvement. Managers should be treated with respect when they have difficulty in the change, and every reservation should be taken into consideration. The process of improvement is also encouraged by monitoring efforts to improve, encourage and make known when goals are achieved. Managers should indicate their honest interest for the process of improvement, to offer support for people that work, for those who make important changes, and to inform employee that in unacceptable to justify the lack of quality-related functions. For the management role to be successful should be taken into consideration some important moments (Shuklev, 2013):

- It is leaders duty to create such an environment that will effect positively in increasing motivation and employee engagement;
- The director should know people well and their motifs, that are different for people and in different conditions. The main concern of the leader should be the fact that people should be treated according to the same criteria, especially when they look for things that are different to each other.
- With his job, the leader should be an example for others. A successful leader should be directed from an personal example.
- The leader has to monitor carefully the situation in order to take decisions in an appropriate time. A good leader knows well how to take decisions that provoke reaction to people, only after the negative consequences are calculated and after

the assignment of possible methods to eliminate or dime those consequences.

Conclusions

Business of all forms and sizes uses organizational structures. They assign a specific hierarchy within the enterprise. A successful organizational structure assigns the job of every employee and the way how it is appropriate within the general system. Simply said, organizational structure determines who does what the company can fulfill their objectives. Organizational structure is a system that can be described how assigned activities are guided to achieve the goals of the enterprise. Those activities include rules, roles and responsibilities.

To have an organizational structure in a town, allow the companies to be effective and stable. Also, the quality service is related to human resources. To determine the objectives for a competitive industry, it is necessary to form frames for competitive industry and human capacity.

References

- Drucker Peter, (2005) "Najvaznije o menadzmentu, izbor iz radova o menadzmentu", M.E.PConsult, Zagreb.
- Gibson B. (2006), "Economic planning in developing economies", International Handbook of Development Economics.
- McNamara, (2008) "Contemporary Theories in Management" carter.
- Stephen P. Robbins, Mary Coulter, (2002) "Management, 7th edition" Prentice-Hall, New Jersey.
- ЕАС Интернационал, (2008) "Дијаграм за менаџирање со човечки ресурси", "Дијаграм за контрола на документи", "Дијаграм за преглед од менаџмент", "Дијаграм за комуникација" и "Модел на организациска структура и процедури" ЕАС, Скопје.
- Шуклев Б., (2013) "Менаџмент", Економски Факултет, Скопје.
- Шуклев Б., (2015) "Менаџмент на малиот бизнис", Скопје, Економски факултет.
- Ристевска-Јовановска С., (2013) "Методи на продажба", Скопје, Економски факултет.
- Ристевска-Јовановска С., (2013) "Однесување на потрошувачите, трето изменето дополнето издание", Скопје, Економски факултет.