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Every economic unit of the market economy tries to organize effectively and suitable competitive products and services. For this purpose, they make decisions on how to optimally build the activities of economic, social, and financial alternative ways of organizing. Because it is so changeable, any type of process in the market economy, and top managers should find the mechanisms to get ready to troubleshoot economic situations. In this footfall of the market economy, companies and business units should build their management system's organizational structure.

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The Essential Roles of Organisational Structures in the Installation of Management

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"Warren Buffett was able to turn \$100,000 into \$30 billion. The effect of using various types of assets and instruments allows you to turn \$10,000 into millions of dollars. Once you learn how to organize it, it will appear to be fairly straightforward."

Robert Kiyosaki

ABSTRACT

Every economic unit of the market economy tries to organize effectively and suitable competitive products and services. For this purpose, they make decisions on how to optimally build the activities of economic, social, and financial alternative ways of organizing. Because it is so changeable, any type of process in the market economy, and top managers should find the mechanisms to get ready to troubleshoot economic situations. In this footfall of the market economy, companies and business units should build their management system's organizational structure. They should advance current management systems into much more fruitful and useful organizational structures, managerial behaviours, and modern management methods of developed ones. This paper has learned about organizational structures, their influences on business activities, and compared traditional organizational structures with modern ones. The investigation also discusses the emergence, formation and reformation of management mission, strategic activities and assesses the role of organizational structures in it, and evaluates the modern appearance of management structures using vivid examples. In the conclusions and recommendations, we offer scientifically and practically sound approaches to solving existing organizational problems.

Keywords: organizational management, fundamental structure, mission and strategy, opened and closed models, global, regional, and

local structures, integration, elements of construction, the value of organization, formation and reformation.

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I. INTRODUCTORY

The basis and content of the management activities of companies and organizations are reflected in their organizational management structure. The scope, goals, and objectives of management activities, their relationship with other management structures, integration, and appropriate selection of management elements that are part of the structure are reflected in its daily activities.

Historically, at the time of the emergence of primitive society, the unification of the wild peoples in the struggle for survival led to the emergence of a primitive society. The formation and development of this society led to the transition of people to a new stage of life. Because primitive society leads to the development of typical and basic rules that should be obeyed by all people who are part of it, it is not difficult to determine whether a particular primitive society's organizational system consists of subordinates and society. Hence, from the historicity perspective, governance structures are considered a unique form of humanity's evolutionary formation. In the future, the combination of several primitive communities led to the emergence of nations and peoples. The management of such vast countries and communities, their consolidation and protection,

leads to the emergence of complex governing structures such as authority, government, state.

The organizational structures have been learned for more than two centuries. During the Industrial Revolution, business units and individuals engaged in economic activities were organized to add parts to the manufacture of the product moving down the assembly line. Frederick Taylor was one of the scientists of organizational structures whose scientific management theory optimized the way tasks were performed, so workers performed only one task most efficiently. In the 20th century, General Motors pioneered a revolutionary organizational design in which each major division made its cars.

Nowadays, organizational structures of economic activities are changing swiftly from virtual organizations to other flexible structures. As companies continue to integrate and increase their global presence with their business partners, future organizations may embody a fluid, free-forming organization, member ownership, and an entrepreneurial approach among all members.

While we work on organizational structures, we should answer important questions that can give us the ability to create effective and fruitful organizational structures in management systematical development activities.

Why do companies, business units, and entrepreneurs need to create effective organizational structures for their everyday activities? What do they do if they create a misaligned organizational structure? How can they assess their organizational structure's problems? What kinds of difficulties do top managers need to know about during the reorganization process?

Problems created by inconsistent and ill-considered organizational structures.

Unplanned and rapid reorganization of business units, departments or functions can lead to ineffective, incompatible organizational structures that do not support the business. Improper thinking reorganization can result in serious

organizational issues, such as division of labor, workloads, accountability, and systemic gaps in significant information flow.

- Problems with organizational capacity, talent, and flexibility can arise in the following situations: can result in a sufficient level of performance incompatibility;
- If senior managers are to take on more tactical responsibilities, the value of their leadership qualities can be minimized.

This means that poorly organized organizational structures negatively affect poor employee performance, financial cash flows, and the company's ability to deliver goods or services. Decreased employee participation in organizational structures results in decreased employee retention, decreased customer loyalty, limited organizational effectiveness, and limited stakeholder interest.

II. LITERATURE REVIEW

Every organization has its organizational structure. Now, we can review a tremendous amount of literature on organizational structures. Because, the organizational structure is the most effective, and most contributing part of business and non-business organizations.

The author of numerous scientific articles hanged organizational structure, Hall divided the organizational structure into two basic functions, each of which is likely to affect individual behaviour and organizational performance: "First, structures are designed to minimize or at least regulate the influence of individual variations on the organization," and "structure is the setting in which power is exercised ..., decisions are made ..., and ... the organization's activities are carried out" [3]

There is a large body of literature about organizational design, and since there are several integrative summaries (e.g., Mintzberg, 1979; Galbraith, 1977; Hax & Majluf, 1981), we will only briefly review here several of the most important schools of thought in this work.

All the classical theories of organizational structure (e.g., Weber, 1947; Fayol, 1949; Taylor, 1911; Gulick & Urwick, 1937) are based on the idea that certain universal principles must be followed for an organization to be successful. For example, Fayol's "unity of command" principle says that each person should have one and only one boss. Largely as a reaction to this approach, three essential schools of thought emerged in the middle of this century. [7]

- The human relations school (e.g., Mayo, 1933; Roethlisberger & Dickson, 1939; Likert, 1967a, b) emphasized the importance of informal relationships among people and of individual needs, motivations, and attitudes.
- The organizational decision-making school (e.g., Simon, 1976; March & Simon, 1958; Cyert & March, 1963) emphasized the information processing that occurs when individuals with "bounded rationality" make decisions in a context of organizational goals, conflicts of interest, and standard procedures.
- Finally, the contingency theory school emphasized the conditions under which different organizational structures are appropriate.

Based on these schools, there are some conditions and approaches investigated which include the nature of the production technology (e.g., mass production, batch production, or process production [Woodward, 1965]), the nature of the interdependencies among production tasks and their steps of realization (e.g., pooled, sequential, or reciprocal [Thompson, 1967]), and the nature of the environment, factors inside and outside the organizations (e.g., stable or turbulent [Lawrence & Lorsch, 1967]). The work by Galbraith (1973, 1977) begins to integrate the latter two schools by using an information processing model to analyze alternative organizational coordination strategies such as teams, task forces, and vertical information systems. Finally, an approach for the production chain of the transaction cost approach (e.g., Coase, 1937; Williamson, 1979) analyzes alternative organizational structures based on their costs for the transactions necessary to coordinate activities. This approach explicitly considers coordination between firms through

markets, as well as coordination within a single firm. [2, 9, 11]

Chester Barnard (1886–1961) was one of the most prominent system-based approach representatives, studying enterprises as a social system. For twenty years, he served as President of The Bell Telephone Company in New York. He expressed his ideas in his books "The Functions of an Administrator" (1938), "Organization and Management" (1948), and others. The activities of organizations and their managers were analyzed based on a system-based approach. [1] Ch. Bernard believed that the physical and biological constraints inherent in human beings force them to unite into groups (social systems) of coordinated action, and that people's subsequent collaboration within their capacity depends on results (achievement) and efficiency (cost minimization). Such a system can be divided into two parts: organizational, which involves only the interaction of people, and all other elements. "When people come together and formally decide to unite their efforts to achieve familiar goals, they create an organization," - Bernard said.

The emergence of organizational theory in the 1940s-1950s brought together R. Merton (Columbia University) and G.Simon. It also has the idea that it is related to Simon's activities. In 1956, a group of psychologists, economists, and political scientists under his leadership (now Carnegie Mellon University) published the first issue of the "Quarter of Administrative Sciences" at the Carnegie University of Technology.

Simon Herbert Alexander (1916–2001) was an American scientist who studied the principles and processes of decision-making in human activity fields, achieved immediate results in many sciences and humanities, mathematics and economics, and was awarded the 1978 Nobel Prize. [1]

In 1947, Simon published his first book on classical administrative behaviour. In addition to studying the principles of organization, he set the boundaries of the concept of "limited rationality". He won the Nobel Prize thirty years later.

The works of the famous Austrian-American scientist Karl Ludwig von Bertalanffy (1901–1972), the theory of general systems, and the theory of open systems, greatly contributed to the development of organizational theory.

Some modern researchers argue that organizational theory did not exist as a separate scientific theory until the late 1960s. All the well-known research in the field of organizations belongs to schools of organizational sociology or scientific management. By the late 1960s and early 1970s, management gradually replaced the social aspect of organizational theory, and the discipline itself began to be taught in business schools focused on training professional managers. Since then, organizational theory has come to be seen as a discipline that allows organizations to understand, predict, and manage their behaviour. Today, we can rightly say that the Russian scientist, the famous thinker-encyclopedic of the twentieth century, Alexander Alexandrovich Bogdanov, laid the foundations of modern ideas about organization theory. Alexander Alexandrovich Bogdanov (Malinovsky) (1873–1928), - one of the famous Russian scientists, economists, philosophers, doctors, science fiction writers, founders, and heads of the world's first blood transfusion institutes.

A. Bogdanov's ideas on organizational structures are described in such works as "Essays on General Organizational Science" (1921), "Organizational Science and Economic Planning" (1921), "Economic Technologies and Organizational Foundations of Economics" (1923). The main work of the scientist is "Tectology," which is a fundamental monograph. It was written in 1910 and is called "General Organizational Science." This work's starting point teaches the need to approach any event from its organization's perspective.

III. VALUE ADDED TO THE LITERATURE

By reading the kinds of literature mentioned above, we can conclude and assess their value to the formation or reformation of organizational structures; its historical influence on creating and

forming every type of organization. If the classical school of management added some basic types of organizational structures, the human relations school emphasized the integration of every department and unit of organizational structures and additionally developed the organizational structures by the elements of human behaviours, such as motivation, sociology, and health care, comfortable conditions.

IV. METHODS AND MATERIALS

A management structure based on a system-based approach allows the organization to be considered a system consisting of several interrelated elements. Initially, the theory of organizational management structures was applied in the exact sciences and technology. It has been used in management sciences since the late 1950s, which can be considered a unique management science school achievement. As the founder of the new direction, Ludwig von Bertalanffy is worth mentioning as a scientist. The system-based approach's main content is based on purpose, reflecting the organization's most important feature, through which this system differs from others.

No system-based approach is a set of principles for managers, but a way of systematizing organizations and management. A system is a type of integrity that consists of contributing to the properties of any integrity (systems managed by all organizations) composed of interconnected separate parts (elements).

4.1 Modelling of organizational systems

There are two types of modeling the organizational systems that are famous: a closed system and an open system. All of them are characterized by their dependent and independent factors, elements.

Closed systems - have strictly defined boundaries; the method of their actions does not depend on the external environment. Opened systems are a form of organizational structure characterized by their interaction with the surrounding (external) environment and can adapt.

At the step of modelling the organizational structures, top managers need to find the main goals and objectives of the activities. Goals should be realized, concerned with the mission of overall activities, productive, economically effective. Using goals, we can construct visions and strategies for the company, which can have a much greater influence on the formation and

reformation of the organizational structure. A strategy is a long-term plan that we create for our company to reach the desired, future state you envision. A strategy includes our company's goals and objectives, the type of products/services that we plan to build, the customers to whom we want to sell, and the markets that we serve to make profits.

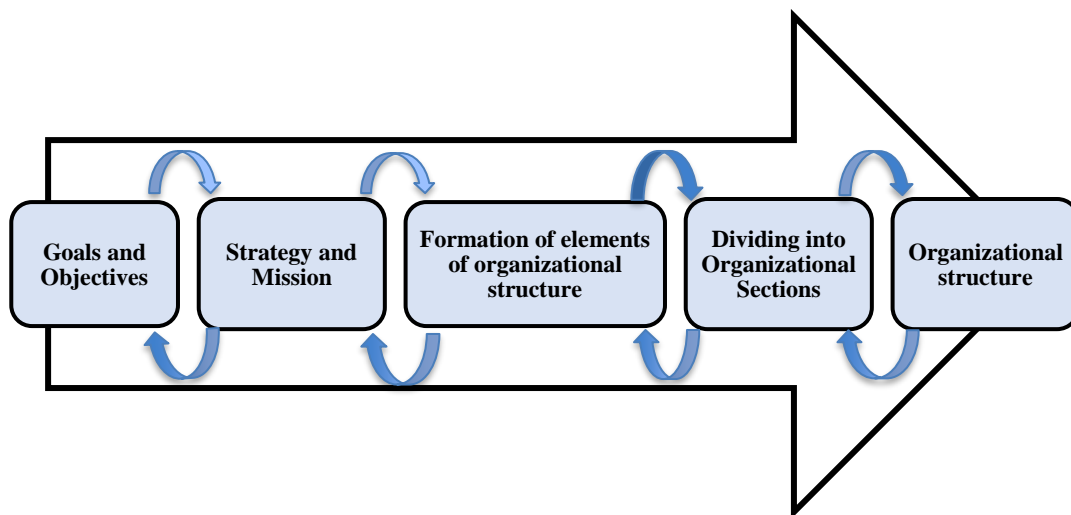


Figure 1: Stapes of the formation of the organizational structure of companies and institutions

Once the goals and objectives are clear, its current state's performance indicator is analyzed in depth. The prime purpose of the analysis is to devise a strategy for the future development of the enterprise. Because the current goals and objectives require the implementation of strategic plans for the next few years, in line with the directions and accordance. Strategies are also adopted for the short, medium, and long term. It depends on the type of activity of the enterprise or institution, its customers' size, and the state of the competitive environment.

4.2 The importance of aligning the structure with the business strategy

The importance of integrating the organizational structure of management with the business strategy of enterprises is characterized by the importance of combining of following four elements of doing business as the key to profitability:

- Leadership denotes responsibility for matters related to the development and

implementation of a company management strategy and monitoring of results.

- The organization is the existence of an organizational structure designed to implement the developed management strategy that presupposes consistency of processes and operations.
- Jobs are the development of the optimal distribution of the necessary tasks and responsibilities.
- People. Including the experience, skills and competencies required to implement the strategy, it is important to understand the interdependencies of business elements and the need to adapt them to rapid and strategic changes, and to achieve success in all processes of the organization. This increases the likelihood of efficient operation by ensuring that the four elements fit together.

An understanding of the interdependencies of these business elements and the need for them to adapt to change quickly and strategically are essential for success in a high-performance

organization. When these four elements are in sync, outstanding performance is more likely.

Achieving alignment and sustaining organizational capacity requires time and critical thinking. Organizations must identify outcomes the new structure or process is intended to produce. This typically requires recalibrating the following:

- Which work is mission-critical, can be scaled back, or should be eliminated.
- Existing role requirements must be met while new or modified roles must be identified.

- Key metrics and accountabilities.
- Critical information flows.
- Decision-making authority by organization level.

In figure 2, we can see why it is important to align the structure with the business strategy of the organization, and how it is effective role plays in the process of mission and strategy formation concerning the goals and objectives of any organizational unit.

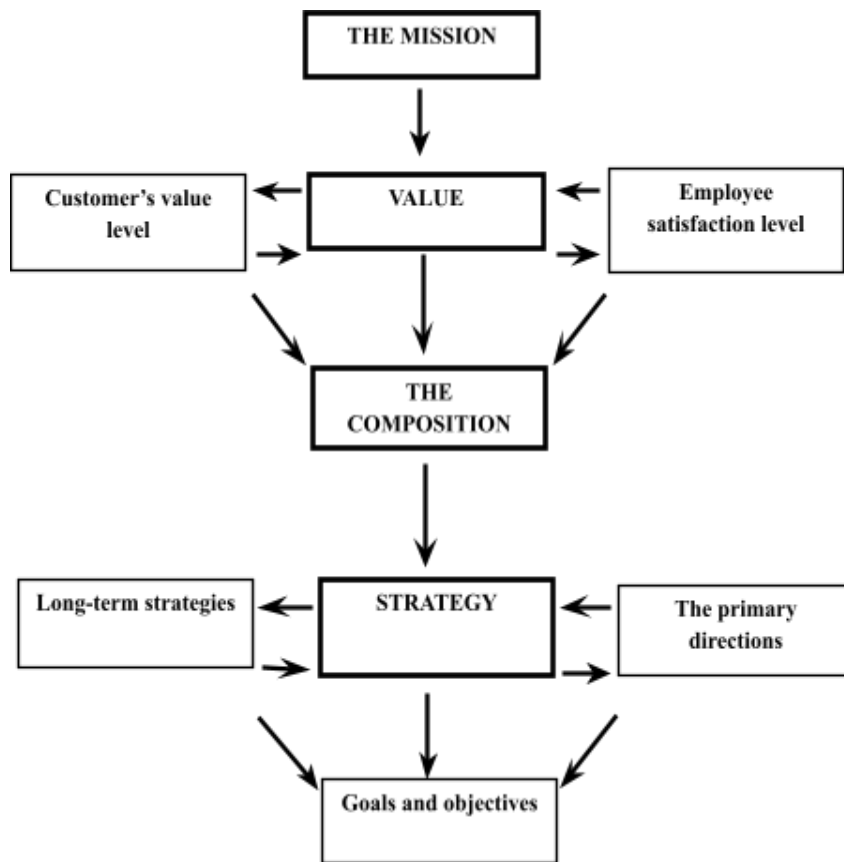


Figure 2: The process of mission and strategy formation concerning goals and objectives

Once the goals and objectives, their main direction, and final strategies have been developed, the next step is to assess their level of value and their internal and external environment. A strategy's value is primarily determined by customers and employees of the enterprise's value. Suppose the system has value for both situations. In that case, a mission will be developed in the future to ensure that this strategy is implemented perfectly and sustainably.

The main difference between a mission and a strategy is that it embodies the psychology of the organization.

The following are examples of the missions of world-renowned companies:

A Facebook Mission:

"It is about empowering people to connect more openly and faster with the world."

Mission of the Alibaba Group:

"Make it easier to do business anywhere."

Mission of the BBC:

"Enrich people's lives with informative, educational, and entertaining programs and services."

Microsoft's Mission:

"To allow people and business people worldwide to realize their full potential."

Mission of Walmart:

"We save people money, so they can live better."

Mission of the L'Oréal:

"Offering the best cosmetic breakthroughs in terms of quality, effectiveness, and safety for all women and men worldwide."

Un Mission:

"Ensuring international peace and security."

The organization and institutions require a unique management structure to achieve its effective and uninterrupted operation. That's why we should know key elements of organizational structures. Every kind of business activity has its internal and external elements through which the organization can complete its planned objectives and goals.

Fundamental Elements of Organizational Structures:

There are five elements of the formation of an organizational structure: departmentalize, job

$$E = f(P_d - P_v) \longrightarrow \max_n Y_n, \text{ there [1]}$$

P_d - The capacity of the system;

P_v - The degree to which the system uses its capabilities

Y_n - Satisfaction of needs

The main task of the company's management is to maximize the (Y_n). Gaining for (Y_n), it is necessary to create an integrated, optimally linked chain of its organizational structure to give it a reliable assessment. Because any company or

design, delegation, a span of control, and chain of command rules. These elements comprise an organizational chart and create the organizational structure itself. "Departmentalize" refers to the way an organization structures its jobs to coordinate work. "Span of control" means the number of individuals who report to a manager. "Chain of command" refers to a line of authority.

The company's strategy of managerial centralization or decentralization also influences organizational structures. "Centralization" is a constructional degree of organizational structure using which decision-making authority is restricted to higher levels of management, typically leading to a pyramid structure. Centralization is generally recommended when conflicting goals and strategies among operating units create a need for a uniform policy. "Decentralization" is also a constructional form and degrees of organizational structure using lower levels of the hierarchy to have decision-making authority, typically leading to a leaner, flatter organization. Decentralization is recommended when conflicting strategies, uncertainty or complexity require local adaptability and decision-making.

The organizational management structure's effectiveness is a relative indicator, which is assessed depending on the system's capabilities, the degree of realization of the system capabilities, and ultimately, the factors of satisfaction of specific needs. We can summarize it using the following formula:

institution is an integrated open system, it directly impacts its life cycle, requiring that it be organized in a continuous connection with external environmental factors. Here, the goals and objectives, strategy, and mission of forming the

organizational management structure should be defined as the most pressing management issue. These factors play an essential role in expressing the life cycle as the first and most relevant and decisive link. It is inconceivable that any organization, whose goals, objectives, strategy, and mission are unknown, will start operating and be managed.

4.3 It is appropriate that the requirements and conditions for the formation of the goals and objectives of the organization should be as follows

- The set goals and objectives should be achievable and should not interfere with the coherence of the elements of the system.

- It should be time-limited; that is, it should represent the work that must be completed at a specific time interval.
- Goals and objectives should be explained by the socio-economic status of the enterprise, the availability of financial resources.
- It should be concise and concise, understandable and clear to be.
- The strategy and mission of the enterprise should not contradict.
- Goals and objectives should not be refused by laws, government decrees, and orders.

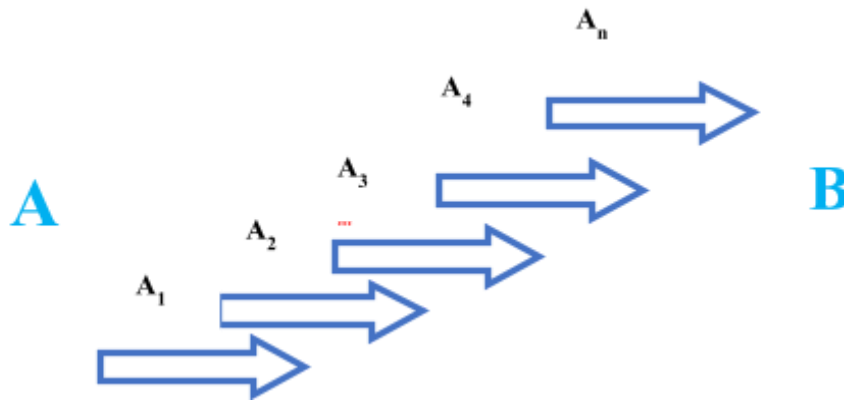


Figure 3: The order of the growth of the duration of the formation of organizational goals

It is impossible to imagine the formation of an organizational mission without top managers, CEOs, and their leaders. Because the mission is the central part of all organizing activities. It integrates all the enterprise or organization's goals and objectives, strategic plans, tactical actions and is clearly and quickly understandable. The most significant part is that the enterprise's values can be assessed as the principal, the highest element of the organizational management structure, understanding its relationship with the internal and external environment. In the following tables, some world scientists have developed coefficients and intervals for evaluating the effectiveness of organizational structures in quantitative and qualitative terms.

Table 1: Systematic indicators for assessing organizational structure effectiveness

The name of the coefficient	Formulation	Parameters of coefficients	Value
The degree of accuracy of the target	$K_1 = m_1/m_o$	m_1 - the number of units whose goals are defined and interrelated m_o - the total number of units	1
The level of coverage of the target	$K_2 = T_n/T_{ch}$	T_n - the number of normative goals of the department T_{ch} - the number of purposes of the division reflected in the charter rules	1
Level of coverage of functions	$K_3 = F_{an}/F_{dn}$	F_d - the actual number of functions performed in the organizational structure F_n - the default number of tasks	1
Coefficient of repetition and independence of functions	$K_4 = (F_{da} - F_n)/F_n$	F_{di} - the amount of duplication and unrelated tasks in the system	1
The coefficient of specialization of the j-function	$K_5 = m_o / (m_o + \sum mt_j)$	maj- the number of sections that repeat the j-normative functions	1
j-target specialization coefficient	$K_6 = m_o / (m_o + \sum mt_j)$	mgj-j-number of repeating units of the target	1
The proportion of employees whose rights and responsibilities are defined	$K_7 = E_{nem}/E$	E_{nem} - the number of employees whose rights and responsibilities are defined D is the total number of employees	1
An average assessment of the degree to which the rights of subordinate employees to perform their duties are secured	$K_8 = 1 / ((\sum(an+ap)/2)/n)$	an and ap j-Assess whether the rights of the team member and his supervisor are secured	0.33

It can be seen from the data in this table that the evaluation of the effectiveness of organizational structures is based on the assessment of the goals and objectives assigned to functional units about

the system purpose, legal security, and level of specialization of functions, accuracy, and transparency.

Table 2: Organizational structure efficiency matrix

Koef-t	Value	Recommended Value	Rejection rate	Quality assessment	Score
K_1	0.80	1.00	0.20	Satisfactory	8
K_2	1.10	1.00	0.10	Fits	7
K_3	0.64	1.00	0.36	Low-level compatibility	9
K_4	0.70	1.00	0.30	Satisfactory	5

K ₅	0.35	1.00	0.65	Low-level compatibility	6
K ₆	0.22	1.00	0.78	Unsatisfactory	8
K ₇	1.00	1.00	0.00	Fits	4
K ₈	0.40	0.33	0.07	Fits	6

The quality of the organizational management structure is also assessed. The target structure of the organizational structure is evaluated based on appropriate intervals.

Table 3: Qualitative Assessment Intervals of Organizational Structures

The limit of rejection in the integral assessment of the target structure of the system	0–0.15	0.15–0.35	0.35–0.65	> 0.65
Evaluate the quality of the organizational structure	Fits	Satisfactory	Satisfactory at the lower level	Incompatible

V. ANALYSIS AND OUTCOMES

The introduction of all types of business entities, enterprises, and institutions operating in Uzbekistan into the diversified enterprises' organizational structures will lead to higher economic and social activities.

Organizational structures have evolved from rigid, vertically integrated, hierarchical, autocratic structures to relatively boundary-less, empowered, networked organizations designed to respond quickly to customer needs with customized products and services.

5.1 Today, organizations are usually structured vertically, and horizontally, or with open boundaries. Specific types of structures within each of these categories are the following

- Vertically functional and divisionally structured;
- A vertical and horizontal matrix;
- Boundary-less (also referred to as "open boundary") - modular, virtual, and cellular;
- Emergent organizational structures (new structures).

The last two organizational forms known to every manager of companies and organizations are about these organizations, we will talk fluently below. But, there are some new kinds of organizations that are not able to show off, because their emergent structures are used in

unplanned social interactions, but they evolve and emerge as activities unfold. There are many unplanned factors of the market economy which no one can predict in their everyday activities. At this moment, organizational structures cannot work effectively as planned. And it could make some changes as the new economic realities pressure our organization to change from stable to emergent, new practices for IT support are required. The current frenzied pace of organizational change is being driven by the rapid development of commercial technology, global markets and reengineered quality-oriented organizations, and global instability of ecology, COVID-19. This constant need to change gives rise to a recognition that organizations in the present era are no longer stable, but are continuously adapting to their shifting environments. These organizations can be said to be in a state of constantly seeking stability, while never achieving it. Such organizations are said to be "emergent," and include many of today's commercial and governmental organizations.

According to Wikipedia, such an emergent organization (alternatively, an emergent organization) is an organization that spontaneously emerges from and exists in a complex dynamic environment or marketplace, rather than being a constructor copy of something that already exists. The term first appeared in the late 1990s and was the topic of the Seventh Annual Washington Evolutionary Systems

Conference at the University of Ghent, Belgium in May 1999. Emergent organizations and their dynamics pose interesting questions; for example, how does such an organization achieve closure and stability?¹

Alternatively, as suggested by James R. Taylor and Elizabeth J. Van Every in their 2000 seminal text, *The Emergent Organization*, all organizations emerge from communication, especially from the interplay of conversation and text.[1] This idea concerns human organizations, but is consistent with Leibniz or

Gabriel Tarde's monadology, or with Alfred North Whitehead's process philosophy, which explains the macro-both in human and non-human "societies"-from the processes taking place between its constituent parts.

Organizational management structures can also be divided into national and international,

regional, international-regional, inter-regional organizational structures. The above formation conditions and principles are fully applicable even when working with these structures.

The foremost is that the description of organizational structures corresponds to the organization's goals and objectives, serves to implement long-term strategic plans and does not cause complications in its life cycle. Also, there should be no redundant elements in the management structure of the organization.

In the following examples, we give an individual assessment of its organizational management structures using an organization specializing in product production.

For export-only activities, the Export Department requires the following organizational elements to be considered.

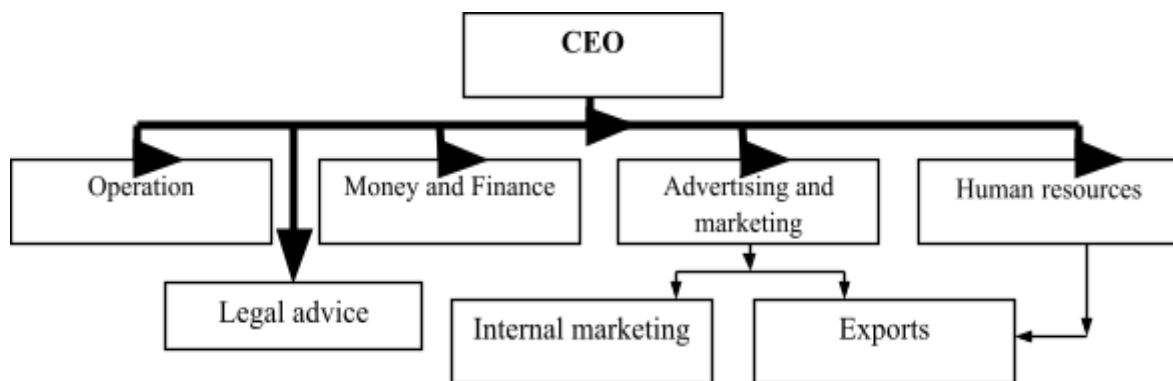


Figure 4: Elementary Organizational Structure of the Export Department

This structure is a view of a linear-functional management structure. Because this type of organizational structure can be seen in both functional and linear control elements. A characteristic feature of the linear structure is that all functional departments receive assignments from a single manager directly one step above. That is, the self-management of each applicable department does not apply. Nevertheless, the tasks that need to be done are performed independently by each available unit. Such structures can be observed mainly in enterprises and organizations' management structures, exporters, and importers, specializing in

providing small types of products and services. This type of enterprise allows you to control the products and services produced. Hence, the figure above's management structure is more specific to enterprises and organizations with less functional responsibilities.

However, enterprises and organizations, international holdings, international associations, and cartels where the production scales are branched and expanded, and their organizational structure will look complicated.

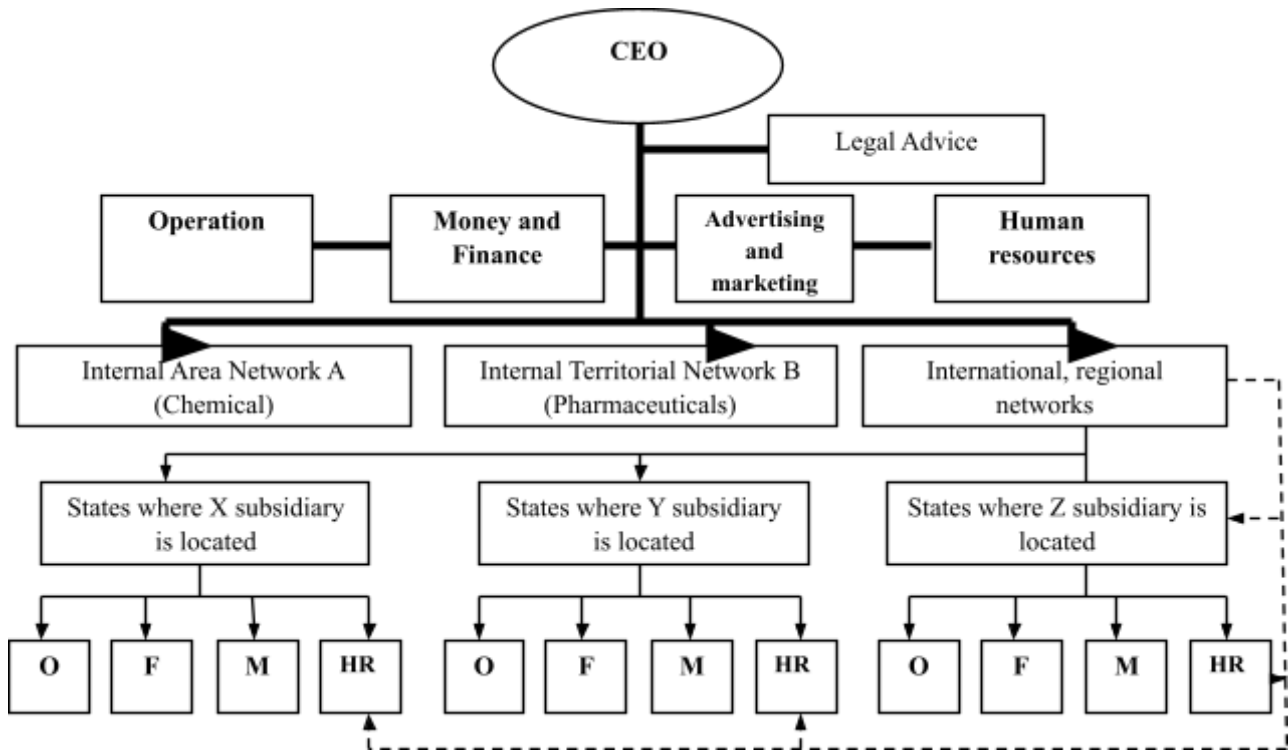


Figure 5: The systematical division of the organizational structure of an international company

Nevertheless, it will be organized based on management elements inherent in traditional organizational structures because it is impossible to create multi-branch management structures without the usual control elements. As proof, the international companies' organizational structures shown in Figure 2 are characterized by the executive, traditional functional units, departments serving to cultivate multi-sectoral products, international regions, and subsidiaries' distribution in them. The management of such international organizations is the classification of the units' geographical location in the regions, the types of products and services grown in them, and the general administrative management procedure with subsidiaries' help. The role and place of subsidiaries in the direct impact on the development of this organization are invaluable.

As prominent representatives of the international organization in the regions, they perform all the main structure's tasks and responsibilities, make decisions based on joint missions and strategies, and develop goals. They work extensively with clients. Companies can also be formed as diversified units based on customers' needs and requirements in the subsidiaries' regions.

Alternatively, in adopting one-year plans, of course, based on the regions' geographical location, considering customers' needs and desires. While the organizational structures of subsidiaries are similar, their chief goals and objectives will be different. The strategic plans, mission, form, and level of international competition were developed by the global regions' business entities.

To avoid complicating international organizations' management, each traditional organizational management can also be described as a distribution of structure-based components in international regions. It is reflected in the system-based approach to the management of complex managed international organizational structures. For instance, in the study and management of the state of trade in the territories in the global system, in the development of strategic plans, strategic goals for each, in-depth analysis of the economic and financial situation in the regions, in further improving the marketing capacity of the areas; more applicable in detection. Also, the organizational management structures of multidisciplinary, international

companies such as Coca-Cola, Nike, and Oriflame can be studied as a basis.

Example 1. Oriflame was founded in 1967 by two brothers and a friend and is now an international direct-selling cosmetics company with operations in more than 60 countries. The company offers

various Swedish natural cosmetics produced using the most modern technologies. About 3 million consultants work with Oriflame, and the company's annual turnover is about 1.4 billion euros.

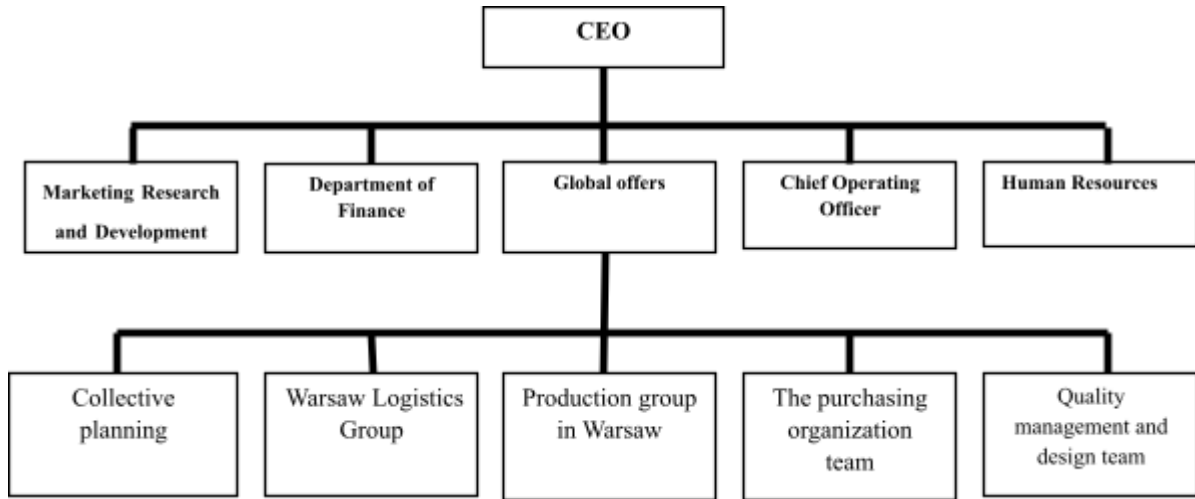


Figure 6: Oriflame's international organizational and managerial structure

Oriflame offers a business for people worldwide who want to start making money and pursue their dreams and plans, an excellent opportunity to start their own business. The company's unique business concept is "Earn today and make your dreams come true tomorrow." The fundamental principle of our work is respect for people and nature, which is enshrined in the social and environmental policy of Oriflame. The company is also a co-founder of the World Children's Fund and is proud to be involved in numerous

charitable projects worldwide. These results are based on the effective international organizational structures of the activities of the company. With their effective administrative system, they give the highest marks: around 1.4 billion euros in annual turnover, about 3 million Oriflame consultants, representatives in more than 60 countries, about 7,500 Oriflame employees, several products with about 1000 brands of natural, innovative Swedish cosmetics and catalogues.

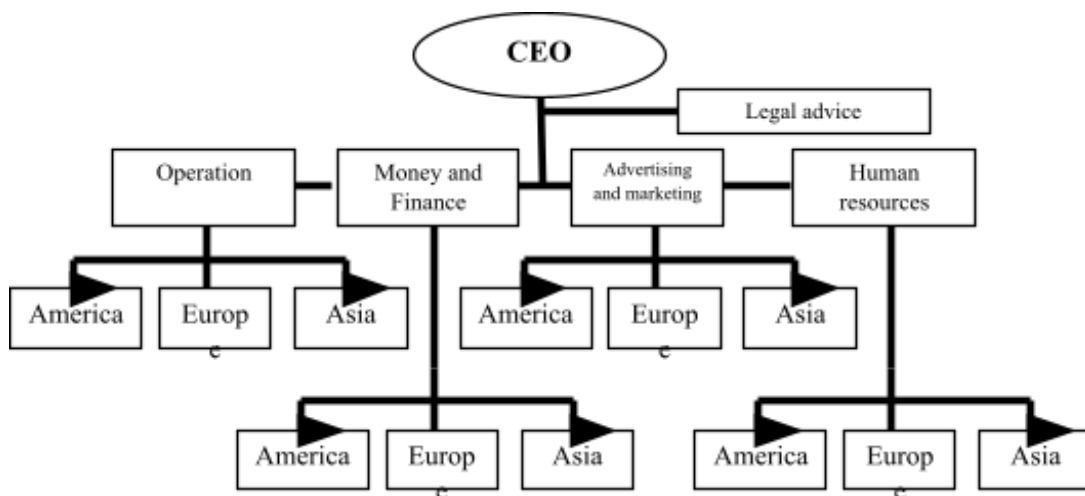


Figure 7: The inter-regional organizational structure of the foreign company

We can review the organizational structure of Oriflame by looking at Figures (7, 8, 9, and 10) below. The focus of international organizations' inter-regional governance structures is to

facilitate an in-depth analysis of factors such as regions, geographical location, specific characteristics, mentality, and clients' income in these regions.

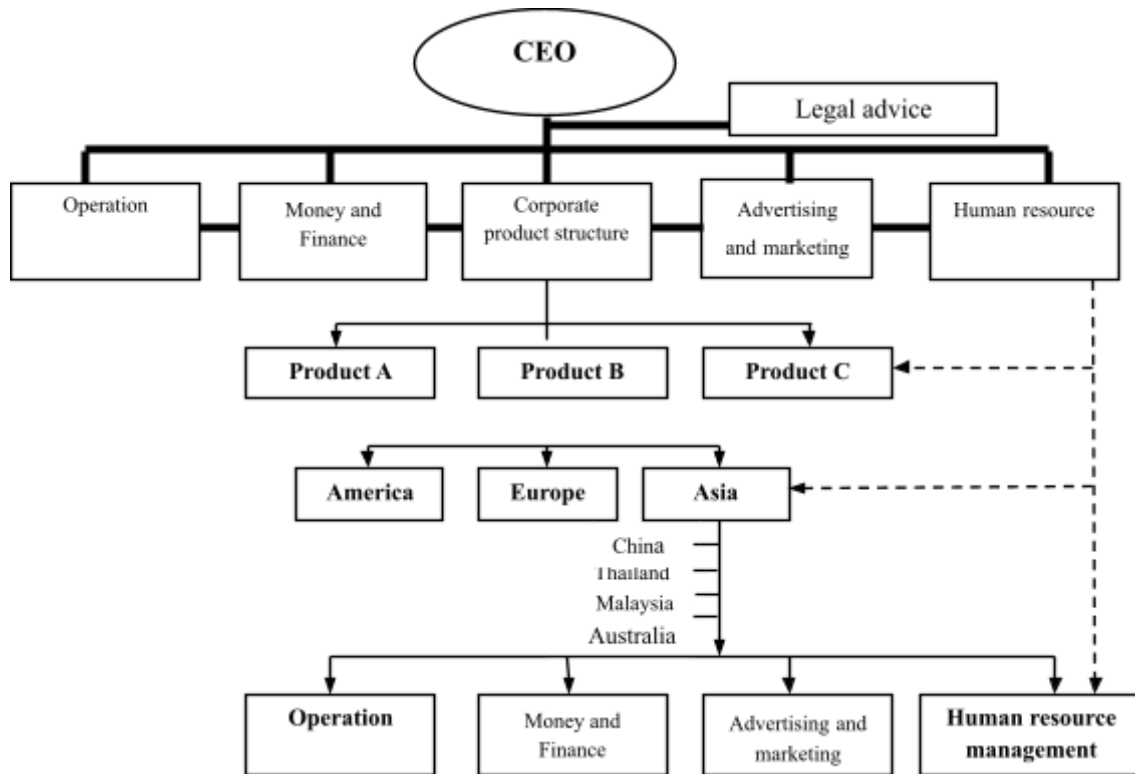


Figure 8: The organizational structure of the global production process

The international inter-regional organizational structure shown in Figure 5 above focuses on local offices, branches, and networks of enterprises and organizations operating in the Americas, Europe, and Asia to show you what I mean. It specializes in regulating the existing management process in the departments of Management in these three regions. It is characterized by analyzing specific aspects of sales, finance, marketing, and human resources for the Americas, Europe, and Asia, based on which management decisions are made, to find optimal solutions to problems.

performance of types A, B, C in America, Europe, and Asia. The organizational management structure is essential in successfully managing multidisciplinary, international enterprises and organizations to construct its unique management structure. Here, the perfect depiction of each type of product in selected regions of all elements, from sales to work with employees, directly impacts organizing such complex structures at the international level. The composition of the corporate product should be at the heart of a complex management structure.

Another example is the management structure in Figure 5 in the analysis and organization of international or inter-regional management of products and services. Because there is a need for such an organizational structure for the global Management of the production, goodwill, trade, marketing, or economic and financial

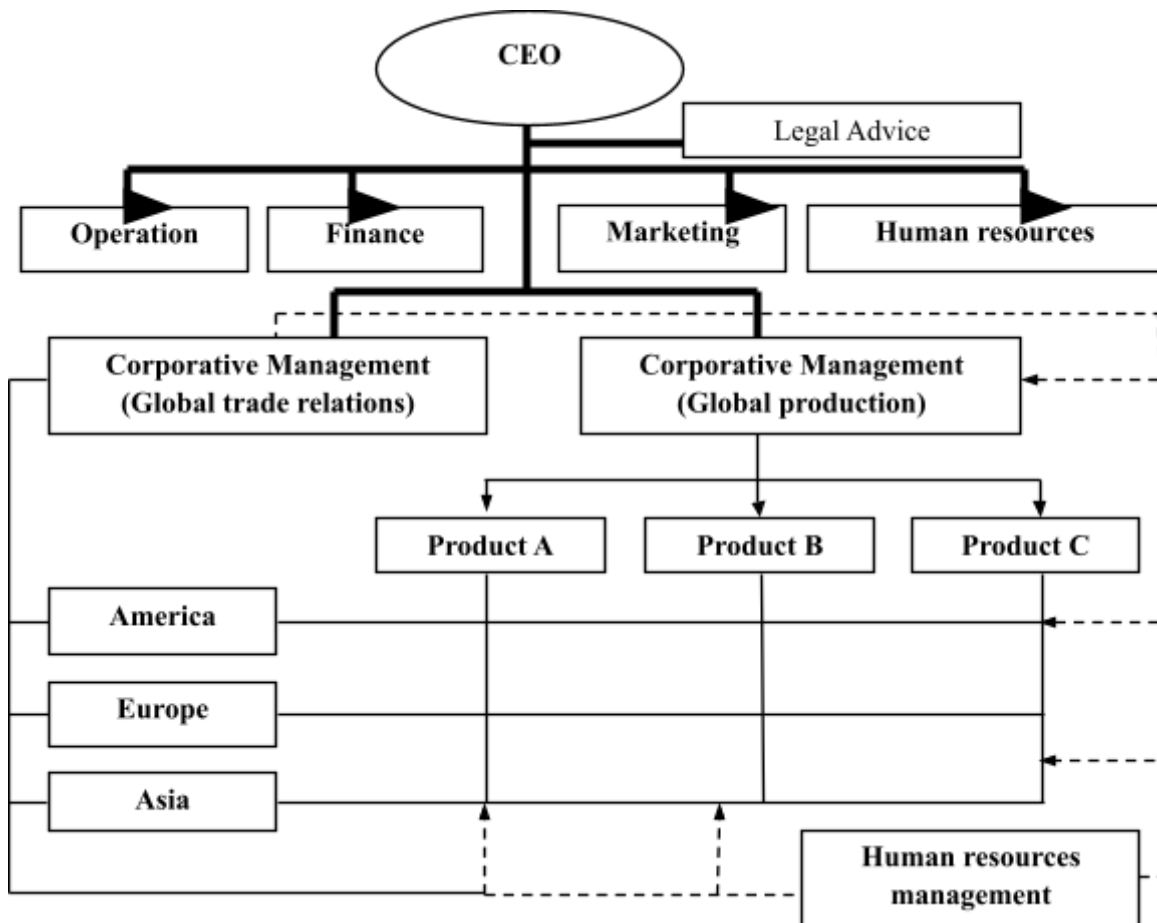


Figure 9: The organizational structure of global matrix management

An example of a more efficient global management of international products and services is the matrix management structure of the products shown in Figure 6 below. This structure is a more complex management structure, which will be necessary to realize the distribution and management of hundreds of products in many international regions. It also allows for an optimized distribution of costs for all manufactured products and services through a matrix management structure. Imagine, by evaluating, the efficiency of the production of types A, B, and C products in the American region, it becomes possible to conduct a comparative analysis of them.

Determining the intensity of the same product's production in different regions allows for severe competition and control, even within branches within the same organization but operating in different regions. Here, forming personnel in the regions also leads to the implementation of the global distribution and redistribution of personnel

based on the procedures in force in the regions and serves the company's strategic goals.

Another distinct feature of the matrix management structure is its broad application of global corporate governance principles and corporate governance tools, distinguished from other management structures. That is, the use of the most actively used forms of management allows for implementation.

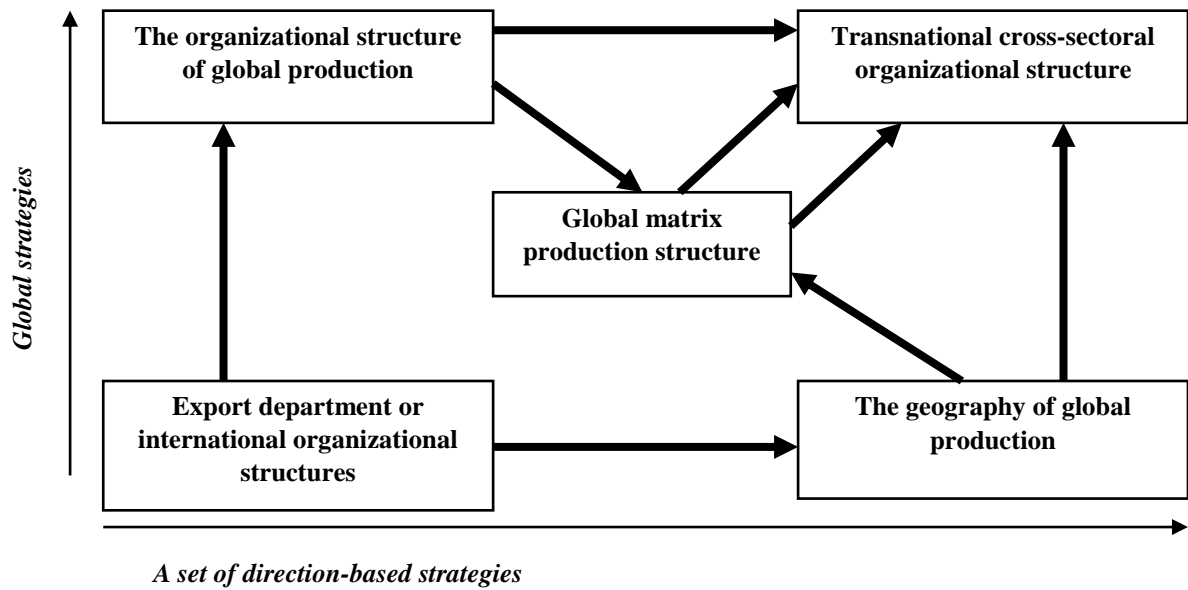


Figure 10: Evolution of the organizational structure of globalized companies

The diagram shown in Figure 7 can also be used in multidisciplinary enterprises and organizations by introducing those, as mentioned above, international organizational structures of management in individual cases or by combining the features of all of them. Multi-sectoral conglomerates, concerns, and multinational companies develop organizational management structures and strategies for different areas. Senior representatives of the top management team, forming a complex management chain, do it by themselves. Such international organizations are developed because of coordinated, situational governance principles of global governance. These forms of globalized control are based on strategies with directions and implementing a global strategy in a coordinated way. Here, it is also possible to organize management by polarization following international organizations' product geography, partners and competitors. Because the factors that pose the most significant risk to international organizations can hurt the entire management system and ultimately lead to many financial losses in the short term. Therefore, a central emphasis is placed on the management structure designed to organize global matrix production. Through a worldwide matrix management structure, the management process of conglomerates can be maximized. Rapid decision-making is not unique to such facilities. Leaders of such systems try organizing management mainly by developing long-term

decisions, goals, and strategies. Economic and financial analysis of the production or provision of services is also conducted regularly because of agreements with organizations with a high level of audit certification and license at the international level. The results can be presented to the organization's top managers and international stakeholders because changes in such giant and globalized companies' financial performance can affect the competitive environment and the entire economic system, some international indices.

VI. MANAGERIAL IMPLICATIONS OF APPLE INC.'S ORGANIZATIONAL STRUCTURE

While creating and realizing the organizational structure, there is the main element that the manager influences directly. It has managerial implications. Every managerial implication concerns managerial styles. But every organizational structure is not ideal, and there should be some changes from time to time. Let's see the example of managerial implications of Apple Inc.'s organizational structure below. I would be assessing the organizational structure of Apple Inc. as one of the democratic and behavioral organizational systems of modern, innovative organizations.

Apple Inc. was established in 1977 in California, and nowadays, as one of the global designers,

manufacturers, and marketers of mobile communication and media devices, personal computers, and portable digital music players, can be the largest example of creating organizational structures. As the largest IT company in the world by revenue and total assets, and the second-largest mobile phone manufacturer, the company also sells a variety of related software, services, accessories, networking solutions, and third-party digital content and applications. The leadership style of this company is known to be democratic. CEO Tim Cook practices “quiet leadership” and he is widely recognized as an effective leader of innovative and global organizations in the world. But not every organizational structure is original and optimal for realization. Because, nowadays, several industry watchers and analysts on management

innovative genius his predecessor, the legendary Steve Jobs, used to possess. Let’s see some individual characteristics of the managerial implications and organizational structure of Apple Inc. in figure 11 below.

6.1 Spoke-and-Wheel Hierarchy characteristics

A bird’s-eye view of Apple’s organizational structure shows the considerable hierarchy. In the past, everything went through Steve Jobs. Jobs made all the major strategic management decisions. However, under Tim Cook’s leadership, this hierarchy in Apple’s corporate structure has slightly changed. The company now has more collaboration among different parts of the organization, such as software teams and

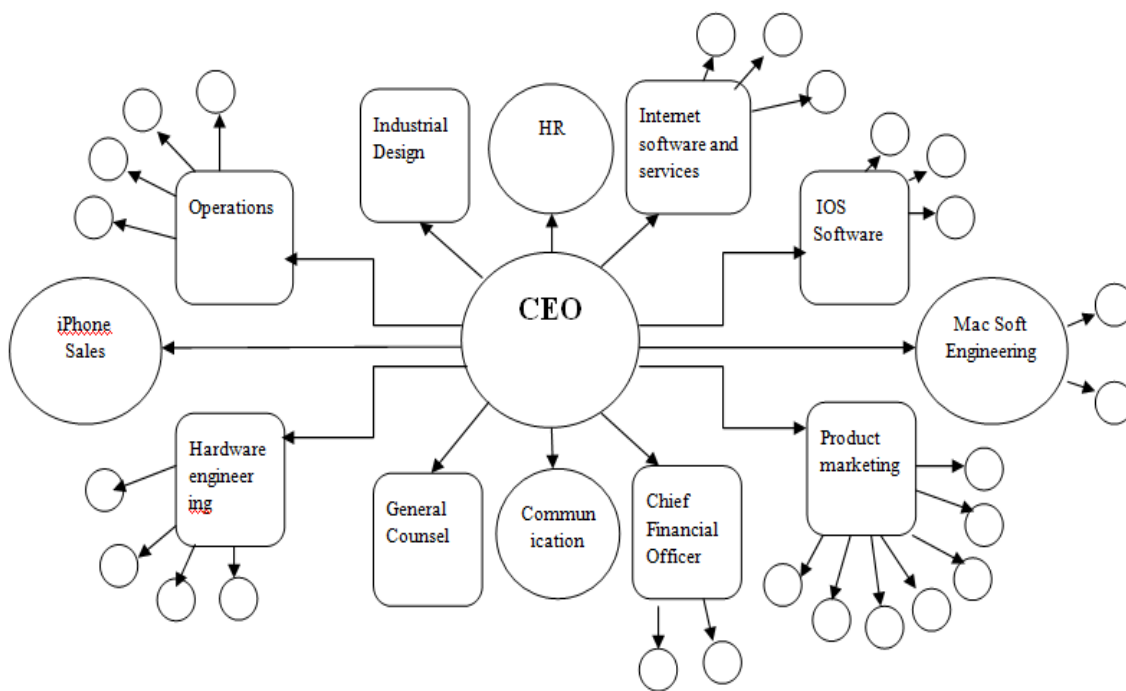


Figure 11: Apple Inc.’s Organizational Structure

By reviewing the managerial implications of this company, we can see its individual characteristic properties. For example, despite a democratic organizational structure, vice presidents have more autonomy, which was limited and minimal under Jobs. Thus, the company’s organizational structure is now less rigid, but still has a spoke-and-wheel hierarchy where Tim Cook is at the centre. The upper tier (innermost tier in the spoke-and-wheel circle) of the corporate structure

has function-based grouping, in which an element is derived from the functional type of organizational structure. Senior vice presidents who report to Tim Cook handle business functions. And it has a senior vice president for retail and a senior vice president for worldwide marketing. In this structural feature, the company’s top leaders address business needs in terms of business function areas.

6.2 Product-based Divisions characteristics

The upper and lower tiers of its organizational structure have product-based divisions, which is an element that derived from the divisional type of its organizational structure. There are senior vice presidents and vice presidents for different outputs or products. For example, it has a Senior Vice President for Software Engineering (iOS and macOS), a Senior Vice President for Hardware Engineering (Mac, iPhone, iPad and iPod), and a Senior Vice President for Hardware Technologies. The Company’s marketing mix or

4P is linked to this structural characteristic. This aspect of the corporate structure is used to manage specific products or product components that the company delivers to its target customers.

The collaborative interactions among various components of the business are referred to as the company's weak functional matrix. In a weak functional matrix, top management determines project direction, while project heads have limited authority and control. For example, the corporate structure allows hardware teams to collaborate with software teams.

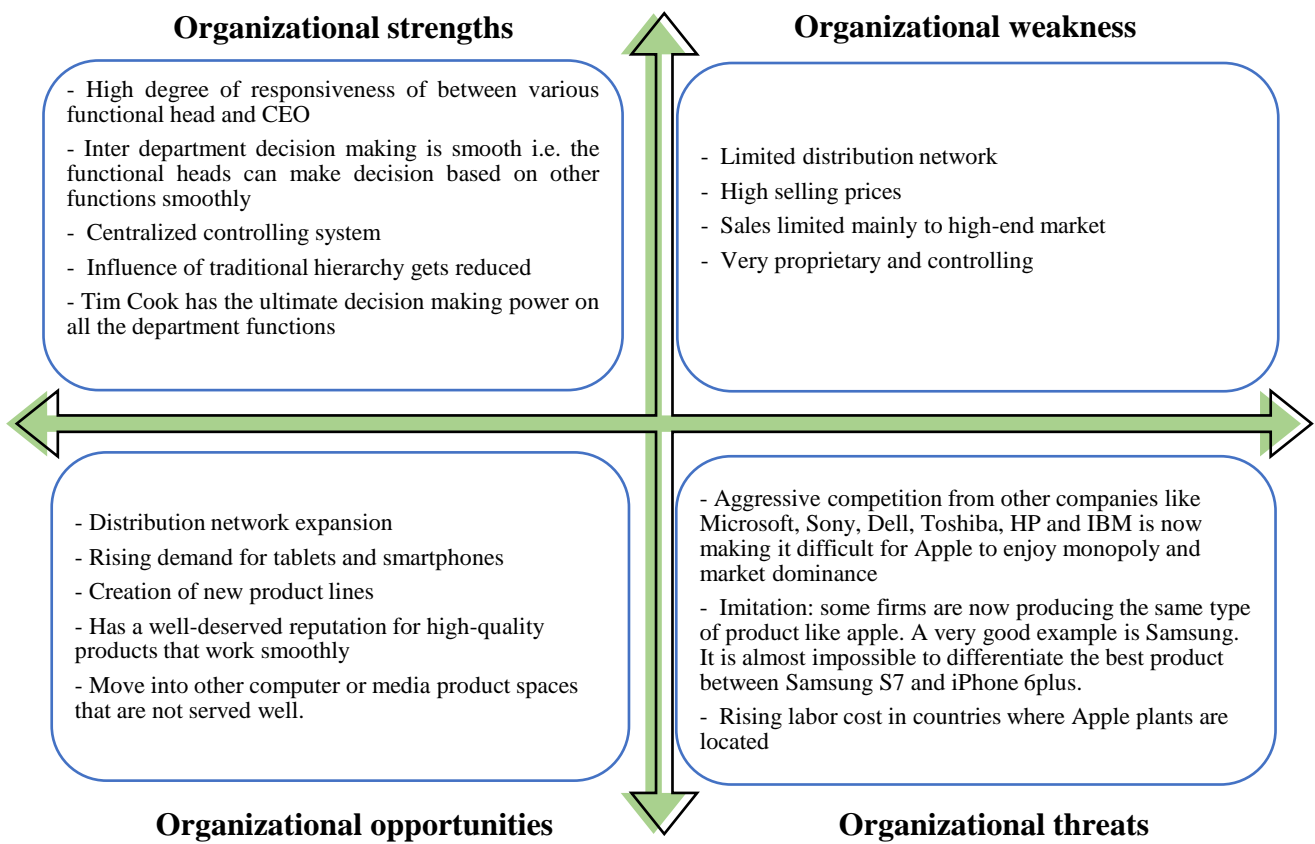


Figure 12: SWOT analysis of Apple Inc.’ organizational structures.

VII. PROBLEMS AND DISCUSSION

While learning how to effectively organize organizational structures, we found some problems that top managers should know about. The difficulties of organizational structures could be divided into some types for learning and assessing them accurately. They are problems of

7.1 The formation of the mission and strategies of companies and organizations.

While top managers begin the formation of the mission and strategies, they make decisions like grabbing all sectors of the market, revolutionizing production planning, realizing decisions in a short time, not concerning the strategies of all

competitive partners, boring ways to solve a problem, not knowing the values of mission and strategy for the clients and employment of each other, etc.

7.2 Restructure of management vision and functions

When top managers review the company's organizational structures, they can make restructuring management professional errors. Mistakes of unsupported elements of the organization, fundamental mistakes and illogical steps in growth planning, not knowing how to effectively divide the visions, goals, and functions correctly, the problems of optimization of business processes, etc.

7.3 Finding behavioral manners in personal organizations

Behavioural Management is an effective way of managing and working with people in the most advanced companies and organizations. They influence the business process using human behavioral qualities. Top managers work their best with personals and solve many human behavior problems through their communication etiquette.

7.4 Optimization of elements of organizational structures

Optimization of organizational structures plays the highest role in forming and reforming these systems. By making optimizations, top managers can staff cuts in any direction of the design. For now, there are not any practical ways of optimizing organizational structures for every company. However, we can find some subjective approaches to solve it. For instance, there are so many problems between integrating companies' activities in developing countries with developed ones.

7.5 Integration with international organizational structures

Integration of organizational structures is the main problem for products and services of export-import companies, international conglomerates, and some international

organizations. The leading causes are legal inconsistency, behavioural differences, personals, and differences in the population's living conditions and income degrees. I think these are the most objective factors for integration with international organizations.

7.6 Finding legalization formation of managerial structures

Top managers' most necessary vision for the formation or reformations of organizational structures is choosing the most legal forms of organizational structures. Any illegal form of structure can destroy all administrative systems. Therefore, while working with formation and reformation, top managers should attract qualified lawyers.

- a) Rejection of illegal types of departments and units
- b) Liberalization between the elements of organizational structures

VIII. SUGGESTIONS AND CONCLUSIONS

The essence of organizational management structures' content, their role in management activities, and enterprises' and organizations' role in improving daily activities' efficiency are enormous. Because the management systems, its elements together represent all the organization's specific organs, are the basis of the factors that highly affect its continuity and coexistence with the external environment.

Based on the results obtained from the examples analyzed above, it is proposed to generalize Management's organizational structures into three main links, i.e., higher-level governing bodies. These include the Board of Directors, the President and the Executive Director, and the Administration

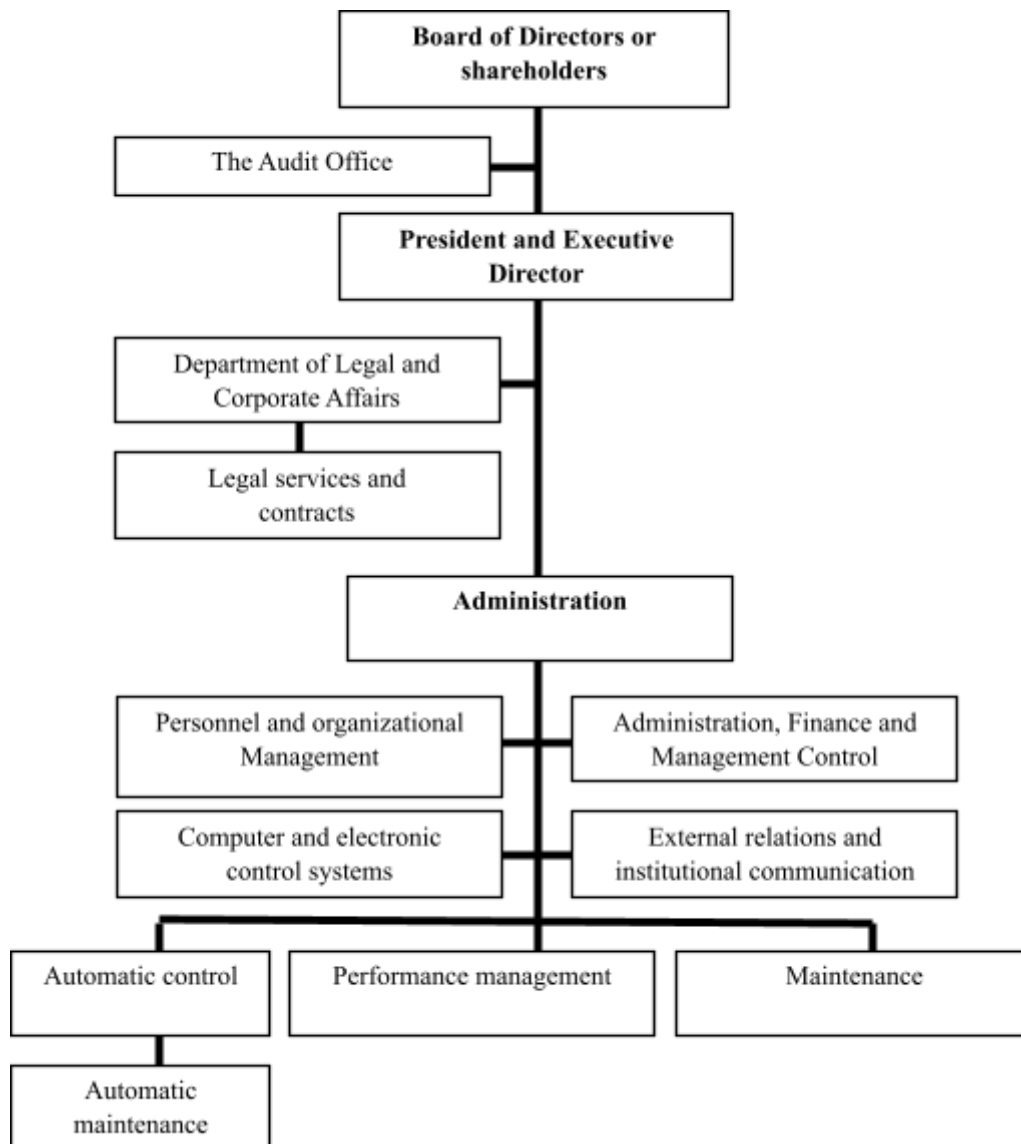


Figure 13: The traditional scheme of the organizational structure of multinational companies

Such a senior management structure is mainly typical of multidisciplinary, large-scale production or service companies, multinational companies, concerns, conglomerates, etc. Depending on the type of activity's size or scope, the number of these joints will decrease.

The board of directors or shareholders is reflected in the company's charter in implementing corporate governance management with shareholders' participation. Suppose the company has organized its activities in several countries worldwide, in that case, the president and CEOs conduct the post-shareholder management in such enterprises. While the board of directors or

shareholders is directly involved in developing the company's main directions, goals, strategies, and mission, the President and the Executive Director directly impact the legal formation, planning, implementation, and coordination of their decisions and tasks, and responsibilities. Subsequent managers are of administrative importance; they directly from the staff develop personnel policy, address the company's economic and financial problems and establish external relations, considering the company's internal and external environmental factors and advanced means of communication. Are they representatives of the management unit, which is directly responsible for the implementation of the

formation of computer and electronic control systems? It should not be allowed to become more complicated in the shape of management structures. The simpler the management structure, the more influential the management can be.

Based on the general concepts and conclusions developed above in the formation of the organizational structures, the relevant findings and recommendations for the economy of Uzbekistan are

- In the more profound application of the principles of a market economy, it is suitable for business entities and entrepreneurs to use functional organizational structures in the formation of organizational structures of their activities;
- It is necessary to functionalize the rules of administrative discipline further and liberalize directive regulation;
- A deep understanding of the fact that linear management structures do not fully comply with the rules of a market economy, pay great attention to the formation of systems that can operate independently of the principle of leadership in organizational structures;
- Frequent monitoring of foreign experience, the formation of a leadership structure in the management structures of enterprises and organizations that can make tactical decisions aimed at developing strategy and mission, monitoring its regular implementation, ensuring healthy competition with competitors;
- transfer of enforcement mechanisms in enterprises and organizations to more simplified and democratized systems;
- Achieve the formation of the organizational structure because of a perfect division of labor; avoid duplication within its constituent elements, the appearance of personnel in the division of delivery according to the number, scope, relevance;
- formation based on the fact that there are no conflicts between the links of the organizational structure;
- In the formation of the organizational structure, the main emphasis should be on

creating a management system that can provide quality feedback between departments and managers, from ordinary staff;

- One of the main requirements of today is to form the elements of the organizational structure in such a way that it does not interfere with easy integration with other systems, to meet the tactical and strategic decisions of competing organizations and enterprises;
- It is necessary to express all the system's essential elements, not duplicate each other, and be easily linked.

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