Estimation of organizing function performing in Lithuanian companies

The author estimates peculiarities of the organizing function performed by managers of Lithuanian companies, analyzes different organizational characteristics and organizational structures, and assesses their development level and nature, indicates problematic points in organizing function and suggests guidelines for their solution.

Keywords: function of organization, organizational structure, type of organizational structure, characteristics of organizational structure.

Introduction

Good business ideas are the half of it. To realize them it is necessary to organize this process soundly. Poor organizing of ideas implementation process can bring to naught even the best of them. How successful are managers of Lithuanian companies at this task? This is the question that this paper deals with.

Thus, the object of the paper is the organizing function performed by managers of Lithuanian companies.

Purpose of the paper is to analyze different organizational characteristics of Lithuanian companies and their organizational structures and to assess their development level and nature. This would enable to expose problematic points in organizing function to managers of Lithuanian companies and suggest guidelines for their solution.

To attain this goal the questionnaire research was carried out that enabled to interview one hundred of Lithuanian companies. Questions of both types were used: closed-end questions with prepared options and the ones with the possibility of itemization, and open-ended questions that allowed respondents to express freely their opinion on particular issues.

The research in the form of questionnaire enabled to reveal attitude on the one part of executives and on the other part of
lower management level and managers what lead to more unbiased assessment of organizational situation of Lithuanian companies.

The sample was deliberately formed to research larger companies with more than 10 employees (the average number of employees was 329), since the organizational structure of micro enterprise is essentially rather primitive and of little informative value, in order to examine more complex organizational structures and their characteristics.

Theoretical base for the research of organizing function performance in Lithuanian companies

The purpose of the organizing function is to coordinate effort through the design of a structure of task and authority relationships. The organizing function is the process of breaking down the overall task into individual assignments and then bringing those assignments together in departments, and delegating authority to managers.

Organization structure is considered to be the anatomy of the organization, proving foundation within which the organization functions (Donnelly, Gibson, Ivancevich, 1990). It is reflected in the organization chart. The organization chart is the visible representation for a whole set of underlying activities and processes in an organization (Daft, 1986).

The principle of departmentalization dictates how specialized jobs should be grouped together. The forms of departmentalization can be classified by such major areas of responsibility: function, geography, product/service and mixed.

Traditional types of organizational structure are linear, functional, linear-functional, adaptive structures – matrix and project structures. According to these types, line, functional and staff (advising) authority differs in the structure chart.

Organizational structure of any company can be estimated and compared to another company using different characteristics, such as:

- Span of control – the number of employees reporting to a manager.
- Levels of management – a chain of superior-subordinate relationships.
- Specialization is the degree to which organizational tasks are subdivided into separated jobs.
- Cooperation is the way to join specialized organizational units into the seeking common purposes whole.
- Coordination is the orderly arrangement of group effort, to provide unity of action and the pursuit of a common purpose. Vertical linkages are used to coordinate activities between the top and bottom of the organization. Horizontal linkage is used to coordinate horizontally across the organization and ensures that the right and left hands of the organization know what the other is doing.
- Centralization/decentralization refers to the assignment of hierarchical level that has authority to make a decision.
- Level of hierarchy is the degree of using superior-subordinate relationships.
- Formal/informal organization is any joint personal activity with/without conscious joint purpose.
- Formalization pertains to the amount of written documentation in the organization and refers to rules, procedures, policy manuals, jobs descriptions etc.
- Standardization is the extent to which similar work activities are per-
formed in a uniform manner.

Theses dimensions above represent variables that can be diagnosed and analyzed for any organization. They provide a basis for measurement and analysis of characteristics that cannot be seen by casual observer, and they reveal significant information about the organization.

**Analysis of characteristics of researched Lithuanian companies**

Of the researched companies 80 per cent were private enterprises (40 per cent of them were Closed Joint Stock Companies and 16 per cent – Joint Stock Companies) and 20 per cent – public organizations. The latter included schools, municipalities, hospitals and even penitentiary. From the economical perspective it is normal and sound that all the researched public organizations were involved in service but none of them was in manufacturing or trade. Public organizations on the average are larger in number of employees therefore they have more complex organizational structures that certainly are more formalized and traditional.

Depending on the type of activity: manufacturing companies – 4 per cent, service – 36 per cent, trade – 20 per cent, trade and service- 16 per cent, manufacturing and trade – 16 per cent, manufacturing, trade and service – 8 per cent. The ratio of purely manufacturing companies to the service companies shows tendency to reduce with the development of Lithuanian economy, however given the object of this paper it is more important that depending on the type of activity companies form different organizational structures.

The average number of subsidiaries owned by researched companies is rather high – amounts for 19 – however every single company has few subsidiaries on the average. It’s a rare case in Lithuania for purely manufacturing companies to have different subsidiaries for different manufacturing activities both in Lithuanian and other countries. Such examples as the concern SBA that has established its subsidiaries in Russia and Germany (SBA …, 2007) and Joint Stock Company “Audimas” established in Belarus (Apie kompaniją, 2007) occur, however, for the meantime they are the exception, rather than the rule (however constant increase in wages allows assuming that the situation will be changing).

Researched manufacturing companies have on average 30 per cent more employees than gross average of all the companies. Service companies are as a rule significantly (by 4 times) smaller than the manufacturing ones in number of employees. The manufacturing companies tend to go to extremes what concerns number of their employees: universal supermarkets aim at maximal assortment and spread of goods that results in large number of employees; and conversely the more specialized company is in sale of specific goods, the less number of employees it has. The same tendency of specialization applies for the number of established subsidiaries.

The nature of activity was of great variety and practically different in every single company: beginning with the mounting and installation of heating, ventilation and plumbing systems through lawyer, financial and training services and ending with manufacturing and sale of computers, medications and oil products.

The average number of managers responsible for the main departments’ is 4-5 meaning that it is within the span of control. Mostly they include marketing
service companies need more managers each having 6 subordinates on the average, which does not exceed recommended span of control (for more information on span of control see the following).

Assessment of executives’ attitude towards organizational structures of Lithuanian companies

Only 84 per cent of companies have the organizational structure chart while in the rest of them it is not approved. However, organizational structure chart is actually respected by managers of only 71 per cent of those companies that have it. In other companies the CEO without respect to management levels reserves himself a right to make all the decisions and while bypassing several management levels to command all the employees in the company. It means that in that case organizational structure is more respected “bottom-up”, i.e., employees are strictly forced to comply with it and for the executives communication rules developed by themselves do not always “hold”. Drawing arrows that point from the executive towards every subordinate in organizational charts of such companies would not be a mistake since such managers are inclined to command anyhow but not according to the hierarchy. It certainly brings some difficulties for employees as they do not

| Employees’ distribution by activity in Lithuanian companies (per cent) |
|-------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|
| MANAGERS | SPECIALISTS | WHITE-COLLAR WORKERS | WORKERS |
| Manufacturing companies | 9 | 10 | 6 | 75 |
| Trade companies | 11 | 47 | 23 | 19 |
| Service companies | 14 | 56 | 27 | 3 |
| All companies | 11 | 43 | 19 | 27 |

*Table 1*
know which works are more important and more urgent: those delegated by their direct supervisor or those prescribed by the executive, and moreover they have to listen to directions of functional managers – it finally results in significant confusion. Managers of this style are inclined to centralize their authority and do not sufficiently utilize advantages of its delegation.

Research also included several companies that poorly respected their organizational structure as they were public organizations lead by political groups, and managers incongruous with views did not hold a real authority. Some cases came along when organizational structure was prepared only for the achievement of ISO standards and in practice it was lying in the director's drawer and ordinary employees did not know much about it.

Fortunately, use of the chart inherited from the Soviet times (if the company was established long ago) becomes a rare case. Answering the question “When was organizational structure of your company developed and modified for the last time?” many companies indicated the following: this year, the last year or several years ago. 82 per cent of executives have a positive attitude towards organizational structures; executives improve organizational structures every few years and undertake organizational changes, understand meaning of the organizing function (for the sake of objectivity, not executives themselves, but employees in lower levels were asked about this). However few of them involve employees into this process. The executives develop and implement changes of organizational nature often by underestimating creativity of their subordinates and not expecting any offers or suggestions from them – this grievance was expressed by employees themselves.

In all the other cases (12 per cent) executives of the companies can be said to have no attitude whatsoever towards organizational structure and improvement of organizing process. According to the employees of such companies, there's much of the chaos in their work since executives communicate only to and receive information from the managers of different departments on what, when and how is going on; they have no time for and it is absolutely of no relevance for them to concern whether the job of some employee occupying particular functional position is well organized – such tasks are as a rule left for the department managers of lower levels that do not integrate their decisions into the total organization system. Such companies resemble live organisms that are born, grow and sooner or later disappear. Stages of development determine usually non-formal transformation of organizational structure. Managers of such companies do not plan that, let's say, after increase in income of the company by specific amount, corresponding change of its organizational structure will be necessary. Here problems of this type are solved in the present tense. And when changes are not planned they have a tendency to themselves “plan” the activity of the company and make it inevitable to adapt to them.

However many executives consider present organizational structures of their companies to be optimal and maintain that there is nothing that could be changed in their charts. Nevertheless they are ready to change the structure, if necessary, in line with changing goals of the company. Every organization has already developed its organizational structure therefore the main task when this struc-
ture doesn't work perfectly is not to invent an absolutely new one but to improve the existing organizational structure of the company.

The executives of Lithuanian companies suggest that they constantly keep the track of market news – changes in customer needs and actions of competitors. Accordingly companies modify their product baskets, the level of customer service and specific services. As much as 64 per cent of respondents identify their companies as being both technologically and socially modern. According to the managers, markets covered by their companies are highly dynamic therefore in order to be successful under such conditions it is inevitable to adapt quickly to new market needs and respond to actions of competitors. Innovative companies are full of many new ideas and suggestions but not all of them are successfully implemented because sometimes, as one of the interviewed managers put it, the desire to make it all puts a spoke in your wheel. This leads to conclusion that sometimes managers incorrectly determine priorities of activities and often do it not for the good of the organizing function improvement of their company.

**Analysis of types of organization structures and of departmentalization in Lithuanian companies**

Today, like in the last few decades, the most popular organizational structure is the linear-functional one (see Fig. 1) as it enables to avoid its components – disadvantages of linear and functional structures as well as to take advantages of both of them. The structure of linear-functional nature is acceptable for it has clearly divided tasks of management, and every employee has only one superior who makes decisions with the assistance of specialists united in specialized divisions. When making decisions, advantages of functional management are used, and when organizing realization of decisions made – advantages of linear management.

Smaller enterprises often use advantage of autocracy that ensures the structure of linear type (32 per cent). According to the interviewed companies, the linear organizational structure was chosen in order to avoid misunderstandings in communication, to ensure unity of communication, faster decisions making and flexibility.

![Fig. 1. Types of organizational structure of Lithuanian companies](image-url)
Disadvantages of the linear structure such as loading managers with details, potential lack of their knowledge and skills in every field, is eliminated by delegating activities and decision making downwards and by avoiding centralization. Surprisingly, this type was used not only by small, but also by medium enterprises, both trade, and manufacturing, and service companies that may have some difficulties in specialization of departments due to this choice.

Due to its complexity functional structure is acceptable for a very small proportion of surveyed companies (3 per cent). Unfortunately, executives do not use modern organizational forms too – the project organizational structure was chosen by 4 per cent of companies, and the matrix structure – by 5 per cent. Examination of data correlations revealed that types under consideration were more common for foreign-capital companies that work with modern information technologies, such as banks and telecommunications companies. However types under consideration are applied only in central offices of the companies or in administrations of large subsidiaries, and lower management levels are predominated by structures of classical types meaning that in practice such companies have a mixed type of organizational structure. This is logical given the nature of work performed by employees of different levels, need for creativity in tasks accomplishment and qualification of employees. Finally, it would be really difficult to manage large companies in accordance with, for example, the matrix structure type.

Accordingly, the best developed type of authority in companies is linear one followed by the authority of functional type. The deliberative authority both without a right to be heard and the approvingly deliberative one is used in the half of surveyed companies. In general, managers theoretically do not understand well and distinguish different types of authority therefore cannot apply them correctly in practice and are unable to effectively use their differences.

When examining departmentalization of Lithuanian companies it emerged that executives of companies usually choose traditional – i.e. functional principle of departmentalization (60 per cent) (see Fig. 2).

It means that realization of marketing, manufacturing, finance management and other activities is traditionally distributed.
among main structural departments of the company. The functional-geographical type of departmentalization (24 per cent) is used in case the company has divided its operation to different activities and has several subsidiaries established in different geographic locations however the main functions are centralized in central offices. A company subdivided based on the geographical principal and duplicating functional areas in its geographic departments was absent in this research. It is characteristic for global multinationals, unfortunately I cannot identify any of them in Lithuania. Other 12 per cent departmentalize their companies depending not only on the functions, but also based on products and even more often based on services. Departmentalization based on products and service is rather rare case in Lithuania – 4 per cent; for example, when lawyers in chamber specialize in different areas of law.

Analysis of organizational structure characteristics of Lithuanian companies

In many surveyed companies (the very 83 per cent) the optimal number of subordinates under control of each manager proposed by V. Graičiūnas (1988) exceeds optimal span of control. However executives state that they do not observe any negative outcomes of this excess in their companies because as a rule employees are very autonomous and they are given vast freedom of decision-making. Consequently, rather high span of control (in administration it amounts for 2 and even 12 subordinates under control of one CEO) becomes possible when functions of managers are specialized, and when subordinates have authority to make decisions of particular level. In practice this is a popular situation for Lithuanian companies, which determines exhaustive workload, overtime and job dissatisfaction for managers.

In the situation when span of control of a manager is comprised of only few employees, his (her) knowledge and skills are not fully utilized however in researched companies such situation was observed only in developing departments and for this reason existing and future managers of those departments had little or did not have subordinates yet.

In lower levels of management the span of control is treated even more perfunctory. Here span of control often exceeds ten subordinates in control of a manager (in 38 per cent of companies). In manufacturing companies work is usually very routine, specialized and standardized. On the average, managers of manufacturing departments in lower levels have 21 subordinate each, and there was one company that managed to have 60 subordinates in control of one manager.

Essentially, organizational structures of Lithuanian companies are very “flat” and “wide”, however sayings of managers indicate that this is first of all determined by the aim to avoid additional cost, however I believe that this is also determined by the fact that companies grow fast and do not have sufficient time for improvement of their organizational structure (although managers themselves do not believe so); and only last of all it is realized that significant overrun of the span of control has a negative impact on effectiveness indicators of the company and on job satisfaction of employees.

Since managers of Lithuanian companies have so many subordinates, there
are not respectively as many levels of management. However if the company grows and expands its activity, finally it has to improve its organizational structure, to introduce new department and to hire its managers and to reduce number of their subordinates that sooner or later reaches critical limit. This way number of levels of management increases in the company and it naturally brings some problems of management. After number of levels of management increases, channels for communication of information become longer therefore when proper department finally accesses information it finds it already corrupt and inaccurate. In that case decision making takes longer, departments find it difficult to communicate, need for more managers having particular number of subordinates emerges and additional cost is incurred. However these problems are relevant for a small proportion of Lithuanian companies (for one third in this research, however one must take into account that research sample did not include micro enterprises therefore it is relevant for significantly lower proportion of companies).

The larger is company, the deeper is specialization of works. In order to avoid confusion every department is given tasks with quite accurately defined outcomes expected of the works. Since this research analyzed somewhat larger than medium companies, the level of specialization was rather high in 54 per cent of companies. Data correlations show that deep specialization is not characteristic to smaller companies of non-manufacturing type. In Lithuanian companies the level of specialization is raised by splitting tasks into separate works namely in the manufacturing block where all the works are strictly specialized after the procedures. In other departments of a company (such as marketing, design and etc. that require for greater creativity of work) level of specialization as a rule is lower and many companies have some activities that are absolutely unprogrammable and performed by multifunctional employees, thus specialization is practically absent here.

The trend was quite often observed of employees informal grouping inside their departments depending on specifics of works performed (although this was not covered neither in organizational structure nor in job title or job description), for example, managers grouped by purchase nature, sales, contract preparation, customer relations development and etc. which indicates incompleteness of organizational structure in such companies.

And the level of cooperation is clearly too low in Lithuanian companies (see Fig. 3). As respondents indicate, simply there is no or is very little of jobs in their companies for accomplishment of which employees would team up (only 27 per cent of companies), and even rarer case is the team made of employees representing different departments for solution of common problems of the company. The commonly applied form of joint work is meetings followed by teamwork. Respondents from many companies emphasized lack of cooperation especially among different functional departments. Functional conflict seems a logical situation when findings of the research show that Lithuanian organizations for the most part use linear-functional type of organizational structure and stick to a principle of functional departmentalization.

There is no doubt that cooperation between employees must exist and exists in normal organizations but very often it is informal and those horizontal linkages are
not reflected in organizational structure what indicates insufficient understanding of cooperation benefits by the executives.

The level of coordination used in Lithuanian companies can be regarded as medium. In one quarter of surveyed companies course of activities implementation is under tight control and somewhat lower proportion of companies do not need tight coordination as work here is very routine, standardized and according to the participants of the research employees know themselves what and when to do.

On the top of the list of coordination mechanisms used by Lithuanian companies are personal directions of managers, otherwise orders that managers have a right to use in compliance with the hierarchy of organizational structure. Almost every company uses rules, procedures, job descriptions and other formal documents regulating course of operation. Less popular is coordination of activities through goals, strategic and operative plans (35 per cent), and group coordination is nearly unacceptable for Lithuanian managers (only 17 per cent of companies) unless used in meetings and conferences. This distribution of coordination mechanisms correlates with comparatively low level of cooperation and high level of standardization, centralization and hierarchism typical for Lithuanian companies.

Management of decentralized company when top management holds strategic management, policy making and solution of long-term tasks, and operative management is transferred to lower levels of management is unfortunately characteristic to only 46 per cent of Lithuanian companies. This is the only system that is flexible and able to quickly adapt to changing conditions of environment what ensures considerable advantage in contemporary market. One manager is unable to cover all the works and decisions in the

Fig. 3. Analysis data of organizational structure characteristics of Lithuanian companies (per cent)
company therefore (s)he must assign responsible persons for many of the works while expressing mutual trust. Part of the functions must be delegated to departments of the manager while giving them autonomy and right to solve such issues in which they are sufficiently competent. There were few companies in the research that delegated (i.e. outsourced) particular tasks to outside subcontractors when managers of the company performed only coordination of works in process.

Half of Lithuanian companies do not practice high level of delegation. Here important decisions cannot be made autonomously without the CEO of the company. Thus, if it is necessary to promptly make decision on one or another issue the process usually takes time. It is managers and similar employees of lower levels that find it most difficult to work as the “channel” of their communication to solution of the problem goes through intermediates, i.e., managers of departments, thus it is obvious that the work would be done in far more operative manner if this intermediate management had more authority, not to mention other advantages of delegation such as saving of managers time for strategic tasks, better knowledge of the situation closer to the customer or employee learning. Autocratic managers of such companies underestimate importance and benefit of delegation; they want to personally participate in almost every process that takes place inside their company.

Level of hierarchism was assessed as high in 46 per cent of Lithuanian companies. It is understandable that when the company is large, subordination and hierarchy is viewed seriously and strictly so that every employee knew where from (s)he receives directions and whom (s)he is accountable to, otherwise it would be difficult to control work of hundreds or thousands of employees. However there are few such companies in Lithuania thus probably the same arguments apply that have determined high level of centralization in Lithuanian companies – managers are unwilling to relinquish their hold but at the same time are not quite sure how to create a democratic atmosphere at work. In only 31 per cent of companies linkages of subordination were not emphasized and employees were encouraged to not comply with hierarchy blindly but to communicate with managers in friendly manner and to consult them in any ambiguous situations. Here managers do not emphasize their position in hierarchy of the company and apply principle of friendship when communicating with their subordinates.

When assessing ratio of formal/informal organization especially in non-governmental organizations informal part was found to be quite well developed: employees of the same department continue their interaction after working hours, managers not always respect established hierarchy and interact informally with their employees. Also it’s worth to remember that although horizontal linkages are only sometimes presented in organizational structure of companies, they are necessary and therefore they exist informally. The top levels of management are predominated by family connections in 10 per cent of companies what, however, has a negative impact on microclimate of the company, according to the employees.

The level of formalization was assessed as being high in 54 per cent of Lithuanian companies. Here different orders, acts, protocols, procedures, contracts, goals, strategies, plans, job descriptions (with
described work functions, rights, responsibility, linkages and requirements for employee), organizational structure, order of wage payment, rules of work, rules of behavior, rules of access to information, cards of working hours (schedules), tasks of certification, department provisions, collective contract, statute of the company and etc. are widely applied.

The level of formalization was not high in 24 per cent of companies: it’s formalized to the extent required by law. To perform their works and functions departments follow particular standards, rules and directions as required by law; for example, Finance Department follows Business Accounting Standards of the Republic of Lithuania; Development Department follows regulation of construction rules, hygiene norms, regulations on territory planning and etc. Job description is given to every employee to sign. In manufacturing companies all the employees including administration hears a course of work safety and signs on corresponding register, usually without reading it.

ISO quality management system requires for tighter formalization of work accomplishment. Such companies use audit reports, audit reports identifying inadequacies, reports on corrective and preventive actions, report on managers analysis, customer or supplier assessment questionnaires, questionnaires and reports on employee job satisfaction, reports containing different performances indicator and reports from different departments, plans covering several levels of the company, different protocols, orders, rulings, acts, suggestions, responses and etc. All the processes in the company are controlled in conformity with the documentation of quality management system and monitoring of the system is performed through monitoring audits by the organization that has certified it. Although ISO standards lead to growing piles of papers in such companies, their managers state that due to high level of formalization quality level, performance indicators and employee satisfactions significantly increases.

The level of standardization was high in 43 per cent of companies. This is achieved by using computer programs that standardize works and information flows, because it is difficult to control hundreds of employees so as to get their job done right, and when works are standardized it is far more convenient to process their results. Standards of Good Distribution Practice (GDP), Standards of Good Manufacturing Practice (GMP) are assumed and products have Business Standards.

The level of work standardization is different and dependent upon the nature of performed tasks: the highest level of standardization was found in manufacturing workshops, the lowest – in sales and marketing departments, where significant proportion of tasks are of creative nature and cannot be standardized. Unfortunately in times of constant changes management of the company is nearly non-standardizable task and in the future its accomplishment will be even more difficult.

Conclusions

Organizationally Lithuanian companies are not very similar to prosperous Western organizations yet. They are smaller in number of employees, only a small proportion performs on international scale and it is not common for them to divide their activity based on principle of products/services.
Researched companies use linear and linear-functional type of organizational structure, few of them apply adaptive structures and none of them mentioned any of modern organizational structures such as networks, strategic unions, virtual organizations and etc.

They are full of organizational problems: there are some companies that do not have confirmed organizational structure whatsoever and not all of those that have it respect it. “Flatness” of Lithuanian companies is not delightful due to significantly exceeded span of control typical to practically all of them. Analysis of the development level of organizational structure characteristics of Lithuanian companies showed excess in many of them which does not fit to development of modern organizations: rather high level of specialization, standardization, formalization, centralization and hierarchism was found.

Findings suggest that organizational structures of Lithuanian companies lack horizontal linkages, cooperation in work, functional and deliberative type of authority is often not used appropriately, and functional disunity exists.

Particularly large amount of above mentioned problems was observed in recently expanded companies that were incapable of coping with their growth. Notwithstanding statements of executives that they track the situation inside the company and improve its organizational structure it is obvious that it’s done too late or with insufficient competency when components of internal chaos start negatively affect effectiveness of the company.

I believe that it is also the outcome of lack of theoretical knowledge; on the other hand improvement of financial indicators of the company apparently is viewed by many managers as top priority over improvement of organizing function.

I have assessed characteristics of organizational structures with reference to recent trends of global management however I did not enjoy research findings. I have to make a conclusion that organizationally management of Lithuanian companies is very traditional. Both can be blamed for that – modest experience of activity in market economy and the past of planned strictly centralized economy; however reckless chase of profit with too little attention given for organization of its generation process probably can be added too.

References

LIETUVOS ĮMONIŲ ORGANIZAVIMO FUNKCIJOS ĮVERTINIMAS

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Darbe išanalizuotos įvairios Lietuvos įmonių organizacinės charakteristikos bei valdymo struktūra ir įvertintas jų išvystymo lygis bei pobūdis, remiantis anketinio tyrimo rezultatais. Tyrimo metu anketos pagalba buvo sužinota tiek aukščiausių vadovų, tiek ir žemesniųjų lygių vadovų ar vadavíninkų nuomonė. Tyrimo ištis sūmoningai formuota apklausti didesnes nei 10 darbuotojų turinčios įmonės, idant galima būtų analizuoti sudėtingesnes organizacines valdymo struktūras bei organizacinės valdymo procesų įvertinimas.


Džiaugtis lietuvių įmonių „plokštumu” negalima, nėra praktiškai visose įmonėse irriguojamos valdymo normos. Įmonių organizaciavimo struktūrų įvystymo lygio tyrimai parodė, kad įmonės renkasi moderniam struktūrų, o dar mažiau būtų analizuojama sudėtingesnes organizacinių struktūrų. 

Tyrimo rezultatai leidžia teigti, kad įmonės organizacinės struktūros įvystymo procesų dėl valdymo struktūros drąsos ir mažiau būtų analizuojama sudėtingesnes organizacines struktūras. Tikimės, kad įmonės bendraus struktūrų įvystymo procesai bus tikslūs ir taip paties. 

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OUČENKA FUNKCJI ORGANIZACJI LITOWSKICH PREDPRIЯTIJ

O io a eme

В статье, с помощью анкетного исследования, выявляются особенности выполнения функции организации литовских предприятий, исследуются организационные структуры управления и их характеристики, оценивается уровень и характер их развития на предприятиях, указываются ино - blemné места и направления их решений.

Ключевые слова: функция организации, организационная структура управления, тип организационной структуры управления, характеристики организационной структуры управления.