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PARAMETERS OF ORGANIZATIONAL STRUCTURE IN ENTERPRISES IN THE REPUBLIC OF MACEDONIA – SPECIFICS AND OPPORTUNITIES FOR THEIR OPTIMIZATION

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Abstract: *This paper elaborates the issue relating to some of the organizational structure parameters in the enterprises of Republic of Macedonia's economy and makes a comparison to what is proposed by the organization theory. For that purpose, empirical research was performed on 62 enterprises of the Republic of Macedonia's economy. In that respect, the SPSS package was used for accepting or rejecting given hypotheses.*

The conducted research is to provide an answer to the questions relating to the specific application of organizational structure parameters in the enterprises of Republic of Macedonia's economy.

Research results have indicated that Macedonian enterprises compared to the enterprises of the developed world and theoretical postulates related to organizational structuring present similar results in certain dimensions, as well as that there are areas which need improvements and complete changes.

Key words: *setting, changes, distribution of work, span of control, organizational design.*

INTRODUCTION

The main question is whether organizational structure depends on the established political and economic system which dominates the regulation of social relations in a particular country.

As expected, the enterprises functioning in the economy of the Republic of Macedonia are not exceptions from this rule.

In historical terms, during the last seven decades as of the end of World War II, enterprises in the Republic of Macedonia have met the requirements prescribed with the laws that regulate the functioning thereof, in particular regarding the method of their organization (depending on ownership) and the respective management and

decentralized organization. Therefore, they provide the big enterprises with the flexibility that small enterprises have, applying decentralized decision-making in a centralized organization, and on the other hand they provide a central monitoring and control to a decentralized organization.

Nevertheless, we must also name the potential obstacles for an extensive application of computers (Derek & Hall, 2004, p. 143.):

- *Problems with unsuitable access;*
- *System that does not operate in real-time;*
- *System that does not provide online research;*
- *System that does not provide flexible research.*

In addition, utilizing the information technology causes the decrease in number of employees. This is due to the substitution of people with machines on positions that used to be occupied by human workforce in the past. But, beside the application of information technology, overemployment also arises as a result from the shift in the behavioral culture i.e. the replacement of the system *job for everyone* with employment on the basis of profit, the processes of globalization and elimination of borders between markets at domestic level as well as at international level.

The result of decreasing the number of employees is overemployment. It poses a social problem which is quite difficult to solve properly. Now the organizers are faced with the task of finding the solution to the essential issue: creating such a form of organizational structure that will satisfy all the parties, the owners of the capital, managers and employees.

Of course, it is difficult to reach a solution whereby its application will satisfy all the interested parties. Because of those reasons, a solution will be put forward depending on what is critical in the given moment.

For that reason, a form of organizational structure has to be designed that will solve the issue of the excess employees that become useless and purposeless in the most reasonable manner. New organizational segments must be created that will engage them i.e. expanding the operations, conquering new markets, diversifying the activities and the production.

CONCLUSION

Understanding the organizations, especially those in the area of economy (enterprises), their principles and the rules of their operation is necessary. That necessity is particularly stressed with managers that run the enterprises. According to that, the managers are the prime users of the knowledge on the enterprises.

Aware of the gravity and the complexity of the tasks set by the research object, we believe that only the symbiosis of the results from the theoretical research on organizational design and the effects of their application in our organizational practice can contribute to a selection of an adequate organizational model which can be used as a powerful organizational tool by the managers, one that has important effect on achieving the set objectives.

We especially point out the assumptions that must be taken into account and implemented faithfully if we want to bring about appropriate changes in the organizational structure of our enterprises. Those assumptions are related to the connection between the applied model of organizational structure and the nature of the surroundings, the connection between the work specialization and the applied form of organizational structure, the interdependency of the span of management and the decision-making system, as well as the conditions for organizing and executing organizational changes.

After receiving the responses and processing them, we have noted that the following assumptions can be accepted with a high percentage of satisfaction:

- *There is 99% accuracy of the hypothesis that the enterprises with applied functional organizational structure work in conditions of stable, simple or homogenous surrounding, while those with divisional organizational structure work in conditions of unstable, complex or heterogeneous surrounding;*
- *There is 95% accuracy of the hypothesis that there is a relation between the work specialization and the applied form of organizational structure;*
- *There is 99% accuracy of the hypothesis that there is an interdependence between the span of control and the decision-making system.*

Nonetheless, despite accepting the set hypotheses whereby we show that the organizational design of the enterprises in the economy of the Republic of Macedonia is identical with what we have proven in the theoretical part, there are still some segments that need to be corrected in order to provide for an efficient and effective enterprise operation.

Our opinion is that the managers should adapt to the organizational changes caused by the market as well as to the factors and the parameters that design the organizational structure. Furthermore, they should include all of the rest of the employees in those activities so that they can provide optimization of the effectivity and the efficiency of the organizational structure as a whole. The presence of obstacles while planning the execution of the organizational changes is normal, where the main opposition are the employees. That stems from fear of

organizational changes, insecurity, threats to the social relations, aversion towards control, economic factors etc.

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