

Assessment of the influence of factors on the formation of the management structure of a competent organization

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Abstract. An important task of Ukrainian organizations in the context of the intensification of European integration processes is to ensure competence on the European market and the ability to compete with organizations of the European Union countries, which directs the efforts of managers to find ways to optimize management structures as part of a set of measures to increase the level of organizational competence. The purpose of the article was to justify the factors of external and internal influence that should be taken into account when building the management structure of the organization in the context of acquiring competence on the European market. To achieve the goal, the methods of content analysis, logical analysis and generalization, analysis of hierarchies, pairwise comparisons, dialectical and expert methods have been used. It is substantiated that in the conditions of Ukraine's accession to the European economic space, it is important to shift the perspective of attention from external circumstances to internal organizational properties, to their competence, which is evidence of knowledge, experience, and skills to perform effective activities, a prerequisite for successful competition of organizations with European producers. The determination of the management structure of organizations as the basis of activity, the guarantee of adaptive properties, have allowed to consider it as a factor of organizational competence and effective functioning in the European environment. The dynamism of the requirements of the European market has been given the status of a priority task of analyzing the factors influencing the formation of the management structure of the organization as a prerequisite for ensuring its competence. An online survey of heads of Ukrainian organizations has made it possible to choose the most significant factors of influence based on the criteria of the strength of influence, cost and duration of prevention of a negative influence. The necessity of priority consideration of the selected factors during the construction of the management structure of the organization for its timely adjustment and improvement of adaptive properties has been proven. Formulated conclusions and recommendations will be useful to managers who strive to form a rational management structure in accordance with the goals and objectives of the organization, which will ensure the coordination of the efforts of employees, a quick reaction to the influence of internal and external factors, increasing the level of organizational competence

Keywords: competitiveness; internal environment; external environment; European integration; organizational development

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● INTRODUCTION

The intensification of European integration processes, expanding the possibilities of successful activity of Ukrainian organizations on the European market, causes the emergence of new problems of their functioning. High quality standards and significant competitive advantages of European goods, due to the experience of the functioning of product manufacturers, their knowledge of the specifics and features of the European market space, require the ability of organizations to navigate in the flows of various information, apply progressive tools to optimize business processes, respond flexibly and quickly adapt to dynamic conditions of activity. In an effort to solve the mentioned problem, there is a change in the perspective of attention from external circumstances to the internal properties of organizations in ensuring successful integration into the European economic space. The concept that describes the internal properties of organizations, their knowledge, experience, skills in carrying out activities in combination with available resources, production and management technologies, is the competence of the organization. Its high level promotes organizational development in response to changing market conditions and the unpredictability of market processes.

The need to ensure the successful functioning of Ukrainian organizations on the domestic and foreign markets made it necessary to consider the structure of their management. There is a well-founded opinion that it is the basis of rational activity, a guarantee of high adaptive capabilities of the organization, a prerequisite for acquiring competence and competitive advantages, in particular, on the European market, as I. Gruzina (2023) writes. Questions of forming an effective organizational structure have always been at the center of discussions among representatives of the scientific community. L. Dolhova (2021) studied the possibilities of the organizational structure, in particular, its adaptive properties in ensuring the effective activity of business entities in the conditions of a changing external environment. A. Zaverbnyi & V. Ilnytskyi (2020) focused on assessing the impact of organizational structures on the effectiveness of project management, limiting themselves to the sphere of production of technological products, which significantly narrowed the degree of universality of the developed recommendations. The conclusions of O. Svatiuk *et al.* (2018), who analyzed the trajectories of change in organizational management structures under the influence of situational factors are valuable. However, scientists focused more attention on the construction of effective management structures without determining their impact on the organization's activities as a whole.

T. Omelianenko & K. Korotkova (2020), trying to systematize the traditional and identify the latest factors influencing the development of Ukrainian small entrepreneurship and small business, singled out the ineffectiveness of management decisions as one of the most significant factors. The impact of this factor, both negative and positive, is directly related to the degree of optimality of the management structure, which can be significantly increased by establishing the minimum necessary number of management levels, observing the norms of management in the organization, building an effective communication platform between managers and employees, acquiring

them necessary knowledge and skills for the formation of awareness in the system of market relations. Interesting are the conclusions of V.V. Lapteva (2020), which quite clearly define the importance of the correct distribution of powers within the organization, responsibility for the implementation of all necessary functions, tasks between employees, which significantly depends on the applied management structure. The system of indicators for evaluating the effectiveness of the organizational structure developed by the author can be useful in the process of its construction (improvement) with an emphasis on ensuring a high level of organizational competence.

Without diminishing the value of scientific developments, it should be noted that previous studies did not reveal developments devoted to the analysis of directions for the construction and development of organizational management structures in the context of ensuring a high level of organizational competence in the market. There are almost no attempts by scientists to investigate and analyze the direction and strength of the influence of external and internal factors on the management structure in the conditions of the dynamic environment of the functioning of modern organizations, its deep transformational tendencies. The urgent need to adapt modern Ukrainian organizations to the conditions of an unstable political and economic situation, the peculiarities and requirements of the European market directed the research to the analysis of factors influencing the formation of the organizational structure of management in the context of increasing the competence of the organization and the efficiency of its activities. In view of this, the purpose of the study was to identify the external and internal factors that have the most significant impact on the management structure of a competent organization.

● MATERIALS AND METHODS

The working hypothesis of the research is as follows: taking into account the influence of factors of the internal and external environment of the organization contributes to the creation of a rational management structure as a prerequisite for acquiring a level of organizational competence sufficient for successful activity on the European market. The methods of content analysis, logical analysis and generalization have made it possible to form a set of key factors of the internal and external environment of the organization. The generalization of approaches to the analysis of factors, the justification of their influence on the organizational structure of management has been carried out by using the dialectical method. The method of analyzing hierarchies has become useful in determining the factors of the most significant influence on the management structure in the context of ensuring an increase in the level of organizational competence. With the help of the analysis of literary sources and the existing practice of the activities of Ukrainian organizations, the selection of evaluation criteria of factors has been carried out, among which: the strength of the influence of the factor on the formation of the management structure of the organization, the cost and duration of prevention of their negative impact.

Direct assessment of factors according to the selected criteria has been carried out by using the method of

pairwise comparisons with the help of an expert method. The research has been based on the group work of experts. Heads of Ukrainian organizations in the field of small business were chosen as representatives of the expert group. Such organizations are more flexible and adaptive, therefore, more often inclined to change the management structure in response to changes in the conditions of the market situation. The results have been obtained through an anonymous online survey of managers of organizations operating in similar fields of activity, having similar organizational properties, sizes, and positions in the market segment. The main focus has been on clarifying the opinions of experts regarding the feasibility of taking into account certain factors of external and internal influence during construction management structure of the organization in view of the selected assessment criteria. During the survey, heads of organizations have compared different alternatives in pairs according to each criterion. Ethical norms have been followed when working with people (American psychological..., 2017). All participants have been informed about anonymity, the purpose of the study, and how their data will be used. For ease of presentation of the results, the following designations have been chosen: HO 1 – head of organization 1; HO 2 – head of organization 2; HO 3 – head of organization 3; HO 4 – head of organization 4; HO 5 – head of organization 5. Experts have been asked to evaluate the importance of factors according to the selected criteria using points.

The calculation of the most significant factors of external and internal influence on the management structure of the organization in view of the selected evaluation criteria was carried out by filling in the matrices of pairwise comparisons, calculating the components of the eigenvector of the matrices (1), the normalized vector of the matrices (2), the consistency index (4) and the consistency coefficient (5) (Tavana *et al.*, 2021):

$$W_i = (a_{i1} \times a_{i2} \times a_{i3} \dots a_{in})^{\frac{1}{n}}; \quad (1)$$

$$W_n = \frac{W_i}{\sum_{i=1}^n W_i}; \quad (2)$$

$$\lambda_{\max} = \sum_{j=1}^n a_{ij} \times W_{nj} \quad \lambda_{\max} = \sum_{i=1}^n (\sum_{j=1}^n E_{ij} \times W_i); \quad (3)$$

$$CI = \frac{(\lambda_{\max} - n)}{n-1} \leq 0.2; \quad (4)$$

$$CR = \frac{CI}{RC}, \quad (5)$$

where W is the component of the eigenvector of the matrix; W_n is the normalized vector of the matrix of pairwise comparisons; λ_{\max} is the maximum eigenvalue of the matrix; CI is the consistency index; RC is the average value of the consistency indicator; CR is the consistency coefficient.

The method of analysis of hierarchies has been used to reconcile inconsistent and consistent data. The value of the consistency index at a level lower than 0.2 and the relative consistency (inconsistency) index at the level not exceeding 0.1 makes it possible to assert the consistency of expert opinions. Failure to comply with these requirements necessitates revision of expert assessments. The level of significance of expert assessments and the degree of their suitability for the purpose of further research are sig-

nificantly increased if the experts' opinions are consistent. The most common is the method of assessing the agreement of the opinions of a group of experts, which involves calculating of the concordance coefficient. The calculation of the concordance coefficient has been carried out by converting the score matrix into the rank matrix of the degree of agreement of the experts' opinions regarding the criteria for evaluating the factors of the external and internal environment. Since evaluations of influencing factors are characterized by repeatability and standardized ranks are present, the concordance coefficient was calculated using formulas (6-8) (Hrabovetskyj, 2010).

$$W = \frac{12 \sum_{j=1}^m d_j^2}{n^2(m^2-m)}; \quad (6)$$

$$d_j = S_j - \frac{\sum_{j=1}^m S_j}{m}; \quad (7)$$

$$S_j = \sum_{i=1}^n R_{ij}, \quad (8)$$

where W the concordance coefficient; n is number of experts, persons; m is number of criteria, units; d_j is deviation of the sum of ranks according to the j criterion from the average sum of ranks for the sample; S_j is sum of ranks according to the j criterion; R_{ij} is matrix of ranks.

Compliance with the algorithm of calculations based on the method of analysis of hierarchies has made it possible to determine indicators of average integral advantages for various factors and the global priority of alternatives. This provided an opportunity to substantiate the choice of the most significant factors of influence, the consideration of which is a primary task when building the management structure of the organization, which will contribute to the achievement of the necessary level of its competence in the European market. Data processing and necessary calculations have been carried out using Microsoft Excel (Microsoft, USA). Visualization of the research results to simplify the perception of the obtained results have taken place with the help of graphic and tabular data presentation methods.

● RESULTS AND DISCUSSION

The determination of the organization's management structure as an element of ensuring its viability, development and gradual achievement of the level of competence corresponding to the current market situation necessitated the consideration of factors of the external and internal environment in the process of its creation or transformation. The selection of factors and their assessment was carried out according to the following algorithm (Fig. 1).

Previous studies (Gruzina, 2022) systematized external and internal factors for the purpose of their further analysis, evaluation and consideration of the impact. This makes it possible to make timely decisions about the need to adjust or reorganize the management structure in the context of ensuring organizational competence in accordance with market requirements (Bobrovnyk, 2009; Vilhutska, 2013; Pinchuk, 2015). The factors of external influence include the complexity and dynamism of the external environment, unregulated by the organization, the level of competition in the industry, the state of the market situation, legislation regulating economic activity; partially regulated peculiarities of national culture, state institutions

and geographical location of the organization; regulated human factor of the external environment, which included business partners, suppliers of materials, consumers of products and the public. As for the factors of the internal environment that are regulated, it is advisable to include the organizational form, the type of economic activity, the scale (size) of the organization, the organization of work (the level of its automation), goals, tasks, mission and

organizational standards, the degree of integration into the production economic structures, applied technologies and the human factor of the internal environment, which includes the level of personnel qualifications, their value and work experience, the interests of owners, professionalism, vision, beliefs and ambitions of managers, relationships in the organization, the behavior of employees and their competencies (Gruzina, 2022).

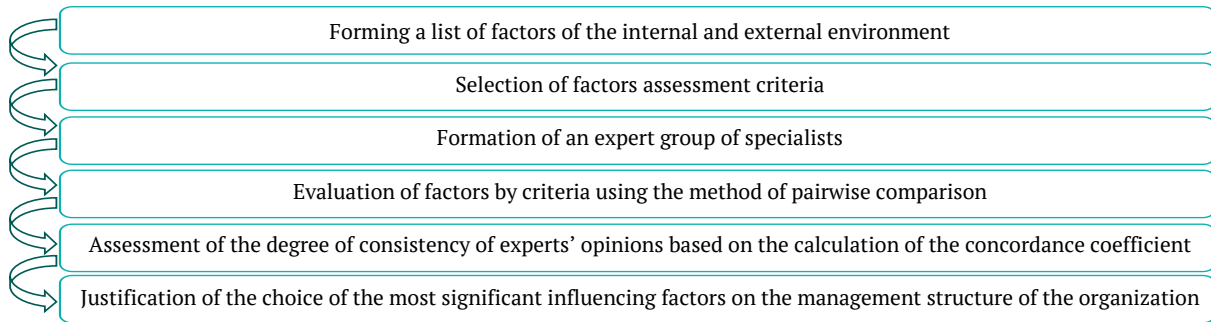


Figure 1. Algorithm for selecting factors influencing the organizational management structure

Source: made by the authors

Establishing a list of factors is not a particularly difficult task, because it is supported by a meaningful theoretical and practical basis (Vilhutska, 2013; Pinchuk, 2015; Svatiuk *et al.*, 2018). This cannot be said about determining the degree of influence of each factor on the organizational management structure, which determines the priority of their consideration in the process of building or adjusting the organizational management structure. Issues related to determining the expediency of preventing the negative impact of factors, which requires determining the cost and duration of this process in comparison with the likely positive effect for the level of the organization’s competence, and, therefore, the effectiveness of its activities, are insufficiently researched. The specified list of factors is not exhaustive and is quite dynamic, because it changes according to the needs of the organization at a specific stage of its

development, desired goals and priority tasks, which, in turn, determine the necessary level of organizational competence. Each factor is important, because it has a direct or indirect influence on the organization’s management structure, requiring its improvement in the context of ensuring a certain level of competence. However, the desire to take into account as many factors as possible often leads to the formation of a too broad list of them. This objectively complicates their further evaluation, slows down the implementation of this process, its implementation in organizational practice, provokes additional financial and time costs. It is expedient to select alternative variants of factors using the analytical-hierarchical process. The algorithm for selecting the factors influencing the external and internal environment on the management structure of the organization, depending on the selected criteria, is presented in Table 1.

Table 1. Hierarchy of the decomposition of the selection of factors influencing the external and internal environment on the management structure of the organization

Purpose	Criteria	Alternatives
Selection of factors influencing the external environment on the management structure of the organization	The influence of the factor	Complexity and dynamism of the external environment
		Level of industry competition
		The state of the market
		Geographical location of the organization
		Legislation regulating economic activity
		State institutes
		Peculiarities of national culture
	The human factor of the external environment	
	The cost of preventing the negative impact of the factor	Complexity and dynamism of the external environment
		Level of industry competition
		The state of the market
		Geographical location of the organization
		Legislation regulating economic activity
		State institutes
Peculiarities of national culture		
The human factor of the external environment		

Table 1, Continued

Purpose	Criteria	Alternatives
Selection of factors influencing the external environment on the management structure of the organization	The duration of the prevention of the negative impact of the factor	Complexity and dynamism of the external environment
		Level of industry competition
		The state of the market
		Geographical location of the organization
		Legislation regulating economic activity
		State institutes
		Peculiarities of national culture
Selection of factors influencing the internal environment on the management structure of the organization	The influence of the factor	The human factor of the external environment
		Organizational form
		Kind of economic activity
		Scales (sizes) of the organization
		Organization of work (level of its automation)
		Goals, tasks, mission and organizational standards
		The degree of integration into production and economic structures
		Applied technologies
	The cost of preventing the negative impact of the factor	The human factor of the internal environment
		Organizational form
		Kind of economic activity
		Scales (sizes) of the organization
		Organization of work (level of its automation)
		Goals, tasks, mission and organizational standards
		The degree of integration into production and economic structures
		Applied technologies
	The duration of the prevention of the negative impact of the factor	The human factor of the internal environment
		Organizational form
		Kind of economic activity
		Scales (sizes) of the organization
		Organization of work (level of its automation)
		Goals, tasks, mission and organizational standards
		The degree of integration into production and economic structures
		Applied technologies
		The human factor of the internal environment
		Organizational form
		Kind of economic activity
		Scales (sizes) of the organization

Source: developed by the authors

Assessments of the importance of factors were obtained based on the criteria of influence, cost and duration of prevention of the negative direction of their influence, which made it possible to establish the priority of their consideration when building the organization's management structure. Checking the obtained estimates, considering the degree of consistency of experts' opinions, is a mandatory stage, because only agreed opinions can be used

for further research. The calculation of the concordance coefficient made it possible to assert the possibility of using the hierarchy of factors in the construction of the management structure of an organization striving to acquire a high level of competence in the European market. To increase the accuracy and objectivity of the research, it is advisable to carry out calculations separately based on the totality of factors of the external and internal environment (Table 2).

Table 2. Assessment of the degree of consistency of experts' opinions regarding the criteria for assessing the factors of the external and internal environment

Criteria	Expert					Sum of ranks S_j	Deviation of the sum of ranks from the average sum of ranks by sample ($d_i = r_j - dcp$)	The square of the deviation of the sum of ranks from the average sum of ranks for the sample (d^2)
	HO 1	HO 2	HO 3	HO 4	HO 5			
The influence of the factor	1	1	1	1	1	5	-5	25
The cost of preventing the negative impact of the factor	3	3	3	3	3	15	5	25

Table 2, Continued

Criteria	Expert					Sum of ranks S_j	Deviation of the sum of ranks from the average sum of ranks by sample $(d_i = r_j - dcp)$	The square of the deviation of the sum of ranks from the average sum of ranks for the sample (d^2)
	HO 1	HO 2	HO 3	HO 4	HO 5			
The duration of the prevention of the negative impact of the factor	2	2	2	2	2	10	0	0
The variance of the sum of ranks ($S = \sum d^2$)						50		
Concordance factor ($W = 12 * S / (N^2 * (m^3 - m))$)						1		
Parameter $\chi^2 (\chi_p^2 = N^2 * (m - 1) * W)$						35		

Source: developed by the authors

Scientists have established (Hrabovetskyj, 2010) that the value of the concordance coefficient can vary from 0 to 1. The lower value of the coefficient indicates a lower degree of consistency of experts' opinions. When , the absolute lack of agreement among experts can be established. When the value of the concordance coefficient is at the level of one, there is a complete agreement of expert opinions. According to the results of the expert evaluation of the

criteria (Table 3), the concordance coefficient is equal to 1, which indicates the complete agreement of the experts' opinions. The calculated value of the Pearson test (χ_p^2) exceeds the table value (6) and is evidence of high consistency of experts' opinions. On the basis of the received expert evaluations, a matrix of average integral advantages was constructed for alternative factors of external and internal influence (Table 3-4).

Table 3. Assessment of the degree of average integral advantages of alternative factors of external influence

Alternatives	The influence of the factor	The cost of preventing the negative impact of the factor	The duration of preventing the negative impact of the factor	Integral benefits
Complexity and dynamism of the external environment	0.27	0.34	0.20	0.26
Level of industry competition	0.25	0.08	0.07	0.20
The state of the market	0.16	0.05	0.06	0.13
Geographical location of the organization	0.10	0.18	0.11	0.11
Legislation regulating economic activity	0.09	0.18	0.32	0.15
State institutes	0.05	0.11	0.17	0.08
Peculiarities of national culture	0.04	0.03	0.03	0.03
The human factor of the external environment	0.04	0.03	0.04	0.04
Importance of the criterion	0.67	0.11	0.22	1.00

Source: developed by the authors

Table 4. Evaluation of the degree of average integral advantages of alternative factors of internal influence

Alternatives	The influence of the factor	The cost of preventing the negative impact of the factor	The duration of preventing the negative impact of the factor	Integral benefits
Organizational form	0.03	0.06	0.04	0.03
Kind of economic activity	0.05	0.07	0.12	0.07
Scales (sizes) of the organization	0.15	0.11	0.24	0.17
Organization of work (level of its automation)	0.03	0.03	0.05	0.04
Goals, tasks, mission and organizational standards	0.29	0.32	0.25	0.28
The degree of integration into production and economic structures	0.11	0.15	0.08	0.11
Applied technologies	0.07	0.03	0.03	0.06
The human factor of the internal environment	0.26	0.24	0.19	0.24
Importance of the criterion	0.67	0.11	0.22	1.00

Source: calculated by the authors

According to the results of the calculations, the most significant factors of the external environment, which must be taken into account when building the organization's management structure in view of ensuring the necessary level of its competence, are the complexity and dy-

namism of the external environment (integral advantage 0.26), the level of industry competition (integral advantage 0.20), legislation regulating economic activity (integral advantage 0.15) and the state of the market situation (0.13) (Fig. 2).

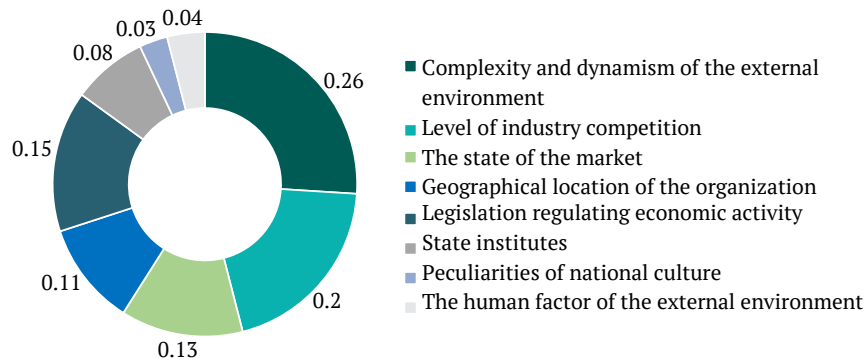


Figure 2. The importance of assessing the global priority of alternative factors of the external environment

Source: developed by the authors

This is explained by the fact that all factors are unregulated by the organization, their impact is significant and rapidly changing, which can both harm the organization and provide it with additional opportunities, contributing to an increase in the level of its own competence and, accordingly, the acquisition of additional competitive advantages in the market. The external environment directly determines the feasibility of using different types of organizations. Practice has proven that relative stability or minor changes in the environment determine the success of mechanistic organizations that are characterized by rationality, hierarchy, a certain rigidity and stability. This also determines the applied type of organizational management structure (Chorna, 2014). If it is about a more dynamic environment with a certain level of uncertainty, which is a characteristic of the current state of the Ukrainian economy, organic-type organizations will be more effective. Such structures, distinguished by a high level of decentralization of the structure and active delegation of large volumes of decision-making rights to structural units, due to flexibility and adaptability, are able to change shape relatively easily, adapt to new conditions, and quickly respond to external changes.

As for the level of competition and the state of market conditions, forcing organizations to adapt to them,

they also force them to implement organizational changes and reorganize existing management structures. The management's ability to accurately determine the nature of changing trends in the economic situation and its ability to make adequate management decisions to strengthen the organization's market position become critically important. Often this involves the opening of new branches of the organization with a mandatory reorganization of the existing management structure; regarding the provisions of the legislation, the current normative acts directly determine the organizational structure of economic entities, influencing the structure of their management at various stages of formation (Vilhutska, 2013; Pinchuk, 2015). The lack of regulation of the factor on the part of the organization and the dynamics of its change in modern economic conditions explain the importance of taking it into account when building an organizational management structure and planning future activities. Among the factors of the internal organizational environment, the most significant in the construction of the management structure of the organization are goals, tasks, mission and organizational standards (integral advantage 0.28), human factor (integral advantage 0.24), scale (dimensions) of the organization (integral advantage 0.17) (Fig. 3).

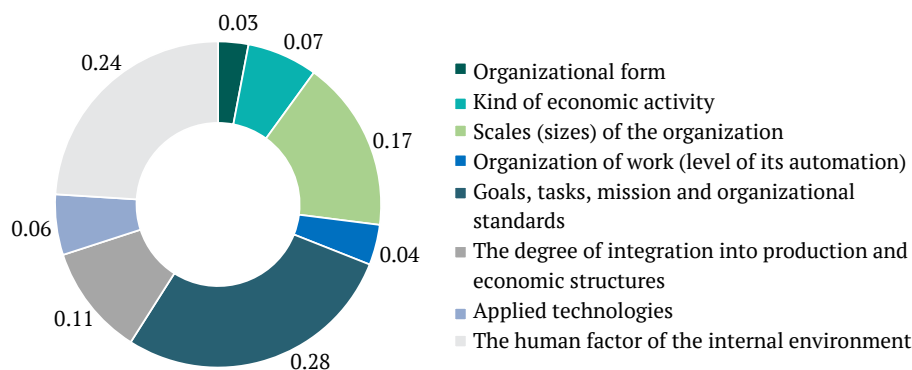


Figure 3. The importance of assessing the global priority of alternative factors of the internal environment

Source: developed by the authors

The priority of the first factor coincides with the opinion of the vast majority of scientists, who consider the goals and objectives of the organization, its mission and standards to be the determining internal factors influencing the formation of management structure (Vilhutska, 2013; Pinchuk, 2015). The structure is built in such a way that achievement of goals becomes possible thanks to the performance of tasks by structural units. Sometimes this requires a redesign of the organization's management structure, the main purpose of which is to create conditions for successful achievement of goals and realization of its mission (Bobrovnyk, 2009; Pinchuk, 2015). The role of the human factor is key for organizations seeking to acquire competence in domestic and foreign markets. The insufficient level of qualification of employees or the absence of experienced management personnel can inhibit the construction (reorganization) of the management structure, create additional difficulties for the distribution of functions and tasks between units and performers (Gruzina, 2022).

Approaches to building management structures in large, medium and small organizations are radically different, which emphasizes the importance of taking into account the scale (dimensions) of the organization when building a management structure (Bobrovnyk, 2009). This factor affects the number of levels of the management hierarchy, the number and geographical location of structural divisions, the number of linear and functional connections, the number of management employees and the total number of employees in the organization (Gruzina, 2023). The size of the organization, which directly affects the number of captured markets (market segments) with varying degrees of similarity and peculiarities of the operating conditions in different territories, determines the formation of a certain organizational management structure. The specified factors must be under constant control, it is important to study the relationships between them and other factors in order to ensure timely corrective measures aimed at ensuring an increase in the level of organizational competence and, accordingly, indicators of the economic development of the organization (Vilhutska, 2013).

Representatives of the scientific community of different countries at different times tried to identify directions for building an effective organizational management structure, systematize the factors influencing the organization's management structure, determine the direction and strength of their influence, justify the need to take into account when building and revising strategies for future activities. The achievements of T. Hörbe *et al.* (2021) are valuable in view of the purpose of research, because the goal of the scientists was to analyze the influence of the dimensions of the organization's structure on its ability to learn, which is one of the most important components of organizational competence. Limiting themselves to only one factor – size, and choosing a representative of a specific field of activity as a basis for analysis – a transport company, the scientists somewhat reduced the degree of universality of the developed recommendations. However, the used research methodology, in particular, the case method, quantitative and qualitative data collection and analysis procedures, provided they are consistently adapted, can be no less successfully used to analyze the management structures of organizations in other areas of business. A. Joyce *et al.* (2022) chose a somewhat different

direction of research. Based on the analysis of organizations in the social sphere, scientists studied the impact of organizational structures and processes on the health and well-being of employees. Turning to the structure of organizational competence, it should be noted that employees, their physical and psychological state directly affect the quality of work, determining the overall level of organizational competence. The developed recommendations are valuable for the creation and development of competent organizations, despite the specificity of the research evidence base. S. Nowotny *et al.* (2022) studied the causes of differences in the excellence of organizational management, focusing mainly on intra-organizational aspects. Considering the management structure as the main organizational determinant, scientists investigated its influence, in particular, such variables as centralization, formalization and horizontal integration, on the quality of management and the organizational ability to implement innovations. The formulated conclusions are useful, but to a greater extent, for understanding the role and importance of the organizational structure in ensuring the effective operation of the organization, increasing the level of its competence. The issue of choosing factors whose influence is significant and must be taken into account when building the organization's management structure in the context of its acquisition of competence in the modern market remains open.

Researchers X. Dong *et al.* (2023) studied the advantages of flat and flexible organizational structures in a dynamic external environment, in particular, the absence of the need for standardization and specialization, focusing on their facilitation of quick solutions to simple tasks. Formulated conclusions differ in practical value in the conditions of today, which is characterized by an unstable political and economic situation. However, the developed recommendations make it almost impossible to use them in large, developed organizations that differ in the scale of their activities and the complexity of business processes, therefore, they need a clear definition of the duties, rights and benefits of employees, that is, a certain hierarchy with the corresponding strict observance of corporate rules and norms in the direction ensuring overall organizational efficiency. Management structures considered by X. Dong *et al.* (2023) have a positive effect on the level of competence, but in a limited range of organizations. Factors that lead to the need to transform management structures, as well as signs that indicate the expediency of implementing flexible structures, remained outside the attention of scientists.

R. Carucci & J. Shappell (2022) emphasized the importance of building an organizational management structure in maximum compliance with the requirements of the organization's strategy. Scientists considered a major problem to be a misunderstanding of the term "alignment", which, in their opinion, means the configuration of the management structure for the implementation of the declared activity strategy. However, the scientists chose for evaluation only one factor of influence on the management structure – the strategy of organizational activity, the mission and actual goals of the organization, without paying attention to the rest of the equally important factors. K. Henderson & A. Salado (2023) demonstrate the opposite direction of research, considering organizational culture and structure as factors that prevent the rapid

implementation of systems engineering in the activities of industrial organizations. Having selected a significant list of characteristics of the organizational structure, including size, formalization, centralization, specialization, vertical differentiation, flexibility and interconnection, scientists tried to investigate the correlation between them and the prerequisites for the effective implementation of systems engineering. There was a study of the impact of the main characteristics of the management structure on a separate component of organizational competence without a corresponding analysis of those aspects that determine the need to change these characteristics.

The conclusions of representatives of McKinsey & Company deserve attention. Specialists P. Guggenberger *et al.* (2023) studied different directions of change in modern organizations, caused first by the COVID-19 pandemic, and then by economic recession, rapid inflation and geopolitical upheavals. The main focus of the research was on the justification of necessary organizational changes that significantly affect management structures, the processes that take place in them, and people. Useful recommendations for the prediction and response of organizations to external shocks were based on the inverse relationship between the state of the organization and its management structure. The focus was on the trajectory of changes in the organizational structure under the influence of implemented organizational changes. Since the organizational form, the type of economic activity, and the scale (size) of the organization are, according to the evaluation results, factors of significant influence on the organizational structure, according to the authors, the conclusions of scientists are valuable, but need to be supplemented by researching other, equally important factors.

Recommendations of representatives of the scientific community of other countries (Carucci & Shappell, 2022; Henderson & Salado, 2023) allowed analysis of the foreign experience of building effective organizational structures for the management of modern organizations. However, not always the conclusions formed on the basis of the analysis of the local organizations activities are relevant for the specific conditions of organizations' functioning in Ukraine and they cannot always be successfully implemented in their economic practice. Returning to the aim of the research, it should be noted that there are only rare cases of research by scientists into the organization's management structure and factors ensuring its effectiveness in the context of acquiring a high level of organizational competence. It is possible to emphasize the relevance and expediency of the selection and objective assessment of the direction and strength of the influence of internal and external environmental factors on the creation of an effective organization management structure, which has been considered in this article. This will significantly expand the opportunities for the development of organizational competence, in particular, on the European market, and will allow Ukrainian organizations to successfully integrate into the European economic space.

● CONCLUSIONS

The main idea of the article has been to systematize factors of the external and internal environment and justify the need to take them into account when building (restructuring) management structures of modern organizations.

This will provide an opportunity to increase the level of organizational competence and to adapt more quickly to the dynamic requirements of the European market. It is noted that the course chosen by Ukraine to join the European economic space creates a number of new problems in their functioning. This is a high level of competition and quality standards of European goods, the competitive advantages of European manufacturers, due to their experience of operation, knowledge of the specifics of the market. The increasing chances of success of Ukrainian organizations depend on the ability to respond flexibly and quickly adapt to changing business conditions, which draws attention to internal organizational properties. This is about competence, which includes knowledge, experience, skills in carrying out activities in combination with resources, production and management technologies.

It has been justified that the management structure of modern organizations should be considered as a prerequisite for acquiring competence in the European market due to the ability to ensure organizational development, rapid adaptation to changes in market conditions and the unpredictability of market processes. The dynamism of the requirements of the European market determines the need for adaptation of Ukrainian organizations, requires an analysis of the factors affecting the formation of their management structure to ensure competence and efficiency of activities. The influence of factors determines the presence in the structures of elements and connections that directly affect its rationality and compliance with the conditions of functioning. An online survey of heads of Ukrainian organizations have helped to assess the factors of internal and external influence based on the criteria of influence, cost and duration of prevention of its negative direction. This made it possible to choose the most significant factors, the consideration of which is a priority in the process of building the management structure. It has been proven that the complexity and dynamism of the external environment, the level of competition in the industry, the legislation regulating economic activity and the state of the market, as well as goals, tasks, missions and organizational standards, the human factor of the internal environment and the scale of the organization have the greatest impact on the organization's management structure. These factors should be primarily taken into account when building the management structure and be under constant control to ensure its timely adjustment and adaptability to the requirements of the market situation. The high degree of concordance of experts' opinions, determined on the basis of calculating the concordance coefficient, has made it possible to establish the factors of significant influence on the formation of the management structure and lead them to a certain system. This will allow, through further research, to develop recommendations for analysis, evaluation and consideration of their impact in the process of creating or transforming the organization's management structure in the context of its acquisition of competence in the modern market.

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● CONFLICT OF INTEREST

None.

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Оцінка впливу чинників на формування структури управління компетентною організацією

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Анотація. Важливим завданням українських організацій в умовах інтенсифікації євроінтеграційних процесів є забезпечення компетентності на європейському ринку та можливості конкурувати з організаціями країн Європейського Союзу, що спрямовує зусилля керівників на пошук шляхів оптимізації структур управління в складі комплексу заходів із підвищення рівня організаційної компетентності. Метою статті було обґрунтування чинників зовнішнього та внутрішнього впливу, що мають враховуватися при побудові структури управління організацією в контексті набуття компетентності на європейському ринку. Для досягнення мети використано методи контент-аналізу, логічного аналізу й узагальнення, аналіз ієрархій, метод попарних порівнянь, діалектичний та експертний методи. Обґрунтовано, що в умовах приєднання України до європейського економічного простору важливим є зміщення ракурсу уваги із зовнішніх обставин на внутрішні організаційні властивості, їх компетентність, що є свідченням знань, досвіду, навичок здійснення ефективної діяльності, передумовою успішної конкуренції організацій з європейськими товаровиробниками. Визначення структури управління організаціями основою діяльності, запорукою адаптаційних властивостей, дозволило розглядати її як чинник організаційної компетентності та ефективного функціонування у європейському середовищі. Динамічність вимог ринку Європи надали статусу першочергового завдання аналізу чинників впливу на формування структури управління організацією як передумови забезпечення її компетентності. Онлайн-опитування керівників українських організацій дозволило обрати найсуттєвіші чинники впливу за критеріями сили впливу, вартості й тривалості попередження негативного впливу. Доведено необхідність першочергового врахування обраних чинників при побудові структури управління організацією для своєчасного її коригування та підвищення адаптивних властивостей. Сформульовані висновки та рекомендації будуть корисними керівникам, які прагнуть до формування раціональної структури управління відповідно до цілей й задач організації, що забезпечить координацію зусиль співробітників, швидку реакцію на вплив внутрішніх та зовнішніх чинників, підвищуючи рівень організаційної компетентності

Ключові слова: конкурентоспроможність; внутрішнє середовище; зовнішнє середовище; європейська інтеграція; розвиток організації