

Alla Khanenko,*PhD (Economics), Associate Professor,*

e-mail: allakhanenko@ukr.net

ORCID 0000-0003-0899-7311

National University Zaporizhzhia Polytechnic, Zaporizhzhia

TYPES OF ORGANIZATIONAL MANAGEMENT STRUCTURES AND THEIR POSITIVE AND NEGATIVE ASPECTS

Analysis of recent research and publications. As of today, a significant number of research by scientists is devoted to the study of the meaningful content of the concept of «organizational structure of management». An important contribution to the study of the problems of formation, functioning and development of enterprise management systems was made by domestic scientists: V. L. Gevko [2], V. V. Lapteva [6], O. V. Rozhenko [8]. The types of bureaucratic organizational structures, their advantages and disadvantages were investigated in the publications I. M. Gorbas, C. B. Sinyuk. [3], Doroshenko M. P., Voronin V. L. [5], Leonova O. O. and Leonova T. M. [7]. Determination of the essence of adaptive organizational structures is given in the research of Alekseeva V., Yarkovo V. [1]; V. L. Gevko [2]; I. M. Gorbas, C. B. Sinyuk. [3]; Dolgovoy L. [4]; Doroshenko M. P., Voronin V. L. [5], Leonova O. O., Leonova T. M. [7].

However, the problem of using an adaptive type of organizational management structure has not yet received sufficient coverage in the scientific literature. The issue of choosing and forming a strategically effective management structure, taking into account the probable influence of factors of the external and internal environment of the enterprise, also remained open.

Introduction. Complex challenges affecting modern business processes jeopardize the sustainability and adaptability of enterprises. In this aspect, management efficiency plays a decisive role, which is determined not only by the choice of the right strategy, but also by the proper organizational structure of the business entity. The organizational structure of – is one of the factors that is the basis for the implementation of the organization's functions. Compliance of the organizational structure with the goals facing the organization, its adaptability to the assigned tasks, is one of the main factors of effective management of the organization. It was the need of any entrepreneurial structure to create a stable management system, in accordance with the requirements of the external environment, that became the basis for the formation of organizational design.

Organizational design is a practical activity of designing such an organizational structure of the management system, which would provide the enterprise with sustainable growth in conditions of instability of the

external environment. After all, changes in the economic conditions of enterprises, market instability, mobility of the political environment, and financial instability especially often characterize organizational changes that occur during periods of crises and economic reforms.

Dolgova L. I. in [4] emphasizes that the development of the organizational structure occurs together with the evolution of the enterprise and the corresponding growth of its scale from small to large. The constantly changing market situation affects the need to introduce new technologies and develop new products. Against the background of a weak share of the probability of obtaining the expected results, many management specialists are skeptical of organizational schemes and persistently demand their constant adjustment. Reviewing the organizational structures of management at the enterprise with their subsequent correction is not an easy task for the domestic market economy.

From the point of view of the above, improving the organizational structure of management is an important condition for the implementation of strategic goals, coordination and control of production processes and resources at the enterprise.

The purpose of the article is to study approaches to the formation of the management structure, the formation of a typology of organizational structures, the determination of their advantages and disadvantages, the possibility of application for the construction of a competent organization.

Research results. In an effort to work more efficiently, the management of companies persistently requires constant adjustment of existing organizational structures and changes the interrelationships between their components. Depending on the size of the company and the specifics of its functioning, a certain type of structure can provide better efficiency compared to other types. With the help of structuring, organizational design makes it possible to describe in detail the distribution of powers, functions of different levels of the hierarchy, ways of delegation and interaction between divisions of the organization to achieve common goals. In today's rapidly changing market environment, a successful choice of the right type of structure is an integral component of the effective activity of any organization,



according to the study by I. M. Gorbas and C. B. Sinyuk [3].

The organizational structure is directly related to organizations where one or another joint labor activity is carried out, which requires organizational processes to divide labor, provide resources, agree on the scope, terms and sequence of work.

The problem is how to choose the optimal type of organizational structure, which will take into account the peculiarities of the organization and allow to ensure the effective functioning of its various divisions. Accordingly, the question arises of ensuring an adequate level of interaction between individual units in order to achieve the overall strategic objectives. In addition, changes in the external and internal environment of the enterprise's functioning, caused by an intensive increase in the speed of technological changes, competitive pressure and variable consumer preferences make the issue of adaptation of organizations to new conditions relevant. The task is how to maintain management flexibility and the company's ability to innovate, balance stability needs under the specified conditions.

In this aspect, it is important to consider the impact of organizational structuring on organizational effectiveness. In order to better understand which organizational structure is optimal for managing the activities of one or another organization, it is worth considering different types of organizational management structures, highlighting their positive and negative aspects.

One of the most important tasks in management is the creation of such an organizational structure that would help to combine the various types of activities and divisions of the organization as much as possible. There is no ideal organizational structure, so you need to evaluate different options during organizational activities.

The purpose of the organizational structure is to ensure the achievement of the tasks set for the organization, to design organizational forms of management that should be based on the organization's strategic plans.

It is advisable to group the main elements of the organizational structure as follows:

- **specialization of work** - specification, detailing, performance of individual tasks and responsibilities within the scope of the specialty. It is important that specialization is not excessive;

- **structuring of work** - grouping of work according to a certain logic, characteristic. A functional approach (based on various characteristics of allocation of management functions) or a target approach (based on a system of goals that need to be implemented) is used;

- **reporting** - a reflection of subordination and management norms. Subordination implies that each person within the organization should report to only one manager (in newer models of organizational structures, this principle is violated). The management norm (or management control) determines how many people will report to each manager;

- **authority** - power delegated by an organization. Delegation is the formation of a pattern of authority between a manager and one or more subordinates; it is the process by which a manager delegates part of his work to others. Decentralization is the process of systematically transferring authority throughout an organization to middle and lower-level managers;

- **coordination** - the process of coordinating the actions of different positions and divisions of the organization

Also important elements of the organizational management structure are:

- composition and structure of management functions;

- number of employees for the implementation of each management function;

- professional and qualification composition of employees of the management apparatus;

- composition of independent structural units;
- number of management levels and distribution of employees between them;

- information connections.

Analysis of the theory and practice of domestic and foreign organizations allows us to identify the main types of organizational structures, which, in turn, can be combined into two types: mechanistic and organic.

Mechanistic structures (or they are also called bureaucratic, hierarchical) are characterized by a rigid hierarchy of power in the company, formalization of rules and procedures, centralized decision-making, objective criteria for personnel selection, and an objective reward system.

Organic structures (or adaptive, flexible) have blurred management boundaries, a small number of management levels, are characterized by weak or moderate use of formal rules and procedures, decentralization of decision-making, ambitious responsibility, and informal interpersonal relationships.

Bureaucratic organizational forms of management are quite common in modern business structures. The word «bureaucracy» is usually associated with clerical red tape, poorly organized work, and useless activities.

Let us consider in more detail the types of bureaucratic organizational structures, their advantages and disadvantages based on the research of Gorbas I. M., Sinyuk S. B. [3], Doroshenko M. P., Voronina V. L. [5], Leonova O. O., Leonova T. M. [7]:

1. The linear type of organizational management structure is characterized by linear forms of communication between management levels. The linear management structure is simple in nature, its main principle is vertical hierarchy, that is, the subordination of management levels from bottom to top. In a linear management structure, the principle of single leadership is clearly implemented: each unit is headed by a manager endowed with broad powers, who exercises sole management over subordinate units and concentrates all management functions in his hands. Heads of lower-level departments are directly subordinate to only one manager at a

higher level of management; the higher management body does not have the right to give orders to executors, bypassing their immediate supervisor.

2. The functional organizational form of management is called traditional, or classical, because it was the first structure to be studied.

A functional organizational structure is one of the most common types of organizational structures, which divides an organization into separate departments based on the common work functions they perform. The principle of a functional organizational structure involves uniting all employees who perform the same functional tasks into a single department. The functional structure provides a high degree of specialization for staff and is easily scalable as the organization expands. However, this structure is mechanistic in nature, which can potentially hinder the professional growth of an employee. The functional organization chart is widely used by medium-sized companies.

3. The linear-functional (combined) type of organizational form of management is devoid of the disadvantages of the linear and functional types of management structures: functional units do not have a direct impact on performers, they prepare decisions for the line manager.

4. In the line-staff structure, services (staffs) are created under line managers that specialize in performing certain management functions.

5. A divisional organizational structure consists of several smaller functional structures (i.e., each division within the divisional structure may have its own marketing team, its own sales team, etc.). In this approach, each division in the organization works on a specific end product line. This type of structure is suitable for organizations with multiple end products and can help shorten new product development cycles. This type of organization also allows small businesses to quickly enter the market with new offerings.

Modern enterprises very often conduct operations in completely different areas of activity:

a) the divisional-product organizational form of management is one of the most common means of enterprise development and consists in the fact that they increase the range of manufactured and sold products;

b) the divisional organizational form of management, focused on the consumer (some enterprises produce a large range of goods or services that meet the needs of several significant groups of consumers);

c) the divisional-regional organizational form of management covers large geographical regions, especially on an international scale, and is an appropriate form of organization on a territorial basis.

Types of adaptive organizational structures will be considered based on the research of Alekseeva V., Yarkov V. [1]; V. L. Gevko [2]; Gorbis I. M., Synyuk S. B. [3]; Dolgovaya L. I. [4]; Doroshenko M. P., Voronina V. L. [5], Leonova O. O., Leonova T.M. [7].

Adaptive organizational structures (organic, flexible) are characterized by a blurred management hierar-

chy, a small number of management levels, flexibility of the power structure, weak or moderate use of formal rules and procedures, decentralization of decision-making, and broadly defined responsibility in activities. Adaptive structures can easily change their form, they are focused on the accelerated implementation of complex projects, and are characterized by the creation of temporary organizational management structures.

In addition to the economic content, Alekseeva V., Yarkov V. in their study [1] highlight the following aspects of the process of functioning of adaptive organizational management structures as:

- methodological - implementation of production management principles;

- functional - interaction and interrelation of management goals, functions and methods of their implementation;

- socio-psychological - impact on social and psychological relations of people in the production process;

- technological - sequence of management work, procedures, operations for developing and implementing management decisions;

- organizational - composition and interaction of organizational elements that form the organizational structure of management, designed to ensure the operational and effective implementation of the management process in accordance with the goals and objectives of management.

Adaptive organizational structures are caused by the need for an enterprise to effectively respond to environmental changes and the introduction of new technologies. Types of adaptive organizational structures:

1. Cross-functional structure of the management organization - the project is based on the organization of work with working groups, or teams. This type of management organization has been known for a long time (for example, in the form of the organization of artels), but this organizational structure became widespread only in the 80s of the twentieth century, when this structure was opposed to the classical management hierarchy. The main principles of forming this type of organizational structure are to maintain the autonomy of the activities of working groups (teams), ensuring a high degree of independence of working groups in decision-making.

The principles and characteristics of the cross-functional organizational structure allowed Gevko V. L. [2] to formulate its key advantages and disadvantages. The advantages of this type of organizational management structure include the possibility of reducing the number of management staff and the associated increase in management efficiency, the prospects for flexible use of personnel competencies, the possibility of self-improvement of employees through intra-group work, the possibility of using effective planning and management methods, as well as reducing the need for specialists of a wide range of profiles.

The disadvantages of a cross-functional structure are the complexity of the interaction of individual

departments, potential problems associated with the coordination of the activities of individual working groups, the growing need for personnel qualifications and responsibility, as well as the need to ensure high quality and efficiency of not only horizontal but also vertical communications.

The above advantages and disadvantages indicate that the considered form of organizational structure is most effective in organizations with a high level of qualification of specialists with sufficient technical equipment. This structure is effective in enterprises with a small number of simultaneously implemented projects. The possibilities of implementing the principles of modern quality philosophy are determined by the form of project management.

2. Project organizational structure of management is a temporary structure created to solve a specific task, the basis of which is the implementation of the project concept, which is interpreted as any purposeful change in the system. When forming a project organizational structure, the activities of a business entity are considered as a set of projects, for the implementation of which it is necessary to effectively use the resources at the disposal of the project manager. The project management structure can be formed both within the framework of a cross-functional and within the framework of a divisional structure, with the difference that the structures of the association of personnel and resources defined by these types do not exist throughout the existence of the organization, but only within the framework of a final project in time [6].

The essence of the project management structure determines its main advantages, which are as follows: high flexibility of the management structure is ensured, which allows to significantly reduce the number of administrative personnel compared to the structures of the classical hierarchy, in addition, conditions are formed under which the efficiency of resource interaction is maximized due to the fact that the interaction of resources within the project allows to obtain a positive synergy effect. At the same time, the project management structure is not without certain disadvantages, which include high qualification requirements for the project manager, who must not only manage all stages of the project life cycle, but also take into account the place of the project in the company's project network; the possibility of cross-distribution of resources between projects implemented in one organization; the complexity of the interaction of individual subsystems of the enterprise in cases where a significant number of projects are implemented at once; the complexity of the organization's development. Analysis of the presented conditions shows that the project structure is advisable to apply to enterprises that implement a relatively small number of projects, which will allow to comply with the standard of manageability regarding the number of projects for the development of the organization.

3. Matrix organizational structures differ significantly from those described above and represent a net-

work structure based on the principle of dual subordination of performers. Within the framework of the matrix structure, an employee is subordinate to both the direct manager of the functional service and the manager of the project or target program. This structure has the following key advantages: optimal orientation to project (or program) goals and demand is formed; effective current management is ensured by reducing duplicate costs and increasing the efficiency of resource use; conditions are formed for the effective use of the organization's personnel competencies; relative autonomy of project groups or program committees is ensured, which contributes to the development of decision-making skills, management culture, and professional skills among employees. At the same time, the implementation of the matrix structure is associated with the emergence of certain shortcomings, including: the need for constant control over the ratio of resources allocated to units and programs or projects; the formation of prerequisites for expanding the scope of conflict situations; the possibility of violating the rules and standards adopted in functional units due to the detachment of employees participating in the project or program from their units. Thus, experience shows that the introduction of a matrix structure gives a good effect in organizations with a sufficiently high level of corporate culture and employee qualifications, otherwise management disorganization is possible.

4. Conglomerate organizational forms of management are another type of adaptive organizational management structures. The conglomerate structure is used when the departments of the organization are built according to different characteristics, for example, in one product structuring is used, in another - structuring according to the territorial principle.

5. A network structure means that an organization disaggregates its core functions among separate companies working under contract, which are mediated by a small parent organization. A network structure is often created when one company works with another to share resources or when one company has several locations with different functions and management. Such a structure looks almost the same as a divisional structure, but instead of offices, it may include third-party freelance services or related locations outside the office.

6. A virtual organization is a temporary network of companies that are quickly united in order to take advantage of rapidly changing market opportunities. The key factors that influenced the development of this organizational form were the development of information technology, in particular, progress in communication technologies, globalization and increased competition, the rapid development of innovation and the need to quickly bring new products to market, the individualization of people's consciousness and the growth of the importance of knowledge and information. There are four main factors that influence the emergence and development of virtual organizations:

1. Speed. If the fastest, not the most adaptable, companies will be the most effective in the market, then all companies will strive to respond as quickly as possible to any changes.

2. Cost. The second factor is the reduction in the cost of entering the market, especially in information and technology-oriented industries.

3. Personalization. Personalization is becoming increasingly likely due to automated production.

4. Globalization. Companies compete not only with their nearby rivals, but also with competitors around the world.

The main advantage of such an organizational form as a virtual enterprise is the ability to select and use the best resources, knowledge, and abilities with the least time costs. In addition, the advantages of this form include: rapid response and flexible adaptation to environmental changes; increased competitive opportunities; flexibility; cost reduction. The disadvantages or, more precisely, the weaknesses of this organizational form include: high costs associated with investments in information and communication technologies; legal problems associated with the fact that the boundaries between enterprises within a virtual organization become blurred; ambiguity regarding membership in a virtual organization, openness of networks, and uncertainty in planning can serve as reasons for excessive complexity of the organizational structure, etc. Creating virtual enterprises has become profitable, as broader opportunities open up for the organization itself: the quality of the order and the speed of its provision are higher, it is much easier to form a client base, advertising is placed in real time, as well as the possibility of organizing work remotely, operational communication with the unit, setting tasks and monitoring their implementation, etc. [8].

It is worth emphasizing that a constant and important element of the development of project and planning decisions should be the assessment of the effectiveness of organizational management structures, which allows you to determine the level of progress of the current structure, projects or planned activities that are being developed.

Diagnostics of the organizational structure of enterprise management should also be constant, which allows you to identify key problems, determine the causes and sources of their occurrence, options for solving these problems with a forecast of possible results. The main task of diagnosing the enterprise management structure is to determine the level of its optimality, taking into account the management tasks of each unit.

Conclusions

The results of the study confirm the importance of the role of the organizational management structure in the process of creating a competent organization and ensuring its successful operation in modern conditions.

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Managers of business structures need to take into account the size and features of their organization's functioning to choose an adequate type of organizational structure that will help ensure better efficiency compared to other types

By means of structuring, organizational design allows you to describe in detail the distribution of powers, functions of different levels of the hierarchy, methods of delegation and interaction between organizational units to achieve common goals.

When starting to create an organization with an emphasis on ensuring a high level of its competence, it should be borne in mind that there are no unambiguously good or bad management structures, effective ones are those that correspond to the specifics of organizational activity and take into account the conditions of its implementation. Therefore, it is inappropriate to categorically reject what has been developed over the years, it is better to try to take into account all the most rational developments and use them in the process of creating management structures for modern organizations.

Hierarchical structures are effective in a stable external environment, when the goals and objectives of the activity are simple and clear, when there is a constant repetition of work, which allows them to be regulated. And, conversely, when external factors are extremely complex and rapidly changing, and their impact is uncertain, when it is difficult or impossible to measure work, as well as regulate the performance of management functions, it is quite appropriate to use adaptive management structures.

The practice of using adaptive structures in the formation of enterprise management systems proves that the introduction of structures of this type should be accompanied by a change in the relationship between the enterprise's divisions, primarily in terms of the redistribution of powers and responsibilities. In the case of preserving the existing system of planning, control, resource allocation, management style, and methods of staff motivation, the results of the introduction of adaptive organizational structures may have negative results.

Any organizational structure, complex or simple, can be effective, the main thing is its compliance with the characteristics of the enterprise. The choice of an organizational management structure that best meets the goals of the enterprise and takes into account the specific conditions of activity should be based on a thorough analysis of all factors affecting it, an assessment of the advantages and disadvantages of different types of organizational structures. It is necessary to take into account the scale of the business, the production and industry characteristics of the enterprise, the nature of production, the scope of the enterprise, the level of mechanization and automation of management work, and the qualifications of personnel.

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Khanenko A. Types of organizational management structures and their positive and negative aspects

The article reveals the meaning of the concept of organizational structure; approaches to the formation of the management structure were studied, a typology of organizational structures was formed, their advantages and disadvantages, and the possibilities of application for building a competent organization were determined. The role of the organizational management structure in the effective functioning of the enterprise, in the maximum combination of various types of activities and divisions of the organization is defined. A variety of types of organizational structures are presented. The main types of organizational structures are distinguished: mechanistic structures (or bureaucratic, hierarchical) and organic structures (or adaptive, flexible).

The traditional types of organizational structures existing today are described: linear, functional, linear-functional, linear-head-quarters, divisional, which are characterized by a rigid hierarchy of power in the company, formalization of rules and procedures, centralized decision-making. The peculiarities of adaptive organizational structures of entrepreneurial-type organizations are revealed, which are characterized by the blurring of the management hierarchy, a small number of management levels, flexibility of the power structure, decentralization of decision-making, and widely determined responsibility in activities. The characteristics of the types of organizational structures of the adaptive type are given: cross-functional structure of organizational management; project organizational management structure; matrix organizational structures; conglomerate organizational forms of management; network organizational structure; virtual organization.

Keywords: organizational structure, types of organizational structures, hierarchical organizational structures, adaptive structures, organizational development, effective activity.

Ханенко А. Типи організаційних структур управління та їх позитивні і негативні аспекти

У статті досліджено підходи до формування структури управління, сформовано типологію організаційних структур, визначено їх переваги та недоліки, можливості застосування для побудови компетентної організації. Означено роль організаційної структури управління в ефективному функціонуванні підприємства, в максимальному поєднанні різних видів діяльності та підрозділів організації.

Ключові слова: організаційна структура, види організаційних структур, ієрархічні організаційні структури, адаптивні структури, розвиток організації, ефективна діяльність.