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THE IMPORTANCE OF MANAGEMENT STRUCTURES IN TOURISM ENTERPRISES

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Abstract. This article provides a comprehensive scientific analysis of the theoretical foundations of management structures in tourism enterprises, their main types, and their role in practical activities. The study adopts a systematic and integrated approach to examine how organizational structures influence service quality, efficient use of resources, and overall management effectiveness.

The research substantiates that properly designed management structures play a crucial role in ensuring high-quality service delivery, optimizing internal processes, and strengthening the competitiveness of tourism enterprises. In addition, the study highlights that the optimization of management systems in tourism organizations significantly contributes to improving economic efficiency, especially under conditions of increasing global competition and rapidly changing market demands.

Furthermore, the paper emphasizes the importance of adapting management structures to modern trends such as digitalization, innovation, and customer-oriented strategies. The findings suggest that flexible and hybrid organizational models, particularly matrix structures, are more effective in addressing the dynamic nature of the tourism industry.

Key words. Tourism enterprise, management structures, organizational system, management, economic efficiency, service quality, management effectiveness

Introduction. In the context of globalization and economic integration, the tourism industry has become one of the fastest-growing sectors of the global economy. The increasing demand for tourism services, intensified competition, and the growing complexity of customer expectations require tourism enterprises to establish efficient and adaptive management systems.

Management structures serve as a fundamental organizational mechanism that coordinates all aspects of enterprise activities. They define the distribution of responsibilities, authority, and communication flows within an organization. In tourism enterprises, the importance of management structures is even more pronounced due to the service-oriented nature of the industry, which heavily depends on human interaction, coordination, and responsiveness.

An improperly designed organizational structure may lead to inefficient use of resources, reduced service quality, and ultimately a decline in competitiveness. Therefore, the development and continuous improvement of management structures based on scientific principles is a critical issue in modern tourism management.

The main objective of this study is to analyze the theoretical and practical aspects of management structures in tourism enterprises, examine their types, and evaluate their impact on organizational performance and economic efficiency.

Literature review. The concept of management structures has been extensively studied within the broader field of management science, with particular emphasis on their role in improving organizational efficiency and performance. Early contributions to management theory, especially those of Frederick W. Taylor (1911), focused on the principles of scientific management, highlighting the importance of task specialization, standardization, and hierarchical control.

Taylor's approach laid the foundation for the development of formal organizational structures aimed at maximizing productivity and operational efficiency.

Subsequently, Peter F. Drucker (1954) expanded the understanding of management by emphasizing the role of organizational objectives, decentralization, and managerial effectiveness. Drucker argued that management structures should not only ensure control but also support innovation, flexibility, and employee development. His work introduced a more dynamic perspective on organizational design, which is particularly relevant in service-oriented sectors such as tourism.

In the context of tourism management, scholars such as Cooper et al. (2018) and Page (1998) have highlighted the специфік nature of tourism enterprises, emphasizing that their organizational structures must reflect the intangible and customer-oriented characteristics of tourism services. These studies underline that effective coordination between departments is critical for ensuring service quality and customer satisfaction.

Modern research increasingly focuses on the relationship between organizational structures and service quality management**.** According to recent studies, including those by Yulchiyev (2023), the effectiveness of tourism enterprises largely depends on how well their management systems integrate operational processes with customer-oriented strategies. This perspective aligns with the growing importance of experience-based tourism, where service delivery plays a central role in value creation.

Methodology. This study employs a comprehensive methodological framework based on both theoretical and empirical approaches to analyze the role and effectiveness of management structures in tourism enterprises. The research design integrates qualitative and analytical methods to ensure a systematic and in-depth examination of the subject.

Firstly, a systematic literature analysis was conducted to explore the theoretical foundations of management structures. Key academic works in the field of management and tourism studies were reviewed to identify the main concepts, classifications, and principles related to organizational design. This approach allowed the study to build a strong theoretical base and ensure the reliability of the research.

Secondly, the study applies a comparative analysis method to examine different types of management structures, including linear, functional, line-functional, and matrix models. Each structure was evaluated based on criteria such as efficiency, flexibility, coordination, and suitability for tourism enterprises. This comparison made it possible to identify the advantages and limitations of each organizational model.

Discussion. Management structure is a fundamental component of any organization, representing a formal system of task allocation, authority distribution, and communication flows. In management theory, organizational structure is considered a key determinant of efficiency, coordination, and strategic alignment. According to classical and modern management approaches, an effective structure enables organizations to achieve their goals by optimizing internal processes and ensuring the rational use of resources.

In tourism enterprises, management structures have specific characteristics shaped by the nature of the industry. Tourism is a service-oriented sector where production and consumption occur simultaneously, and customer satisfaction is highly dependent on employee performance and coordination. Therefore, the organizational structure must ensure flexibility, responsiveness, and integration among various functional units.

Moreover, tourism enterprises operate in a dynamic environment influenced by seasonal demand fluctuations, global economic conditions, technological advancements, and changing

consumer preferences. These factors require management systems that are not only stable but also adaptive and innovative.

Tourism enterprises utilize various organizational structures depending on their size, strategic objectives, and operational complexity. Each structure has its own advantages and limitations.

Linear Structure. The linear (hierarchical) structure is one of the simplest forms of organization, where authority flows vertically from top management to lower levels. This structure is commonly applied in small tourism enterprises such as local travel agencies or family-owned businesses.

The main advantage of the linear structure is its simplicity and clarity in decision-making. Managers have full control over operations, which ensures quick responses to operational issues. However, this structure also has significant limitations, including excessive centralization and lack of specialization, which may reduce overall efficiency as the organization grows.

Functional Structure. The functional structure divides the organization into specialized departments based on key business functions such as marketing, finance, operations, and customer service. This model enhances professional expertise and allows employees to focus on specific tasks.

In tourism enterprises, functional structures improve service quality by enabling specialization in areas such as tour planning, customer relations, and financial management. However, this structure may create coordination problems between departments, leading to delays and inefficiencies in service delivery.

Line-Functional Structure. The line-functional structure combines elements of both linear and functional models. It maintains a clear hierarchy while incorporating specialized functional units. This hybrid structure is widely used in medium and large tourism enterprises.

The main strength of this model lies in its balance between control and specialization. It allows top management to maintain authority while benefiting from the expertise of functional departments. Nevertheless, the effectiveness of this structure depends on the level of coordination between line managers and functional specialists.

Matrix Structure. The matrix structure represents a more advanced and flexible organizational model. In this system, employees report to both functional managers and project managers. This dual authority system enables organizations to manage multiple projects simultaneously while maintaining functional expertise.

In tourism enterprises, matrix structures are particularly effective due to the project-based nature of tourism products. For example, tour packages, seasonal programs, and international travel projects require collaboration between different departments.

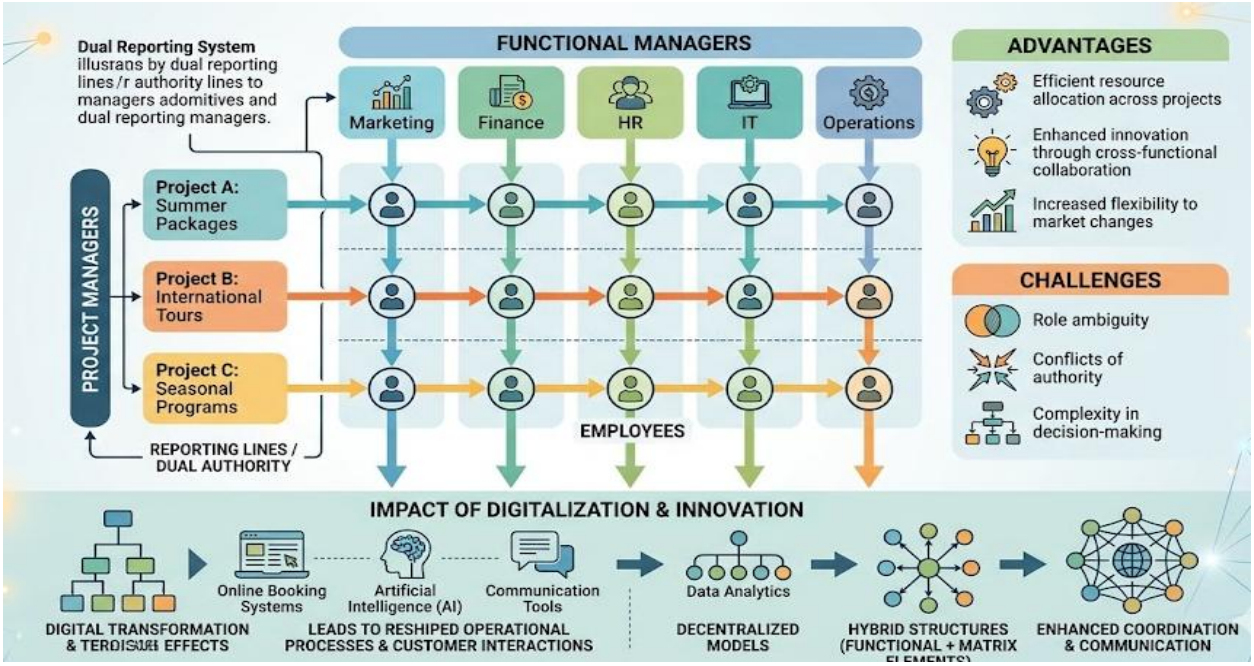
The matrix structure offers several advantages:

- efficient allocation of resources across projects
- enhanced innovation through cross-functional collaboration
- increased flexibility in responding to market changes

However, it also introduces challenges such as role ambiguity, conflicts of authority, and complexity in decision-making.

At the core of the matrix organizational model lies the principle of dual reporting**,** which represents a fundamental departure from traditional hierarchical management systems. In this structure, an employee or a team simultaneously reports to two distinct lines of authority: functional (vertical) management and project-based (horizontal) management**.** This dual system is designed to enhance organizational flexibility, resource efficiency, and innovation capacity, particularly in dynamic industries such as tourism.

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1-Picture. Matrix organizational structure in tourism enterprises[1]

Functional Management (Vertical Dimension). The vertical dimension of the matrix structure is composed of permanent functional departments such as marketing, finance, human resources (HR), information technology (IT), and operations. Within this framework, employees are primarily responsible for maintaining professional standards, developing specialized competencies, and ensuring compliance with organizational policies and procedures.

Functional managers play a critical role in overseeing employee performance within their domain of expertise. They are responsible for training, evaluation, and the continuous development of skills. This ensures that employees maintain a high level of professionalism and contribute effectively to the organization's long-term strategic objectives. From a theoretical perspective, this dimension reflects the principles of specialization and standardization**,** which are essential for achieving operational efficiency and maintaining service quality in tourism enterprises.

Project-Based Management (Horizontal Dimension). **In contrast, the horizontal dimension of the matrix structure is based on** temporary, goal-oriented projects**. In the tourism sector, these projects often include activities such as the development of summer travel packages, international tour programs, seasonal tourism campaigns, or digital tourism platforms.**

Project managers are responsible for coordinating tasks, managing deadlines, and ensuring the successful completion of specific objectives. Unlike functional management, which focuses on long-term development, project-based management emphasizes short-term performance, flexibility, and results.

[1] Chris Cooper, Hall, C. M., & Williams, A. M. (2018). *Tourism: Principles and Practice*. Harlow: Pearson Education Limited.

This dimension allows organizations to allocate human and material resources dynamically, directing them toward priority projects based on market demand. As a result, tourism enterprises can respond more effectively to seasonal fluctuations and rapidly changing customer preferences.

Systemic Complexity: Advantages and Strategic Efficiency. **The coexistence of vertical and horizontal management systems introduces a level of** systemic complexity**, which is a defining characteristic of matrix structures. However, this complexity also generates significant strategic advantages.**

One of the primary benefits is the enhancement of innovation and adaptability**.** By bringing together specialists from different functional areas into project teams, organizations can foster cross-functional collaboration and generate creative solutions. For instance, a marketing expert may simultaneously contribute to multiple tourism projects, enabling the organization to maximize the utilization of expertise.

Additionally, the matrix structure supports efficient resource allocation. In the tourism industry, where demand is often seasonal and project-based, the ability to reassign employees across different projects reduces idle time and increases overall productivity.

Furthermore, this model improves the organization's capacity to respond rapidly to market changes**,** such as fluctuations in tourist demand, pricing dynamics, or external economic factors.

Operational Risks: Role Ambiguity and Authority Conflicts. **Despite its advantages, the matrix structure also introduces several operational challenges, primarily related to its inherent complexity.**

One of the most critical issues is role ambiguity, where employees may experience uncertainty regarding their responsibilities and priorities. Since they report to both functional and project managers, conflicting instructions may arise, making it difficult to determine which tasks should be prioritized.

Another significant challenge is authority conflict between managers. Functional managers may emphasize quality standards and long-term development, while project managers focus on deadlines and immediate results. If communication and coordination between these two managerial levels are not well established, it can lead to inefficiencies and reduced employee performance.

These challenges can also slow down the **decision-making process**, as approvals may be required from multiple sources. In a fast-paced industry like tourism, such delays can negatively impact service delivery and customer satisfaction.

Impact of digitalization and innovation on management structures. **In recent years, digital transformation has significantly influenced the design and functioning of management structures in tourism enterprises. Technologies such as online booking systems, artificial intelligence, and data analytics have reshaped operational processes and customer interactions.**

As a result, traditional hierarchical structures are gradually being replaced or supplemented by more flexible and decentralized models. Tourism enterprises increasingly adopt hybrid structures that combine elements of functional and matrix systems. Digitalization also enhances coordination and communication within organizations.

Result. The results of the study demonstrate that the selection and effective implementation of management structures significantly influence the operational and economic performance of tourism enterprises. Based on the theoretical analysis and practical observations, several key findings have been identified.

Firstly, it was determined that tourism enterprises utilizing well-structured organizational systems achieve higher levels of service quality and customer satisfaction**.** Clearly defined roles, responsibilities, and communication channels contribute to minimizing operational errors and improving service delivery processes. As a result, enterprises with structured management systems are better positioned to meet the diverse and evolving needs of tourists.

Secondly, the study reveals that efficient resource utilization is strongly dependent on the type of management structure applied. In particular, functional and matrix structures enable more rational allocation of human, financial, and technological resources. This leads to reduced operational costs and increased productivity, especially in enterprises operating in highly competitive and seasonal markets.

Thirdly, the findings indicate that matrix management structures provide the highest level of flexibility and adaptability among the analyzed models. Tourism enterprises implementing matrix structures demonstrate an enhanced ability to manage multiple projects simultaneously, develop innovative tourism products, and respond quickly to external environmental changes. This is particularly important in the tourism sector, where demand patterns are volatile and influenced by various global and regional factors.

Furthermore, the study shows that the integration of digital technologies into management systems significantly improves organizational efficiency. The use of online booking platforms, customer relationship management (CRM) systems, and data analytics tools facilitates faster decision-making, better coordination among departments, and improved customer engagement. Enterprises that actively adopt digital solutions tend to outperform those relying on traditional management approaches.

However, the results also highlight certain challenges associated with advanced organizational structures. In matrix systems, issues such as dual authority, role ambiguity, and conflicts between functional and project managers may negatively affect employee performance if not properly managed. Despite these challenges, the overall benefits of flexibility, innovation, and resource optimization outweigh the limitations.

In general, the research confirms that tourism enterprises that adopt flexible, integrated, and innovation-oriented management structures achieve higher levels of management effectiveness and economic efficiency. These enterprises are more resilient to market fluctuations and better equipped to maintain competitiveness in the global tourism industry.

Conclusion. The findings of this study confirm that management structures play a decisive role in determining the efficiency, competitiveness, and sustainability of tourism enterprises. As the tourism industry continues to evolve under the influence of globalization, technological advancement, and changing customer expectations, the need for well-designed and adaptive organizational systems becomes increasingly critical.

The research demonstrates that traditional hierarchical structures, while still relevant in certain contexts, are often insufficient to meet the dynamic demands of modern tourism markets. In contrast, more flexible and integrated models—particularly functional and matrix structures—provide significant advantages in terms of resource optimization, coordination, and innovation. Among these, the matrix structure stands out as the most effective model due to its ability to combine specialization with flexibility and support simultaneous project management.

Furthermore, the study highlights that the effectiveness of management structures is closely linked to service quality and customer satisfaction. Tourism enterprises that implement clear organizational frameworks with well-defined roles and communication channels are better equipped to deliver high-quality services and respond to customer needs efficiently.

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