

FACTORS INFLUENCING THE CHANGE OF THE ORGANIZATIONAL STRUCTURE OF THE AIRPORT

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The article is focused on issue of organizational structure and its changes at the airports. It analyzes basic theoretical background and shows the basic factors that influence the development and shaping of the optimal organizational structure of the company. The organizational structure is the structure elements of the organization – departments, divisions and relations between them. Its formation depends on the size and range of company, the methods of work dividing, competences and responsibility. On its formation it operates many factors on the one side from inside of company but also from the external environment in which company operates.

Keywords: organizational structure , factors, airport, departments.

1 INTRODUCTION

Airports are very complex economic systems which operate under certain rules and regulations. It works in a given arrangement. These rules, arrangements have to be first carefully planned and precisely performed by organizational measures. Under the organization we understand on the one hand the process of establishing these rules of all business activities (structured) and on the other hand, the result of this process, it is means the sum of all the rules that work for the corporate management and subordinate bodies to implement all business processes. In arranged company has to be everything organized. The result of the process organizing is formation organizational structure of the airport.

2 ORGANIZATIONAL STRUCTURE OF THE AIRPORT

The organizational structure is a set of elements, respectively structural components and relationships between them. [6] Its job is to make the process of organizing as a relatively permanent arrangement. Element, structural component is a comprehensive part of the organization, it is department or workplace. Relations between them are informational links that help to realize information connection necessary for the coordination of realized processes.

Organizational structure can be seen as the internal pattern of relationship authority and communication. The optional organizational structure would be the structure that minimizes both, the sum of the production costs and the agency cost. [3]

Organizing and corresponding organizational structures are the foundations of modern management. It takes advantage of division of labor, ensures coordination of the necessary activities and good relationships of people who made it. By defining the powers and responsibilities of people involved in organized processes making easier the order, discipline and method of performed activities. The organizational structure has to comply with the need of to coordinate work teams in ensuring aims of airlines and to create favorable conditions for satisfaction and motivation for achieving good results of their work together. [8]

One of the main reasons of the organizing is to create organizational structures that create conditions for effective work and cooperation of all employees. Creating an organizational structure is individual matter for each airport. There is no universal organizational structure that to ensure effective functioning. It has to be tailored to specific business and needs to be support for the implementation of corporate strategy.

2. 1 Basic elements of the organizational structure

Main characteristics of the organizational structure created within the company are:

- *Division of labor* - the distribution or division of a complex activity or task into several simpler tasks and connecting these tasks to individual organizational units. Division of labor is also basis division of the organization.
- *Division of competences* - the definition of the competence of managers of organizational units, created under the division of labor. Detailed definition of the competences determines the decision and binding instructions between management and the heads of the lower hierarchical level. Creating harmony between the division of labor and division of powers is one of the most important tasks of management. To create a flexible and adaptive organizational structure is in fact necessary to create a system in which we can monitor engagement, performance, and also responsibility.
- *Coordination instruments* - is a strategically important characteristic of organizational structures. It deals with the relations of subordination and superiority, and in addition it contains an abstract, usually formalized tools that to create a unified direction for the activities of organizational units: the various regulations, rules, plans, programs, processes.
- *Configuration* - a secondary or derived characteristic, because the first three characters basically set up a framework of organizational structure, thus creating the configuration. [2]

3 CHANGE OF THE ORGANIZATIONAL STRUCTURE OF THE AIRPORT

Change is an element that is in today's society, but also in the world economy very inflected element. This is due to the fact that globalization and from it stemming

interdependency and internationalization make that current turbulent environment leads in order to maintain competitiveness to small, individual changes but also to complex, large change.

Innovation and change is an element that can be implemented in different areas. One from highly relevant area in company is the organizational structure. In order to meet the top goals of airport, have to be correctly determined not only business strategy, but also from her unfolding relationship between workers.

Airport not exist only in a fixed environment, but the variability of external and internal situation of the company required being able to flexibly change the individual component. In many cases, have to create a new organizational structure in the early stage of implementation of change. [1]

3. 1 Factors influencing the formation and changes of organizational structure

The effectiveness of the organization depends mainly on what kind of structure have, what are the processes in organizations, what management practices are applied, the extent to which organizational culture is supportive.

Factors influencing the formation of a new or change existing organizational structure are:

1. *The environment* - market environment, scientific and technical environment, inter-organizational environment, cultural environment. From characteristics of the market under terms of the formation of the company's organizational structure, we can highlight the following:

- Variability - The variability of the market is given by frequency change of partners, intensity of changes and irregularity of the changes. Depending on the variability differentiate static and dynamic market environment. The market environment is called dynamic if there are rapidly changing market relations of companies, buying and selling options, when customers have requirement for new products or modify the requirements for existing products and services. In a static environment, work well companies that buy long term and offer the same products and services, business partners do not change even after a long period, buying and selling conditions are invariably long term. In practice, the market environment is called static or dynamic, depending on whether the characters closer to one or the other.

- Complexity - the complexity of the market we can determine, depending on how large is the number of external factors that have to be considered when deciding. To what extent are these factors differently and how they are divided in different segments of the environment. Depending on complexity can distinguish simple and complex, difficult market environment. The joint effect of the variability and complexity determines the different degrees of uncertainty for the organization.

- Limiting force - may be from monopolistic position of competitor, from inadequate balance between demand and

supply or from government restrictions. If there is the smaller number of customers and suppliers that company has, then the more intense must count with restrictive force. In companies that are largely dependent on the restrictive forces, we can note a high level of centralization of management, decisions.

2. *Characteristic features of the company* - after ensure compatibility with environmental conditions have to make sure that the organizational structure has been aligned with the characteristics of the company (that are not change in the short term). It is mainly dimension, process and information technology, origin, location of the establishing.

3. *Character of production and business activities of the company* - the kind of specialization, range of production, uniformity, stability and dynamics, an area in which businesses operate - also importantly affects the organizational structure of the company. In this area is important mainly range of products and quality of production and services. It is required to maintain a good reputation and customers.

4. *The size and length of existence* - in principle, the larger company has more formal organizational structure and smaller company less formalized. Rapid changes in the size, growth rates and personnel policies are affecting the structure of the company. [4]

5. *Technology* - the technology of production and technological processes, which the airport uses.

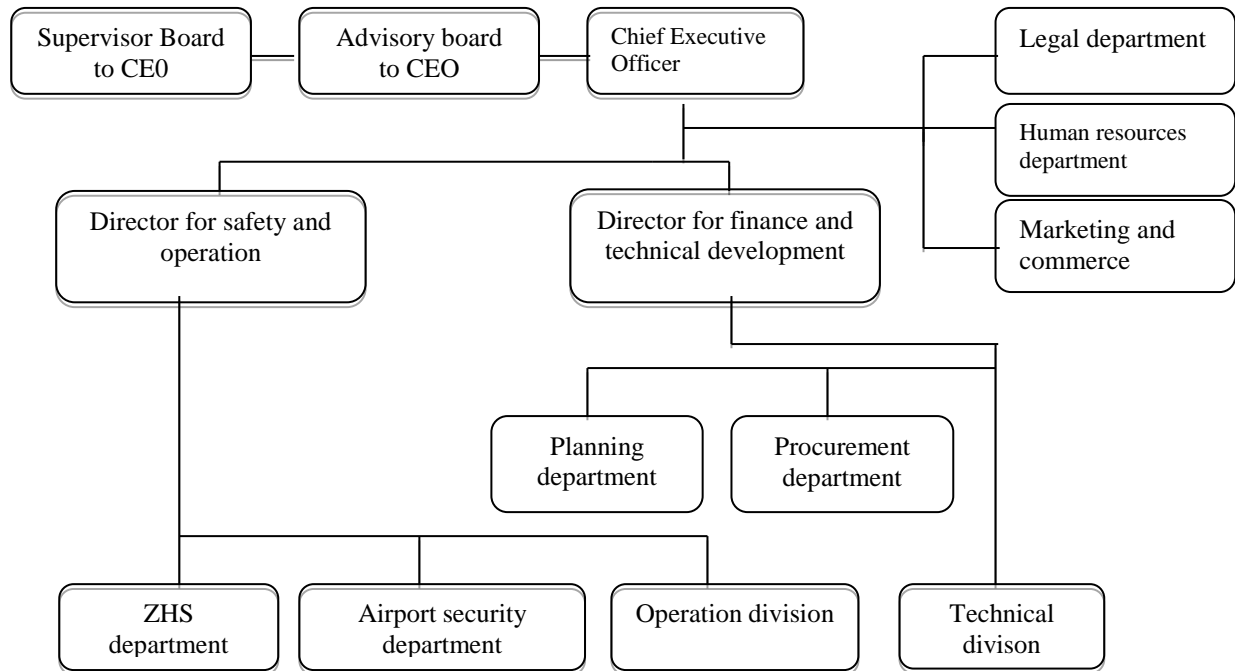
6. *Characteristics of employees* - qualifications and personal assumptions, the ability to manage and lead employees, technology and administration. Management and the human resources of company significantly influence the character of organizational structure. The structure is also significantly influenced by the selection of employees and their ability to adopt the philosophy and strategy of management and to participate actively in its implementation.

7. *The main organizational structure* - is the basis for the creation of new structures. And may be modified only in certain parts or completely changed from the ground and thus, have to be created a new organizational structure.

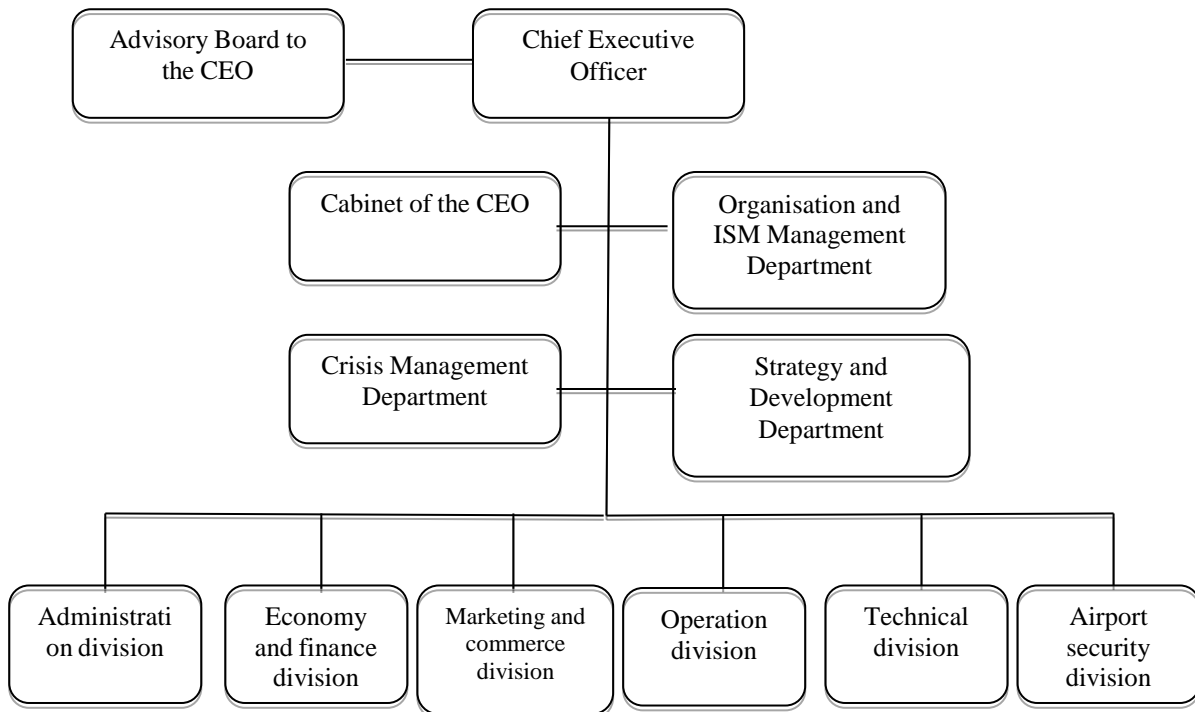
8. *Business strategy* - one of the most important factors affecting the organizational structure of the company. Between the strategies and structures, there are certain relationships, which are reason why the importance of structures is crucial. Development and implementation of strategic decisions is a matter of people who carry certain assumptions, values, beliefs and norms. [7]

It is necessary to note that the above classification of factors influencing the organizational structure is not final and unchangeable. Airports have to constantly adapt to all new factor dynamically evolving business environment. For each company is important other of these important factors. Their listed order does not mean that the same is the order of importance and significance in business. Factors that are of high importance in one airport can have less importance in other airport or even completely meaningless.

4 THE ORGANIZATIONAL STRUCTURE OF THE SELECTED AIRPORT



Ill. 1. Organizational structure Airport Kosice



Ill. 2 Organizational structure Airport Bratislava

For better orientation and imagination we can show examples of the organizational structures of the airport of Kosice and Bratislava airport.

As we can see in above organizational structures, each airport has some common units and sections. At the head of the both airport stand chief executive officer. They have your board of supervisors and advisory boards which assist them in managing business. The composition of these boards depends on the legal status of the airport.

In organizational structure of the each company can not miss important units which are necessary for the business. It is economic department, legal and administrative department.

Although the reported organizational structures do not match perfectly in all, in the both can see important departments which are authentic for the both airport. These are:

- Organisation and ISM management department
- Strategy and development department
- Crisis management department
- Airport security department
- Technical division
- Operation division
- Economy and finance division
- Marketing and commerce division

If we focus on the various factors that influence the formation of the organizational structure of the airport we have to mention one the important factor which is the subject of business. Airports have on the market some specific position, have to follow some rules when to provide and to implementation your activities. That is why on the organizational structure of the airport, as seen in the pictures of structure can not missing departments as is security and safety department, crisis department, operation and technical division.

Very important factor is also the strategy of the company. Today, in the high competitive environment every business must has clearly developed strategy. Between strategy and organizational structure, there are linkages that facilitate the achievement of the goals the company. Only company with a clearly defined strategy can be successful in the market and show a profit.

5 CONCLUSION

The organizational structure of the company is perceived as a tool to achieve optimal strategic business aims. To this aims we can include achieving and maintaining a significant position in the market, meet the requirements of clients, withstand competitive pressures and ensure optimal use of needed resources. The major aims are the financial indicators, as is sales growth, high of profits, profitability, or value of the company.

Formation and shaping of organizational structures of the airport affect a number of factors. These factors may have either a positive or negative effect on the formation of these structures. The company should try to influence these factors and thus contribute to creating the

most ideal organizational structure. It should contribute to its effective functioning, and not least to make a profit which is the primary aims and main goal of any airline.

A correctly designed organizational structure and organization of the company has several benefits:

- the efficient allocation of responsibilities and competencies,
- more efficient use of corporate resources (investment, working capital, market position, production and product know-how),
- linkage the business direction with the sub-goals of business units and processes,
- minimize intra-company conflicts etc.

Problem of optimization and changes in organizational structure is very wide and diverse. Design an organizational structure that will be wholly successful and effective is almost impossible. Just to only small dissatisfaction of employees, conflict of any kind, envy, and organizational structure that on the theoretical level is optimal, will not work. The aim of the managers of airlines should be to propose such an organizational structure that would be as much as possible to assist in achieving the aims of the organization and last but not least, satisfy all its staff.

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