



## THE ORGANIZATION AS A SUBJECT OF STUDY

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**Abstract:** *The article examines the main internal mechanisms that build social organizations and nuances the differences between the structures in the state apparatus and the corporations.*

**Key words:** *organization, system, organizational behaviour, modelling*

In theory, there are two understandings of the semantics of the terms ‘system’ and ‘organization’. According to one of them, they are synonyms (Kalinov, K. *Aspects of the theory of organizations: in simple terms about the complexity of the systems*. City of Varna: Dangrafik, 2017. ISBN 978-954-9418-91-0), and according to the other one, they are used in a different context (Nikolov, N. *Organization, organizational management structure*. Sofia: Social management institute at the Central Committee of the Bulgarian Communist Party, 1982). The author of this article adopts the broader concept of ‘system’ which includes in itself also the understanding of ‘organization’, i.e. — in certain cases can be used as synonyms, but in others — ‘system’ has its own meaning of a set of organizations within set frameworks. Each organization can be seen as a system in different aspects, including as an organizational system. The organizational system is presented as an ‘organizational form’.

The periphery of any organization is not part of its structure horizontally and vertically, but it is an important element of the whole. At the periphery, the system components make contact with the environment and other systems. When building a model of interaction between two or more organizations, the periphery part is the one most sensitive to the 'contact' with the 'other' with which it interacts. The administrative units in the state organizations, for example, are encapsulated within the structure, and the bodies performing the actual functions are positioned at the periphery — they communicate with the citizens, with the bodies of other organizations, etc. Through the periphery, the system carries out an important

exchange of information that supports the organizational survival. The change in the environment is always felt first by the periphery, which delivers impulses to the management. The periphery is generally an asset of a great value, where the system is 'learning', where the adaptation to the environment takes place. And it should not be underestimated because that is where the 'viruses' of other systems come in, where the potential dissatisfied with personal realization leaks out.[1]

The organization is a higher-ranking system than other systems and is characterised by a high degree of complexity. It consciously moves in the direction of its chosen target. It is an open system that continuously imparts and receives matter, energy and information to and from the environment of operation, while at the same time striving to maintain its sustainability. Open systems are more flexible than closed systems, they take into account the influence of the environment and purposefully aim to adapt to the changes in it. Each organization has its own principles and objectives, the latter being general and operational. The operational ones change over time depending on the specific situation, and the general ones are the backbone that supports the structure. The structure of organizations consists of elements and subsystems. A subsystem being a set of elements with similar properties performing a coordinating function within the organization. In practice, the two subsystems — managing and managed — are the most common. We will discuss them later in the study. Each organization maintains a balance of all the components and connections between them — the so-called symmetry. In order to act effectively in the direction of achieving its goals, the organization forms its rules and standards — on the administrative and legal activity, on its organizational structure, on its economic activity, on its technological cycle and informational activity and in regards to its communication activity. A stabilizing effect has the establishment of order — a measure of the ratio between the set rules and standards and their implementation. The life cycle of the organization goes through different stages and specific states at the points of bifurcation. In its operation, it actively interacts with various elements of the external environment. When entropy in the organization grows, this is compensated by extracting organization and orderliness from the environment. At the same time, the process of self-organization — transformation of existing and creation of new connections among the elements of the organization — is also common. The process of entropy is also overcome by change within the organization — altering its state so that it meets the changed conditions. Not irrelevant to it is also the performance indicator - a numerical characteristic that reflects the level of maximum socio-economic outcomes with minimal costs and resources.

The configuration model of each organization includes the following basic elements: organizational goals (here we must highlight the mission, which reveals the basic philosophy of the organization and the strategy that paves the way for its achievement); the organizational structure (made up of the elements and their

connections) - later we will focus on the structure and its types; processes and functions (the process as a phenomenon is related to development, change), among which the management process is essential. It ensures the preservation of the organization and development of its potential - the management structure will also be the subject of more detailed consideration in this paper; indicators and regulators that measure the condition and correlate it with past periods for the purposes of summarizing conclusions; resources (financial, human, information, etc.), without which no structure can function. Each organization has its own subsystems — managing and managed, resource, communication and information, etc.

For a deeper understanding of the nature of organizations, we need to follow some theoretical frameworks related to their modelling. Modelling is an activity related to the reproduction of the properties and functions of the organization or a process (of interaction) in question by creating an analogue of it, called a model. The model can reproduce the structure of an object (simple, physical) or the structure of several objects and the processes taking place among them (complex, mechanical). It is the second type that will be a subject of the dissertation.

The types of organization models can be classified generally in the following manner: mental — they reproduce the process of functioning of the object; symbolic — a characteristic feature of them being staticity; descriptive — the information about the object is delivered through a description; graphic — they reproduce the spatial features of the object on a plane; mathematical modelling — processes are expressed through mathematical and statistical analysis.

When building the organizational architecture, it should be borne in mind that organizational complexity predisposes to the emergence of the social phenomenon of conflict. It manifests itself among the structural units of the organization as a clash among oppositely directed positions of the entities of joint activity. For sustainability purposes, a balance is needed in structuring the number of hierarchical levels and horizontal units.

Risk is another factor that should be taken into account when building and managing the organization. As a probable and unfavourable deviation from the desired outcome of the execution of a decision due to the uncertainty of the environment, risk is an inevitable component of the organizational daily life. In government structures, it should be minimised as far as the overall functioning of the institution is concerned, but for individual employee actions in relation to the operational functions assigned to them, in some situations, it necessary part of the activity for achieving the objectives.

While conflicts and risk are mainly local processes, a crisis is a turning point that takes the organization to the limit of sustainability. Of course, a risk and a conflict may affect large parts of the structure, as well as a crisis can cover a specific part of the whole, but the nature of these processes generally predisposes to the first statement. A crisis does not occur suddenly, it is always preceded by a

warning phase, where threats arise, the failure to resolve of which leads to the development of the acute crisis phase. The mastering and resolving of which requires management capacity, which is built by combining personal qualities, professional experience and knowledge. In this sense, part of the internal priorities in the organization should be the development of personnel policy — screening the personnel at the entrance of the system, when growing and during their initial and ongoing training throughout the entire period of activity.

The organizational behaviour is determined by the organizational culture, which is a set of values, norms, professional behaviour, etc. of each organization. Several types of organizational culture can be derived — the first focuses on tradition, loyalty, a sense of belonging to the family; the second — ad hoc formed teams to perform a specific task or project, with leading values — dynamism, creativity; the third relies on hierarchical order, values order and precise rules, the managers coordinate the processes and the fourth organizational culture focuses on achieving goals by competing with the environment, exchange. If we have to determine which type of culture is relevant to the state authorities, this is undoubtedly the third one — the hierarchical type. This is because the functions performed by state structures require strict observance of legal rules and protection of national interests. Often in practice, the four types of organizational culture intertwine, overlap — for example, temporary teams are formed in the bodies of the state apparatus for the purpose of specific tasks, in which case dynamism and flexibility prevail in the behaviour.

The issue of power in the organization (the ability to influence the behaviour of other people in order to achieve a certain result) is of great importance both in relation to state institutions and corporate organizations. This is because it is directly related to the fulfilment of the structure assigned goals — main and subordinate ones. There are no explicit rules for the tactics in the exercise of power, this depends on the vision of each individual manager, as well as on the specifics of the case. Individual classifications of power tactics, in general, can be reduced to sanctioning-aggressive (orders and rules are issued, sanctions are imposed in case of non-compliance) and predisposing-encouraging (employees are given a sense of importance, incentives are applied). Good executives achieve a balance in implementation.

Sources of information about the environment in which the organization operates are of particular importance for the state structures directly involved in detecting and proving crime. Open sources of information — the Internet, mass media, satellite imagery, Western European information points, etc. are generally available but require targeted screening of unnecessary information. The information providing subsystem within the organization itself — intelligence, requires a large internal resource for its construction and maintenance, which is imperative and justified in the field of combating crime.[3]

Among the public and private sector organizations operating within the state there is collaboration and interconnectedness. For example, the state adopts laws, regulations and conducts the relevant fiscal policy to influence private companies. Documents adopted in connection with tax legislation impose certain requirements on private organizations. Working independently of the government, in turn, private organizations affect the quality of life in the country and public interests.

In conclusion, we can summarize that the organization is a complex social phenomenon that undergoes development at any moment under the influence of many factors and its study never leads to unambiguous conclusions.

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