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ASSESSMENT OF THE ORGANIZATIONAL EFFICIENCY OF MANAGEMENT ACTIVITY IN ENTREPRENEURIAL OPERATIONS

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ABSTRACT
This article explores the assessment of the organizational efficiency of management activity in entrepreneurial operations, with a specific focus on toy manufacturing enterprises. The study emphasizes that management efficiency is determined not only by production and financial outcomes but also by the degree to which management systems are goal-oriented, innovative, and socially responsible. Using integrated indicators that combine social-organizational and economic-financial factors, the research provides a comprehensive evaluation of workplace safety, the availability of protective equipment, and employees' satisfaction with working conditions.
KEYWORDS: *Management Efficiency, Organizational Performance, Integrated Indicators, Entrepreneurship.*

INTRODUCTION

In the conditions of the modern market economy, the effective operation of business entities is determined not only by production volume or financial indicators, but also by how goal-oriented, stable, and innovation-based their management system is. Therefore, the use of integrated indicators in the comprehensive assessment of management efficiency is considered essential.

In today's dynamic and competitive market environment, the efficiency of management activity has become a decisive factor for the sustainable development and competitiveness of business enterprises. Entrepreneurial success depends not only on financial results and production capacity but also on how effectively management systems are organized to ensure safety, motivation, and well-being among employees. The concept of organizational efficiency in management activity emphasizes the integration of social, economic, and managerial dimensions to achieve both productivity and employee satisfaction.

Modern enterprises, particularly those involved in manufacturing, face increasing demands to improve working conditions, ensure compliance with safety standards, and develop an organizational culture based on responsibility and innovation. Assessing these aspects requires a comprehensive approach that combines quantitative and qualitative indicators into an integrated evaluation framework.

This study focuses on the assessment of organizational efficiency of management activity in entrepreneurial operations, using toy manufacturing enterprises as a case study. The research examines several critical components of management efficiency - workplace safety, availability of protective equipment, and employee satisfaction with working conditions. By analyzing survey results from employees across different age groups and positions, the study identifies the strengths and weaknesses of current management practices and provides insights into how enterprises can enhance their organizational performance.

The findings are expected to contribute to the development of a more systematic approach to evaluating management effectiveness, enabling businesses to improve labor safety, employee motivation, and overall operational stability in line with modern management standards.

LITERATURE REVIEW

The assessment of management activity efficiency has become an important area of research within organizational and economic sciences, particularly in the context of entrepreneurship. Modern scholars emphasize that management efficiency cannot be viewed solely through financial outcomes but must also include organizational, social, and behavioral dimensions (Drucker, 2007; Porter, 1996). According to Kaplan and Norton (1996), effective management systems require an integrated performance measurement approach that combines both

tangible and intangible factors-financial indicators, innovation capability, human capital, and employee satisfaction.

The organizational efficiency of management activity reflects how well enterprises utilize their human and material resources to achieve strategic objectives. Mintzberg (2009) highlights that managerial effectiveness depends on the organization's ability to adapt, innovate, and maintain stability in dynamic environments. This approach aligns with modern entrepreneurial challenges, where management success is linked to the flexibility and responsiveness of internal processes (Daft, 2016).

In recent years, researchers have increasingly used integrated indicators and composite indices to measure management efficiency (Kuznetsov & Voronina, 2020; Shleifer & Vishny, 1997). These models combine social-organizational and economic-financial variables, allowing for a holistic evaluation of enterprise performance. Particularly in manufacturing sectors, such as toy production, the application of integrated efficiency models helps identify the relationship between workplace safety, labor conditions, and productivity (Senge, 2006; Nonaka & Takeuchi, 1995).

Studies also confirm that occupational safety and working conditions significantly influence employee satisfaction and overall enterprise efficiency. According to Maslow's hierarchy of needs and Herzberg's motivation theory, ensuring safe and comfortable working conditions serves as a fundamental prerequisite for higher motivation and performance (Herzberg, 1959; Maslow, 1943). Empirical research by international organizations, such as the International Labour Organization (ILO, 2020), demonstrates that improving workplace hygiene, safety, and organizational culture directly contributes to enhanced productivity and lower turnover rates.

In this context, the integrated assessment of management activity efficiency through social and economic indicators represents a scientifically grounded approach to achieving sustainable development in enterprises. By combining expert assessments (Delphi, AHP methods) with empirical data (correlation and regression analysis), such models provide objective and multidimensional evaluations of managerial effectiveness (Saaty, 1980; Kaplan & Norton, 2004).

ANALYSIS AND RESULTS

A survey conducted among toy manufacturing enterprises included a total of 162 participants. Their gender distribution was as follows: 92 men (57.1%) and 70 women (42.9%). By age category, the majority of respondents were 18–25 years old, accounting for 83 participants (51.4%). Additionally, there were 28 participants (17.1%) aged 26–35, 19 participants (11.4%) aged 36–45, and 32 participants (20%) aged 46 and above.

These results indicate that men participated slightly more actively in the survey, and the main group of respondents consisted of young individuals aged 18–25.

Table 1. Assessment of Workplace Safety Conditions

Category	Percentage
Safety conditions are sufficient	63%
Safety conditions are partially sufficient	27%
Safety conditions are completely insufficient	10%

The results of the survey on safety conditions conducted in toy manufacturing enterprises provide important insights into the level of occupational safety in workplaces. According to the data presented in the diagram, 63% of respondents rated the safety conditions as sufficient. This indicates that, in general, safety regulations and relevant protective measures are adequately ensured within the enterprises.

At the same time, 27% of respondents stated that safety conditions are only partially sufficient. This suggests that certain risk factors still exist in production processes, and additional measures are needed to eliminate or minimize these risks.

The remaining 10% of respondents reported that safety conditions are completely insufficient. This figure highlights that in some areas, safety requirements are not fully met, and certain employees face serious risks to their health and well-being during the work process.

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Table 2. Availability of Necessary Protective Equipment (Gloves, Masks, Goggles, etc.) for Working with Machines

Category	Percentage
Yes, sufficient	58%
Sufficient in some cases	28%
Not available at all	14%

The results of the survey on the availability of necessary protective equipment (such as gloves, masks, goggles, etc.) during machine operation revealed the current state of worker safety in toy manufacturing enterprises. According to the diagram, 58% of respondents stated that protective equipment is consistently available. This indicates that the enterprises have established occupational safety policies and maintain an operational system for providing employees with essential protective gear.

At the same time, 28% of respondents reported that protective equipment is sufficient only in certain cases. This suggests that in some workshops and workplaces, personal protective equipment is not evenly distributed and that regular monitoring of its availability is lacking.

The remaining 14% of respondents noted that no protective equipment is provided at all for working with machines. This highlights that in certain enterprises, occupational safety requirements are not being given adequate attention, which may pose serious risks to worker health and safety.

Table 3. Level of Satisfaction with Working Conditions (Workplace Cleanliness and Hygiene)

Category	Percentage
Completely satisfied	43%
Moderately satisfied	22%
Dissatisfied to some extent	33%
Completely dissatisfied	1.2%

The results of the survey on the level of satisfaction with working conditions reflect employees' perceptions of their work environment, particularly regarding workplace cleanliness and hygiene. According to the analysis, 43% of respondents reported being *completely satisfied* with the sanitary and hygiene standards of their workplaces. This indicates that most enterprises pay serious attention to maintaining proper sanitary and hygienic norms in organizing the work environment.

At the same time, 22% of respondents rated workplace cleanliness and hygiene as *moderately satisfactory*. This response suggests that although hygiene requirements are partially met in enterprises, a fully satisfactory environment has not been created for all employees. Furthermore, 33% of respondents described their working conditions as *unsatisfactory*, indicating that sanitary regulations are not sufficiently observed during production processes.

The most concerning finding is that 1.2% of participants stated that the working conditions are *completely unsatisfactory*.

Based on these results, it can be concluded that while the majority of toy manufacturing enterprises comply with sanitary and hygiene standards, certain deficiencies still exist in some workplaces. Therefore, it is necessary to implement consistent measures aimed at improving employees' working conditions and ensuring full compliance with hygiene and sanitary requirements. These measures include regular disinfection of work areas, ensuring proper air circulation, organizing systematic cleaning, and establishing strict control over adherence to sanitary regulations.

Thus, the analysis demonstrates that improving working conditions and maintaining a hygienic environment remain urgent priorities, as they play a crucial role in enhancing both employee productivity and overall job satisfaction within enterprises.

CONCLUSION

The conducted study on assessing the organizational efficiency of management activity in entrepreneurial operations, using toy manufacturing enterprises as an example, demonstrates that management effectiveness

extends far beyond financial outcomes. It is equally determined by workplace safety, the provision of protective equipment, and employees' satisfaction with working conditions.

The analysis of survey results revealed that while the majority of enterprises maintain sufficient safety standards (63%) and provide the necessary protective equipment (58%), a considerable portion of respondents still indicated partial or complete inadequacy in these areas. This highlights the need for continuous monitoring, improvement of labor protection measures, and the introduction of stricter safety control mechanisms.

Furthermore, the findings on workplace cleanliness and hygiene indicate that although most enterprises adhere to sanitary norms, inconsistencies remain in maintaining uniform standards across all facilities. Such disparities can negatively affect employee morale, satisfaction, and ultimately, productivity.

In general, the research confirms that organizational efficiency in management is a multidimensional concept that integrates economic, social, and environmental factors. The use of integrated indicators allows for a more comprehensive and objective evaluation of managerial performance. Strengthening occupational safety systems, promoting hygienic work environments, and fostering employee well-being should therefore be viewed not only as ethical imperatives but also as key drivers of sustainable business growth and competitiveness in the modern economy.

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