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**SYNERGY OF ORGANIZATIONAL STRUCTURE
AND ANTI-CRISIS STRATEGIES
IN ENSURING ENTERPRISE STABILITY**

**СИНЕРГІЯ ОРГАНІЗАЦІЙНОЇ СТРУКТУРИ
ТА АНТИКРИЗОВИХ СТРАТЕГІЙ
У ЗАБЕЗПЕЧЕННІ СТАБІЛЬНОСТІ ПІДПРИЄМСТВА**

Summary. The article considers the current problem of ensuring the stability of an enterprise in conditions of economic instability through the synergy of the organizational structure and anti-crisis strategies. The research aims to learn about different approaches to the integration of organizational structures with strategic management, which contribute to increasing the adaptability of an enterprise to external challenges. The main elements of synergy are considered to be, in particular, the mechanisms of implementing anti-crisis measures within the existing organizational structure, which allow for increasing the stability of an enterprise in conditions of market instability. The article draws attention to the fact that effective cooperation of the organizational structure with anti-crisis strategies significantly improves the ability of an enterprise to adapt to changes in the external environment. Based on the data obtained, recommendations are formulated for improving management decisions aimed at increasing the adaptive potential of an enterprise. In particular, the possibilities of optimizing internal processes in order to react faster to changes and minimize risks related to crisis phenomena were analyzed in detail, which ensures the stability and competitiveness of the enterprise. The possibilities of optimizing internal processes in order to react faster to changes in the external environment are considered. Particular attention was paid to the role of leadership in implementing strategic changes. The effectiveness of using the company's resources in crisis conditions was assessed. The role of leadership in implementing strategic changes is considered separately. Leadership in crisis times plays an important role in ensuring the effectiveness of implementing anti-crisis measures, as well as in strengthening the corporate culture, which contributes to increasing the level of trust and cohesion of the team. The article shows that the effective use of the company's resources in crisis conditions is a key factor in ensuring its long-term stability. The conclusions from the work indicate the need to improve the organizational structure of the company in order to ensure its greater integration with anti-crisis strategies, which will allow the company to effectively face external challenges and strengthen its competitive position on the market. Therefore, the presented article contains practical recommendations that may be useful both for business managers and researchers in the field of strategic management and organizational development in conditions of economic instability.

Keywords: organizational structure, anti-crisis strategies, enterprise stability, synergy, crisis management, competitive advantages, adaptation to changes, strategic management, corporate culture, long-term sustainability.

Анотація. У статті розглянуто актуальну проблему забезпечення стабільності підприємства в умовах економічної нестабільності, що на сьогоднішній день є надзвичайно важливою для забезпечення довгострокового функціонування бізнесу. Основну увагу приділено вивченню взаємодії між організаційною структурою підприємства та антикризовими стратегіями, які можуть бути застосовані для підвищення стійкості та конкурентоспроможності підприємства в умовах нестабільного ринкового середовища. Окрема увага приділяється аналізу різних підходів до інтеграції організаційних структур та стратегічного управління, що дозволяють підвищити адаптивність підприємства до зовнішніх викликів. Висвітлено ключові концепції, що лежать в основі цих підходів, зокрема, концепції синергії, що базується на взаємодії між різними елементами організаційної структури та антикризових стратегій. Автори детально розглядають механізми, які сприяють ефективному впровадженню антикризових заходів у рамках існуючої організаційної структури підприємства, включаючи розподіл повноважень, комунікаційні процеси та систему прийняття рішень. У статті розглянуто різні типи організаційних структур, такі як функціональна, дивізійна, матрична та інші, та їх вплив на здатність підприємства адаптуватися до змін у зовнішньому середовищі. Особлива увага приділена питанням гнучкості організаційної структури та її здатності швидко реагувати на зовнішні виклики. Розглянуто вплив синергії між організаційною структурою та антикризовими стратегіями на ефективність управління підприємством в умовах нестабільного ринку. Автори підкреслюють, що лідери, які здатні мобілізувати ресурси підприємства та спрямувати їх на впровадження антикризових заходів, відіграють ключову роль у забезпеченні успішної адаптації підприємства до нових умов. Лідерство розглядається як критичний чинник, що визначає успіх або невдачу у застосуванні антикризових стратегій. Також досліджено питання, пов'язані з управлінням ризиками, та їхній вплив на стійкість підприємства. Висвітлено, що управління ризиками повинно бути інтегроване у загальну стратегію підприємства та враховувати можливі сценарії розвитку подій. Таким чином, у статті представлено комплексний підхід до забезпечення стабільності підприємства в умовах економічної нестабільності шляхом інтеграції організаційної структури та антикризових стратегій. Визначено, що синергія між цими елементами є критичним чинником, який забезпечує підвищення стійкості та конкурентоспроможності підприємства на ринку.

Ключові слова: організаційна структура, антикризові стратегії, стабільність підприємства, синергія, управління кризою, конкурентні переваги, адаптація до змін, стратегічне управління, корпоративна культура, довгострокова стійкість

Problem statement. The problem of ensuring the stability of the enterprise in the conditions of modern economic instability is one of the key challenges for modern organizations. In particular, traditional approaches to management often turn out to be insufficiently effective in crisis conditions, which necessitates the search for new, more adaptive management models. In this context, the question arises about the effectiveness of the interaction of the organizational structure and anti-crisis strategies as means capable of ensuring the stability of the enterprise and its ability to adapt to changes in the external environment. Insufficient integration of these two aspects can lead to the loss of competitive advantages and even to the bankruptcy of the enterprise. Therefore, there is an objective need to develop and implement new approaches that would ensure effective synergy of the organizational structure and anti-crisis strategies, which would allow enterprises not only to survive, but also to function successfully in conditions of instability.

Analysis of recent research and publications. In modern conditions, the crisis creates new challenges for anti-crisis management, which requires the development of new theoretical approaches to provide managers with effective tools. Foreign and domestic researchers emphasize the importance of studying the tools of anti-crisis management in conditions of uncertainty when forming an organizational structure. Among the scientists who analyze the problems and main trends of anti-crisis management,

it is worth mentioning such as I.O. Oplachko [2], O.I. Chabanenko [4], R. Zvarych [6], Y.G. Humenna [1], I.V. Basanets, I.A. Semenets-Orlova, Zapukhlyak I., Shegda A., Mykytyuk O., Onisenko T., Petrenko K. [9], Bai S., Eliseev V. [7], Drugova O.S. [5], Tian M., Zhang S. [12], Pearson K.M., Clair J.A. [3], Piletska S., Tkachenko E. [13], Christensen T., Ma L. [14], Zen S., Shi J., Lu H. [8], et al.

Despite a significant amount of research in the field of anti-crisis management, the issues of methodology and practical application of anti-crisis tools in managing the organizational structure of the enterprise still remain unresolved. Most scientists focus on enterprise management in a crisis period, although anti-crisis management has an anticipatory nature. It is aimed at preventing negative trends in the organization's activities, timely detection of negative phenomena at various stages of the enterprise's life cycle, and adjustment of activities with the help of appropriate tools.

The purpose of the article. The purpose of the article is to study the interaction of the organizational structure and anti-crisis strategies to ensure the stability of the enterprise in conditions of economic instability and increase its ability to adapt to external challenges.

Summary of the main research material. In today's conditions of turbulent economic environment, the issue of ensuring the stability of the enterprise becomes especially urgent. Effective operation of the enterprise in crisis conditions requires not only

flexible management of resources, but also an optimal combination of organizational structure with anti-crisis strategies. The synergy of these two elements plays a key role in the enterprise's ability to quickly respond to challenges and adapt to changes in the external environment.

The organizational structure is the basis of enterprise management, determining the interaction between various divisions and levels of management. At the same time, in times of crisis, it is important to develop and implement effective anti-crisis strategies that would minimize the negative impact of external factors and ensure the long-term sustainability of the enterprise.

The study of the synergy between the organizational structure and anti-crisis strategies is an actual direction that allows finding optimal solutions to ensure the stability of the enterprise in conditions of uncertainty and risks.

To analyze different approaches to the integration of organizational structures and strategic management,

which contribute to increasing the adaptability of the enterprise to external challenges, it is important to consider the primary aspects that affect the effectiveness of these processes [1; 5; 9]. Let's build a table that will contain different approaches, their main characteristics, advantages and disadvantages (Table 1).

Thus, the key points can be noted:

1. The functional approach is well suited for stable conditions but has limited flexibility.

2. A divisional approach provides better adaptation to market changes, but can be expensive.

3. The matrix approach provides flexibility, but complicates management.

4. Platform organization and Agile are most effective in fast-changing environments, but require significant resources and cultural change.

5. Holacracy is suitable for innovative organizations, but requires a specific environment for success.

The integration of organizational structures and strategic management is an important aspect of

Table 1 – Approaches to the integration of organizational structures and strategic management to increase the adaptability of the enterprise

Approach	Characteristics	Advantages	Disadvantages
Functional approach	Orientation on the distribution of tasks between functional units. Each division is responsible for specific functions, such as marketing, production, finance.	Clear division of responsibility, specialization of units, ease of control.	Lack of flexibility, low adaptability to changes, complexity of integration between units.
Divisional approach	The structure is divided into separate business units (divisions), each of which has its own functional structure and is responsible for a specific product or market.	High adaptability to market changes, the ability to quickly respond to external challenges, increasing the motivation of division managers.	Gig adaptability to market changes, the ability to respond to external challenges, increasing the motivation of division managers.
Matrix approach	A combination of functional and project structures where employees have two or more reporting lines: to a functional manager and a project manager.	Flexibility, the ability to involve specialists from various fields in projects, effective use of resources.	Difficulty in management, conflicts due to double subordination, difficulty in control.
Platform organization	Focused on creating and managing an ecosystem where different actors interact through shared platforms that support innovation and collaboration.	High innovativeness, quick adaptation to market changes, efficient use of resources through cooperation and network effects.	High requirements for IT infrastructure, the complexity of managing distributed teams, the need for constant coordination and support of interaction.
Agile management	An agile approach to management based on rapid adaptation to change through iterative development, small teams that make quick decisions.	High flexibility and speed of adaptation, improved communication in teams, focus on customer needs, improvement of product quality.	The difficulty of scaling in large enterprises, the need for cultural changes, possible problems with integration into traditional structures.
Holacracy	A system of decentralized management, where there are no traditional management positions, and teams independently make decisions within their roles.	High adaptability, speed of decision-making, increased motivation of employees due to greater autonomy.	Lack of clear leadership, difficulty in making decisions in conditions of uncertainty, need for a high level of trust and interaction between employees.

Source: formed on the basis of [1; 5; 9]

the enterprise's adaptation to external challenges. In today's business environment, which is characterized by high dynamism and uncertainty, enterprises are forced to constantly look for effective ways to ensure their sustainability and competitiveness. One of the important elements of such adaptation is the mechanisms for implementing anti-crisis measures within the framework of the existing organizational structure [2].

The interaction between organizational structure and strategic management is that the structure of the enterprise must support and ensure the implementation of strategic goals, and strategic management, in turn, determines how this structure should be organized to achieve the set goals. This is an interconnected circle, where the strategy determines the directions of development, and the structure determines the resources and methods of their implementation.

In this context, it is important to consider the mechanisms of implementing anti-crisis measures that can be implemented within the framework of various organizational structures. Anti-crisis measures are usually aimed at minimizing the negative impact of external and internal factors that threaten the stability and functioning of the enterprise. The effectiveness of such measures largely depends on the extent to which the enterprise structure is able to quickly adapt to changes and the extent to which it supports the implementation of strategic decisions.

Functional organizational structures are the most traditional and widespread. They are based on the division of tasks and responsibilities between functional units such as marketing, production, finance, etc. In times of crisis, such structures may face certain difficulties, as they are usually not characterized by high flexibility and may respond slowly to external challenges. However, functional structures have their advantages, in particular, a clear demarcation of responsibilities and specialization of departments, which can be useful in the implementation of specific anti-crisis measures, such as cost optimization or debt restructuring. Within the framework of the functional structure, anti-crisis measures can be implemented through the creation of specialized crisis teams or committees that work in close cooperation with functional units [3–4].

Divisional structures, on the contrary, are more flexible and adaptable to changes, because they are built on the basis of dividing the enterprise into separate business units, each of which has its own functional structure and is responsible for a specific product or market. In crisis conditions, such a structure allows for a faster response to external challenges, as each division can quickly make decisions that correspond to the specifics of its activity. Anti-crisis measures within the framework of the divisional structure may include a review of the product portfolio, the closure

of unprofitable divisions or changes in the strategy of entering the markets. The main mechanism for the implementation of anti-crisis measures in such a structure is the decentralization of decision-making and the provision of greater autonomy to the heads of divisions.

Matrix structures combine elements of functional and divisional structures and are characterized by the presence of dual subordination of employees – both to the functional manager and to the project manager. Such a structure provides high flexibility and the possibility of attracting specialists from various fields to solve specific tasks. In crisis conditions, the matrix structure can be effective, as it allows you to quickly create temporary projects to solve crisis situations [6–7]. Anti-crisis measures within such a structure may include the creation of crisis project groups working on the development and implementation of anti-crisis plans in close cooperation with various functional units.

Platform organizations are a relatively new approach to business organization that focuses on creating and managing an ecosystem where different actors interact through shared platforms that support innovation and collaboration. In times of crisis, such a structure can be very effective, as it allows for rapid adaptation to changes thanks to high flexibility and network effects. Anti-crisis measures in platform organizations may include the involvement of external partners for joint development of solutions, the use of technologies for monitoring and forecasting crisis situations, as well as rapid reorientation to new markets or products.

Agile management, which is based on the principles of flexibility and quick adaptation to changes, can also be effective in crisis conditions. This approach involves iterative development, small teams that make quick decisions, and an emphasis on customer needs. In crisis conditions, Agile allows the enterprise to quickly respond to changes, quickly test and implement new solutions, which can be critical for survival [9]. Mechanisms for the implementation of anti-crisis measures in the framework of Agile can include the rapid deployment of crisis sprints, review of priorities in product development and increased communication with customers to better understand their needs in new conditions.

Holacracy is a system of decentralized management, where there are no traditional management positions, and teams independently make decisions within their roles. This approach can be effective in crisis situations due to high adaptability and speed of decision-making. In times of crisis, holacracy allows you to quickly respond to changes, as employees have greater autonomy and can quickly implement the necessary changes. Anti-crisis measures in the framework of holacracy can include revision of roles and responsibilities, activation of horizontal

connections between teams and rapid adaptation to new challenges.

Thus, different organizational structures and approaches to strategic management have their own unique mechanisms for implementing anti-crisis measures. Functional structures provide specialization and a clear division of responsibility, but may be less flexible in times of crisis. Divisional structures allow you to respond more quickly to market changes, but may require more resources to manage. Matrix structures provide flexibility and the ability to involve different specialists, but can create difficulties in management due to double reporting. Platform organizations, Agile and holacracy are more innovative approaches that provide high adaptability, but require a specific environment for successful implementation. The choice of an appropriate approach to the integration of organizational structures and strategic management depends on the specific conditions and needs of the enterprise, as well as on the nature of the external challenges it faces.

The synergy that arises as a result of the integration of various functions and resources of the enterprise has a significant impact on increasing stability and competitiveness in conditions of market instability (Figure 1):

1. Optimization of resources. Synergy allows for more efficient use of available resources, minimizing duplication of efforts and costs. This is especially important in conditions of instability, when the preservation and optimization of resources become critical for the survival of the enterprise.

2. Innovation and adaptation. The integration of different functions and knowledge creates an

environment for innovation. In conditions of market instability, the enterprise's ability to quickly adapt to changing market conditions and introduce new ideas becomes a determining factor of competitiveness.

3. Increasing efficiency. Interaction between different units of the enterprise allows to identify and eliminate internal weaknesses, which increases the overall efficiency of operations. This helps the enterprise to be more flexible and to respond faster to external challenges.

4. Formation of competitive advantages. Synergy allows you to create unique products or services that are difficult for competitors to replicate. This helps the company stand out on the market and strengthen its position even in difficult conditions.

5. Increasing stability. Thanks to synergy, the enterprise becomes less vulnerable to external threats. The interrelationship between different aspects of activity provides greater resistance to adverse factors, as the enterprise can compensate for losses in one direction through successes in another.

The following recommendations can be offered to improve management decisions in order to improve the adaptation potential of the enterprise in conditions of market instability: 1. Implementation of flexible strategies. 2. Strengthening analytical support. 3. Decentralization of management. 4. Investment in personnel development. 5. Ensuring information transparency. 6. Strengthening corporate culture. 7. Application of technologies for automation. 8. Expansion of partnership relations.

Development of flexible business strategies that allow you to quickly adapt to changes in the external environment. This may include the implementation

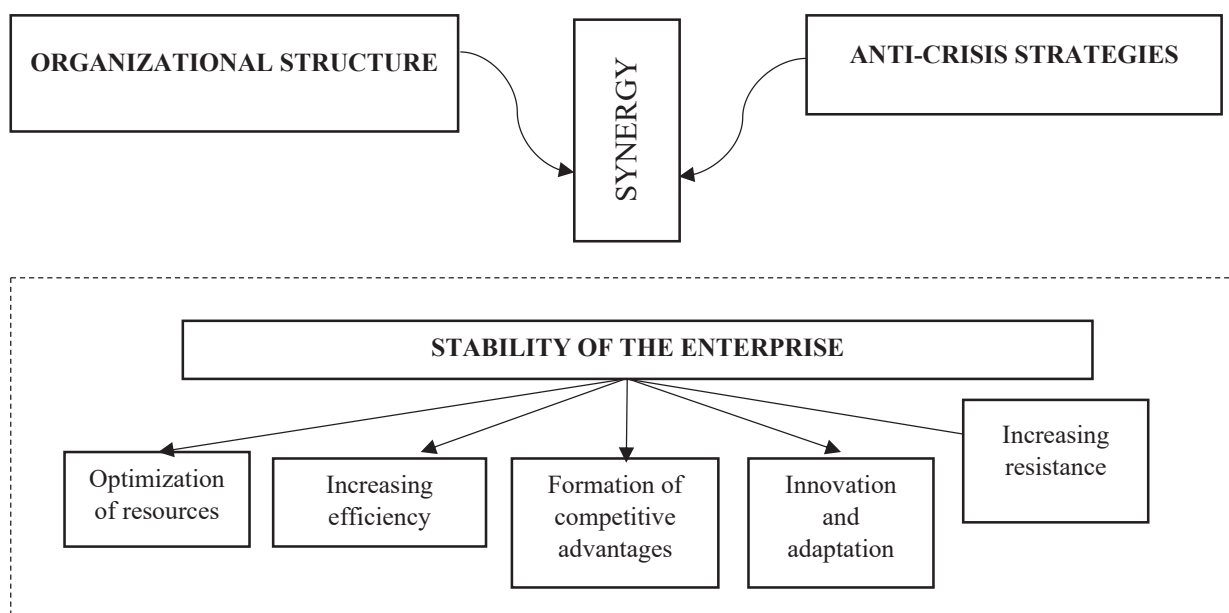


Figure 1 – The impact of synergy on increasing the sustainability of the enterprise

Source: generated by the authors

of scenario planning, where various options for the development of events and corresponding actions of the enterprise are foreseen. Implementation of modern analytical tools for monitoring the market and predicting possible risks. Systematic data analysis helps to make more informed decisions and respond to changes in time. Increasing the level of autonomy of units for prompt decision-making on the ground. This allows for a faster response to local changes and reduces delays in the implementation of management decisions. Systematic training and advanced training of employees to improve their ability to adapt to new working conditions. Special attention should be paid to the development of leadership qualities and critical thinking skills [10–11].

Implementation of a transparent system of communications between different levels of management. This contributes to a better understanding of the situation on the market and enables all participants in the process to promptly respond to changes. Formation of a culture of innovation and support for changes within the enterprise. It is important that each employee is ready for new challenges and understands the need for adaptation as part of the overall strategy of the enterprise. Implementation of digital technologies and automation of management processes to increase efficiency and speed of decision-making. This approach reduces the likelihood of errors and facilitates more rapid adaptation to new conditions.

Active expansion of the network of partners and suppliers to reduce dependence on individual counterparties. Thanks to this, the enterprise responds more flexibly to changes in supply chains and economic conditions [12].

When considering opportunities to optimize internal processes to ensure a faster response to changes in the external environment, there are several key aspects to consider. First of all, it is important to implement the automation of business processes, which allows you to reduce the time spent on routine tasks and focus on strategic decisions. This contributes to increasing responsiveness in response to external changes.

Optimization of the management structure also plays an important role. The transition to a more decentralized management model allows divisions to make decisions at the local level faster, which reduces the time for adaptation to new conditions.

Improving communication processes within the enterprise is another important step. The introduction of transparent and fast communication channels between all levels of management helps ensure prompt information about changes and a coordinated response to them [13].

In addition, constant monitoring and analysis of the external environment using modern analytical tools allows better forecasting of changes and preparation of relevant management decisions in advance. Thus, the optimization of internal processes helps to increase the flexibility and stability of the enterprise in the conditions of a dynamic market.

Special attention is paid to the role of leadership in implementing strategic changes. Leaders play a key role in determining the direction of development, motivating the team and ensuring the effective implementation of new strategies. Their ability to inspire and lead, to make informed decisions in the face of uncertainty, and to create a culture of support for change is critical to the success of an enterprise. Leaders become catalysts for change, ensuring its consistency and compliance with the company's strategic goals, which significantly increases its ability to adapt to market challenges.

Evaluating the efficiency of the enterprise's use of resources in crisis conditions is critically important for ensuring its survival and competitiveness. In the crisis period, the need to optimize resources increases in order to reduce costs and maximize the return on each invested resource [14]. This includes analysis of financial, material, human and informational resources.

Resource efficiency is often measured using key performance indicators (KPIs) to identify weaknesses and identify opportunities for improvement. Rational use of resources in crisis conditions not only reduces costs, but also increases the flexibility of the enterprise, helping it to adapt to changes faster and maintain stability in an unstable market environment.

Conclusions. As a result of the study, it was found that the effective interaction between the organizational structure of the enterprise and the implementation of anti-crisis strategies is critically important for maintaining its stability and survival in conditions of uncertainty. The synergistic effect of such interaction allows enterprises not only to adapt to changes faster, but also to create competitive advantages that contribute to long-term sustainability.

Further research will be aimed at a deeper analysis of the specific organizational structures that most contribute to the successful implementation of anti-crisis strategies. It is also planned to investigate the impact of corporate culture and the level of digitalization on the effectiveness of the synergy between the organizational structure and anti-crisis measures. Special attention will be paid to the study of small and medium-sized enterprises, since they are often more vulnerable to crisis phenomena and can receive significant benefits from proper organization and strategic management.

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