

effective/constructive/successful during the wartime. The Ukrainian students became real witnesses of how the City Mayors all over Ukraine were devotedly leading, motivating, and uniting their communities, as well as how bravely and passionately Ukrainian Military Leaders and all the Militaries were defending Ukraine against the cruelest, most inhuman, and brutal enemy – russian pus – a dirty opaque liquid produced in infected tissue, consisting of dead cells and bacteria.

References:

1. Harvard Business School and a short history of the Case Study Method. (September 10, 2013). *GlobalEd*. Retrieved from <https://gloaleduc.wordpress.com/2013/09/10/the-harvard-business-school-and-the-case-study-method-like-a-horse-and-carriage/>
2. Herreid, C. (2006). Start with a Story: The Case Study Method of Teaching College Science, *National Science Teachers Association*.
3. Duță, N. (2021). Impact of the covid-19 pandemic on motivation for learning in the students. *Euromentor Journal*, 12(4), 27-37. Retrieved from <http://library.capella.edu/login?url=https%3A%2F%2Fwww.proquest.com%2Fscholarly-journals%2Fimpact-covid-19-pandemic-on-motivation-learning%2Fdocview%2F2618437536%2Fse-2>
4. Escotet, M. Á. (2020). Pandemics, leadership, and social ethics. *Prospects (Paris)*, 49(1-2), 73-76. <https://doi.org/10.1007/s11125-020-09472-3>
5. Kalra, S., Arora, D. N., & Talalhusair, D. (2021). Leadership in the pandemic times (covid-19) – pandemic style leadership: Proposed practices to be embodied by the leaders. *Webology*, 18(2), 687-692. <https://doi.org/10.14704/WEB/V18I2/WEB18347>
6. Mezzina, P., Agbozo, D., & Hileman, P. (2021). Leveraging magnet® principles: Leadership during the COVID-19 pandemic. *Nursing Management*, 52(12), 22-27. <https://doi.org/10.1097/01.NUMA.0000792016.93450.50>

Bozhahora Andriana, Batryn Natalia
West Ukrainian National University
Ternopil

ORGANIZATIONAL STRUCTURE AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE

Today with the advance of technology, organizations change rapidly and work diversely, adopting different ideas and implementing versatile organizational strategies. They investigate the specific perspective that produces knowledge from a wide variety of studies and this perspective is able to associate with their own concepts and theories that could effectively design and manage organizations. Indeed, the type of organizational structure affects the work of the organization. According to Singh, Charan, and Chattopadhyay (2019), organizational structures can be

considered as an anatomy of a firm and are believed to affect the behavior of employees. Ambrose and Schminke defined organizational structure as “the recurrent set of relationships between organization members”. Donaldson noted that structure includes power and reporting relationships such as those identified in organization charts, behaviors required of organization members by organizational rules, and patterns of decision making (e.g., decentralization) and communication among organization members (as cited in Ambrose and Schminke, 2003) [2].

Richard and Tolbert (2005) explained that "structure is the setting in which power is exercised ..., decisions are made ..., and ... the organization's activities are carried out." [3]. Organizational theorists suggested that there are three main components of the organization structure: centralization, formalization, and specialization, each of which may have an influence on the firm's choices and outcomes (Andrews 2010, as cited in Singh, 2019) [3]. Each has its advantages and disadvantages. For example, many layers of the hierarchy can block a leader's access to customers and vice versa. Middle managers may 'filter' reality and present leaders with the picture of customer satisfaction that they wish them to see. The result of this is not only leaders who lack customer focus, but also employees who are fearful of stepping out of line or taking responsibility for the customer.

Besides, organizational structure explains the hierarchy of construction that is who reports to whom. It tells about the responsibilities and duties in the organization. It explains the existent role of the director in the organization and how directors are commanding their employees. Consequently, there are two types of the span of control: tall and flat; narrow and wide. If we compare wide and narrow spans, it is worth saying that it is harder to manage many people. So as a consequence, there will be no attractive involvement in work. There will be no communication between the director and employees because it is not easy to inquire about the day-to-day work consequence which is not in favor of the organization.

Moreover, organizational structure can impact the advancement of the organization in both positive and negative manner. In a positive manner, it differentiates the organization from other organization that does not hold a civilization and construction. It provides a sense of understanding among the employees to cognize each other for success and accomplishment. If the organization civilization is excessively complex so in the organization determination devising will be really slow and besides there will be centralized determination devising in which the lower degree employee's will not be entertained.

According to Lengnick-Hall et al. (2011), firms with loosely structured organization settings have a substantially higher capacity to respond to a changing environment. The use of fewer rules and procedures, coupled with more interpersonal employee relationships, helps to foster a climate of open communication and collaboration. The full advantage of each dimension of dynamic capabilities for the firm responsiveness can be achieved only if the organization structure supports and allows them to thrive [3].

The literature analysis shows that the different organization structures have different moderating effects with each dynamic capability. When firms have a

centralized organizational structure, managers should focus more on developing the learning capability to increase the firm's responsiveness. When faced with a less formalized organizational structure, managers should invest more into the sensing capability to increase responsiveness. When faced with a less specialized structure, managers should focus on nurturing and developing the reconfiguration capability to increase responsiveness. On this point, assigning cross-functional work to employees increases the impact of reconfiguration capability on responsiveness [2].

Therefore, the type of organizational structure affects the work of the organization. Organizational structures often need to change as companies expand around the globe. Research has demonstrated that organizational structure affects organizational performance, influences individual-and team-level outcomes, job satisfaction, team innovation, organization-based self-esteem, and learning [2].

References:

1. Albers, S., Wohlgezogen, F., & Zajac, E. J. (2016). Strategic alliance structures: An organization design perspective. *Journal of Management*, 42(3), 582-614. <https://doi.org/10.1177/0149206313488209>
2. Ambrose, M. L., & Schminke, M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of Applied Psychology*, 88(2), 295–305. <https://doi.org/10.1037/0021-9010.88.2.295>
3. Singh, R., Charan, P., & Chattopadhyay, M. (2019). Dynamic capabilities and responsiveness: Moderating effect of organization structures and environmental dynamism. *Decision*, 46(4), 301-319. [doi:http://dx.doi.org/10.1007/s40622-019-00227-4](https://dx.doi.org/10.1007/s40622-019-00227-4)

Buchynska Tetiana

West Ukrainian National University
Ternopil

THE IMPACT OF CULTURE ON THE GLOBAL MARKETING STRATEGY

Culture is a key pillar of the marketplace. The success of international marketing activities is to large extent driven by the local culture which may act as barriers or opportunities. It is not always easy to know what to do or what to say when your target audience is on the other side of the planet. So it is important to know the audience well and understand the nuances that distinguish them from their neighbors. Besides just a question of language, business culture varies greatly from one country to the other. Thus companies need to adapt to a global economy in order to stay competitive.

If the company is aiming to expand globally, content must be carefully crafted to have maximum impact on the targeting culture. Marketers must consider the consumer behavior as it relates to demographics, interests, education, career and