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ТИПОЛОГІЯ ОРГАНІЗАЦІЙНОЇ ГНУЧКОСТІ ТА ПІДХОДИ ДО ПОБУДОВИ ГНУЧКИХ БІЗНЕС-МОДЕЛЕЙ

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TYOLOGY OF ORGANIZATIONAL FLEXIBILITY AND APPROACHES TO BUILDING AGILE BUSINESS MODELS

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Анотація. Організації, які планують динамічно розвиватися і підвищувати свою конкурентоспроможність, формують модель бізнесу з урахуванням корпоративних цінностей. Сьогоднішнє гіперконкурентне середовище зі стрімким зростанням масштабів, оперативністю і радикальністю корпоративних змін зумовлює необхідність відшукування найприбутковіших моделей бізнесу. Організації в процесі функціонування весь час трансформуються. Це стосується пошуку своєї місії, ринкових цілей, власної ексклюзивності та унікальності, зіставлення можливостей із рівнем досягнень. Усе це має відображати бізнес-модель підприємства. Організація як відкрита соціально-економічна система взаємодіє із зовнішнім середовищем, яке по суті визначає його функціональне призначення — його місію, сформовану на базі компромісу вимогу ринку й інтересів суб'єкта господарювання. На основі місії формуються корпоративні цілі, стратегії для їх реалізації, організаційно-функціональні, функціонально-технологічні, процесно-рольові, кількісні і структурні моделі, які в сукупності є бізнес-моделлю компанії. Дане дослідження сконцентроване на аналізі типології організаційної гнучкості. Зокрема розглянуті такі види організаційної гнучкості як: стратегічна, операційна, технологічна, гнучкість ІТ систем, гнучкість виробничих систем, фінансова гнучкість, метагнучкість, гнучкість ресурсів, гнучкість людських ресурсів та гнучкість управління. Крім того, визначенні основні компоненти кожного з виду гнучкості та їх розвиток в часовій ретроспективі. В статті показано взаємодію та взаємозалежність між різними видами організаційної гнучкості. Розкрито існуючі розриви між теорією та практикою впровадження гнучких бізнес-моделей. А також, запропоновано практичний алгоритм розробки та впровадження гнучких бізнес-моделей чи трансформації вже існуючих. Обґрунтовано кожний компонент даного алгоритму, що складається з дванадцяти практичних кроків. Запропонований підхід спрямований на кооперацію міжфункціональної, галузевої та міжгалузевої взаємодії, розвиток нових компетенцій і навиків, впровадження, розвиток культури організаційної гнучкості.

Ключові слова: типологія організаційної гнучкості; організаційна гнучкість; управлінська гнучкість; стратегічна гнучкість; мета гнучкість; гнучкість людських ресурсів; гнучкі бізнес-моделі.

Формули: 0; рис.: 0; табл.: 0, бібл.: 33.

Annotation. Organizations that plan to develop dynamically and increase their competitiveness, form a business model based on corporate values. Today's hypercompetitive environment with rapid growth, efficiency and radical corporate change necessitates the search for the most profitable business models. Organizations are constantly being transformed in the process of functioning. This applies to finding your mission, market goals, your own exclusivity and uniqueness, comparing opportunities with the level of achievement. All this should reflect the business model of the enterprise. The organization as an open socio-economic system interacts with the external environment, which essentially determines its functional purpose - its mission, formed on the basis of a compromise market demand and the interests of the business entity. Based on the mission, corporate goals, strategies for their implementation, organizational-functional, functional-technological, process-role, quantitative and structural models are formed, which together are the business model of the company. This study focuses on the analysis of the typology of organizational flexibility. In particular, types of organizational flexibility such as, strategic flexibility, operational flexibility, technological flexibility, flexibility of IT systems, flexibility of manufacturing systems, financial flexibility,

metaflexibility, resource flexibility, flexibility of human resources and managerial flexibility are considered. In addition, the main components of each type of flexibility and their development over time are identified. This paper shows the interaction and interdependence between different types of organizational flexibility. The existing gaps between the theory and practice of implementing flexible business models are revealed. A practical algorithm for developing and implementing flexible business models or transforming existing ones is also proposed. This paper substantiates each component of this algorithm, consisting of twelve practical steps. The proposed approach is aimed at cooperation of inter-functional, sectoral and intersectoral cooperation, development of new competencies, skills, and the implementation and development of a culture of organizational flexibility.

Key words: *typology of organizational flexibility; organizational flexibility; managerial flexibility; strategic flexibility; metaflexibility; flexibility of human resources; agile business models.*

Formulas: 0; fig.: 0; tabl.: 0; bibl.: 33.

Introduction. We live in fast times when consumers want to get products or services faster and this requires businesses to create, develop and deliver their own services more efficiently. More and more businesses are becoming adaptive to consumers' needs, however, the onset of COVID-19 has created atypical challenges and the risks which have arrived were not known before. Scientists and practitioners did not predict these risks, and their impact has never spread to all corners of the world. Predictions have stopped corresponding to the present changes in the world and businesses should adapt to a new economic reality. In this situation the market needs are changing, business is in the process of transformation and the need for implementing permanent flexible approaches is becoming understood. This turbulent environment requires business models and managerial tools to adapt to the changing circumstances. Embedding flexibility in all aspects of a business can be an optimal response in an unpredictable time. In a situation of complex predictability and shocks, business is seeking a balance between flexibility and adaptability to the prevailing circumstances and are trying to ensure stable financial results. Companies are forced to review existing approaches to the organization and practice of business management. Some businesses will disappear, some will downsize and some must pass through dramatic transformation. However, some businesses have a good starting point for growth and scalability. If earlier innovations were one of the most important drivers of business development, now there is a huge demand for flexibility. The possibility to create sustainable competitive advantages in the fast-moving environment requires the

ability to generate new advantages. Agile business models and flexible managerial models can provide companies with adaptability in before unknown circumstances and can become a good foundation for their survival and development.

Literature review. According to Teece and Pisano [1] a firm can always operate according to a dynamic capability-building model, this gives opportunities for the company to renew its capacity, augment and to be adaptable. Dynamic capabilities are the base for organizational flexibility. This is the organization's ability to adapt to the fast changing environment. A dynamic capability creates new forms of competitive advantage through combinations of different kinds of resources (integrate, redesign, increase and liberate). Thus, companies create new products and processes and respond to changing market conditions (Teece, D.J., Pisano, G. and Shuen, A. [2]).

There are many approaches to organizational flexibility, but different scientists and practitioners explore different types of flexibility. There is not a single approach that reflects all or the main types of flexibility that are important to consider when building high-profile business models or transforming existing ones to agile business models.

There are needs of practical approaches and algorithms which companies should follow when they are building their own agile business models, and we can see great potential for the development of adaptability business in today's complex and uncertain conditions.

Aims. The main objective is to analyse theoretical and practical approaches to managerial flexibility and to show the

characteristics agile business models have that will quickly respond to external and internal challenges, and rapidly adapt the product and service to market demand. The development of an algorithm for building an agile business model or the transformation of the existing one is the purpose of this article. At the same time, managerial flexibility is seen as one of the key resources of organizational development. The model will provide the permanent ability to be innovative in order to achieve the company's main goal, strategy and competitive advantage.

Results. Organizational flexibility is the outcome of an interaction between the responsiveness of the organization (organization design task) and the managerial capabilities (managerial task) [3]. However, organizational flexibility depends on the dynamics of the changes, and seven key elements; the intensity of the changes, the frequency of the changes, the complexity (depth) of the changes and the unexpectancy of how quickly the company responds to changes, expertise, and how the company coordinates its actions with these changes. There are some different types of organizational flexibility. Each type of organizational flexibility has its own characteristics.

Typology of Organizational flexibility

Strategic flexibility.

According to Venkatraman and Prescott [4] businesses that adopt the flexible strategies (patterns of resource deployments) are more likely to be successful. Parthasarathy and Sethi [5] showed that if the strategy and structure of an organization are adjusted, the company gets much better results. The company strategy should be dynamic and flexible and transform in accordance with changes in the external environment. At the same time, the company should clearly follow its long-term goal by adjusting its medium-term (intermediate) goals.

Operational flexibility.

Operational flexibility and entrepreneurial orientation are considered components operations management theories [6-7] and entrepreneurship fields [8-9]. The company can create a competitive advantage and

enhance its opportunities through its capability to modify processes as a reaction to the external and internal environmental uncertainties by creating flexible workflows and rebuilding existing ones.

Technological Flexibility.

Technological flexibility is the ability to implement technological changes. One of the first places that many organizations have tried to gain flexibility through the use of technology is in the manufacturing area [10]. According to Hammer, M. and Champy, J. [11] the radically changed or replaced technology begins a cycle of continuous improvement to support these new business processes. Technologies that function well in stable periods of incremental change are often unable to survive revolutionary change. Technology flexibility creates the opportunity for the company to function well in both types of environments. The capacity to change should be an integral part of the original technology design [12]. Many technologies are limited to specific niches. However, the technology flexibility leads to the expansion and development of technologies that work in different niches or can be quickly transferred to other niches. This should take minimum time, effort, cost, and improve employee performance.

Flexibility of IT systems.

Allen and Boynton [13] describe flexibility of IT systems as systems that have a stable base of capabilities and at the same time are flexible in the long term. They possess high levels of modularity, applicability, reusability, re-combinability, and are open to links with other systems. The structure of these systems provides the capability to dramatically change, while customized modules can be incrementally improved for increased applicability to a specific business process. Information systems should incorporate the capacity to predict the future along with the ability to cope with unexpected developments in the current environment [14].

Flexibility of manufacturing systems.

Kathuria (1998) found a set of managerial practices with significant influences on the flexibility of manufacturing. Flexibility of manufacturing systems refers to the ability of

a manufacturing system to respond cost effectively and rapidly to changing production needs and requirements [15]. Benjaafar and Ramakrishnan [16] defined two types of flexibility in the flexibility of manufacturing systems: product flexibility and process flexibility. Product flexibility refers to the variety of factory options for a certain product. Process flexibility is defined as a characteristic of an industrial process to operate under diverse dynamic conditions of operation. Tsourveloudis and Phillis [17] classified seven different types of flexibility of manufacturing systems. These are materials manipulation, system flexibility, product flexibility, operative flexibility, process flexibility, volume flexibility, scalability flexibility, labor flexibility. This is really important for the design and operation of manufacturing systems, especially in dynamic and unpredictable environments when the company is designing or transforming these systems.

Financial flexibility.

Evans [18] highlighted the importance of liquidity. The company adjusts and provides the capacity to absorb interference. High-liquidity constitutes an important element of the company's flexibility. Volberda [19] noticed that it is not possible to get managerial flexibility without financial flexibility. Financial flexibility includes three key elements: the organization's solvency, borrowing capacity and investment capacity. Financial flexibility is fundamental for investments [20]. This means that the capital structure should be flexible too. The company will have enough finances for planned and unplanned changes and this will contribute to its adaptability. Managerial flexibility has more opportunities to increase financial flexibility. However, financial flexibility alone cannot be decisive. Because, for example, with an insufficient level of top management competencies, financial flexibility may increase in the short term, but not in the medium or the long term.

Metaflexibility.

According to Volberda metaflexibility is defined as the administrative ability to resolve paradoxes. Tan and Peng [21] found a

positive relationship between meta flexibility or learning capacity and employee performance. Zahra and George [22] noticed that it is the company's capability to create and support new possibilities that allows development. It includes two kinds of capacities; potential capacity (knowledge acquisition and assimilation capabilities) and realized capability (knowledge transformation and exploitation). Employees should quickly adapt to company changes and maintain all kinds of flexibility. This requires being open to changes, having good learning skills and developing universal work skills.

Resource flexibility.

Ghemawat and Del Sol [23] classified the flexibility of resources and noticed that the main flexible resource is money. Kraatz and Zajac [24] showed that for strategic changes companies should focus on using and improving resources, at the expense of exploring and developing the new resources. The ability of manufacturing resources to dynamically reallocate from one stage of a production process to another in response to shifting bottlenecks is recognized as resource flexibility [25]. The main goal of resource flexibility is enhancing performance of manufacturing systems with rational (careful) use of resources. However, traditional factors of generating added value, such as fixed assets, are becoming less relevant. New opportunities have shifted attention to intangible assets - intellectual capital and knowledge management systems - that are difficult to imitate by competitors and, therefore, play the role of drivers for corporate performance nowadays.

Flexibility of human resources.

Adler et al. [26] found four mechanisms which contribute to the potential of efficiency and flexibility. They are metaroutines, job enrichment, job rotation and division of jobs. Together they provide aspects of the wide organizational context (formation, trust and leadership), encourage growth, high flexibility and company efficiency. The flexibility of human resource practices improves employee performance and positively influences both creativity and innovation. With the support of the flexibility

of human resources, performance management systems not only value the current performance of the employees, but also demonstrate a way to further their advancement of capabilities, skills and knowledge [27]. Most scientists concentrate on the flexibility of human resource practices, skill flexibility and behaviour flexibility. They are emphasizing the importance of the employees' ability to handle multiple types of tasks, and to be team oriented. Thus, this kind of flexibility reflects an ongoing ability to deal with change. However, the flexibility of human resources is wider and it includes, among others: workplace flexibility (work schedule, flexibility forms of employment), the flexibility of permanent and temporary employees and freelancers. In addition, there are flexible approaches to the implementation of functions and technologies of personnel management (organizational design, hiring, training and development, personnel assessment, performance and remuneration, communication and corporate culture, HR metrics).

Managerial Flexibility.

According to TenDam, H.W. [28], managerial flexibility is a strategic company asset which unites flexibility characteristics of individual managers, management teams and organisational cultures. Feixue Xie, [29] emphasizes that increased uncertainty reduces a firm's capital expenditures even after controlling for investment opportunities and fund availability. Managerial flexibility is flexibility in the timing and scale of investment provided by a real investment option [30]. The ability of the management of a company or fund to make investment decisions and other decisions are based on current or projected market conditions, as opposed to any preconceived notions [31]. In currently uncertain times, fixed assets may have different valuations and values, but non-material assets such as intellectual capital can be an important factor for calculating the attractiveness of a business to invest in.

In the modern economy, there are different business models. However, one of the main trends is to build agile business models which have minimal fixed assets, and variable costs

can make up the majority of the company's variable assets. Because they are flexible and adaptive they can be transformed in a short period of time. Most companies which choose them are working in fast-growing sectors which are based on innovation. There are primarily the IT sector, e-commerce, info-business, and different service platforms. In 2020, Ukraine has identified three key sectors for development and investment in the near future. These are infrastructure, agriculture and the IT sector [32]. This choice is based on the fact that at the beginning of 2020, the State Statistics Service of Ukraine published data on the export of IT services. In 2019, Ukrainian companies provided such services abroad to the total of \$ 2.43 billion, which is 15% more than it was in 2018. The Ukrainian IT sector accounts for 16% of the export of all services from Ukraine (the total figure is \$ 15.23 billion). According to the Ukrainian Association of International Investors, in 2019 Ukrainian IT companies raised a total of \$ 510 million from private and venture investors, which is 1.5 times more than in 2018, [33]. A Practical algorithm to create agile business models.

There is a big gap between theory and practice differing in size between the fields of economics. This is due to the dynamics of the development of different sectors of the economy being different, primarily due to the level of innovation and investment in each sector. To shorten the gap between theoretical and practical approaches of building agile business models we offer our own algorithm which is based on twelve practical steps.

To begin with, it is necessary to analyze the purpose of creating a flexibility model for the organization. The next step is to develop an action algorithm. The heart of the main steps are listed below:

1. Define the purpose of the model of organizational flexibility because different types of organizations will be different. For example, trading companies engaged in the acquisition of goods should optimize resources and sales by introducing resource flexibility and expanding sales channels. And for companies that provide services, it is the

transformation of the service package and the introduction of a flexible product line.

2. No matter what the goal of organizational flexibility the company will determine for themselves, the next step should be to analyze the existing business model and business management model for each type of organizational flexibility to understand the combination of which ones a company will be following for its business model. For instance, for manufacturing companies the key will be the production flexibility, and for trading companies the flexibility of resources, but for each organization the flexibility of human resources will be important.

3. Defining steps and actions to change the existing business model and implement a flexible business model will also be based on the limits and risks of current business models. If a business has problems with finance, such as insufficient working capital or problems with repayment of loans, one of the crucial elements of the new flexible model should be the introduction of financial flexibility. A company should determine the priority actions to be implemented in the upcoming months, quarter or six months.

4. Determine the stages of transformation and identify and evaluate the effectiveness of this transformation. These indicators will be based on the goals of the business, the goals of business transformation and the transition to a flexible business model. These indicators can be both qualitative and quantitative. In particular, the flexibility of the product line can be determined by expanding the range and flexibility of providing services.

5. Identify the main risks, constraints and bottlenecks in the transition to a flexible business model. For example, with the introduction of production flexibility, expanding production capacity and implementing flexible production systems and lines can take a long time. This will be required for the adjustment of production equipment or training of production staff.

6. Involve existing teams and determine new team leaders and those who will be responsible for the company flexibility transformation. This can be both existing teams and the creation of cross-functional

teams and/or the involvement of external experts on a temporary or permanent basis. At this stage, it is essential that the CEO of the company acts as a leader and bearer of the idea of flexible transformation of the existing business model or the creation of a new one.

7. The next step is to develop a phased plan for the company's transition to a flexible business management model with a clear definition of deadlines, specific steps and actions and those who are responsible for the implementation of each stage. In addition, define control and correction points in the situation of deviation from the initial plan for the implementation of this transformation.

8. The next important step is to develop supportive learning programs to develop flexibility competences and skills for all staff and communication skills for team leaders that will traction transformation and the transition to a flexible business model. First of all, companies should cultivate and maintain a culture of skills development in a flexible environment, even those functions or systems of business that were previously considered traditional should be susceptible to transformation and expansion of their capabilities.

9. Moreover, there should be a constant analysis of the practice of transition, testing on pilot flexible systems, adjusting the practice of flexible transformation and further scaling to the entire organization.

10. Then, popularize positive achievements and their consolidation by regularly acknowledging good performance in real practice, analysing and evaluating negative aspects will stop the reduction of negative consequences through a detailed analysis of errors and their cause and then learn from these mistakes going forward.

11. Define a flexible business framework, reassessing this approach with quarterly, semi-annual, annual reports of flexibility transformation and identifying new elements of the business system that need to be translated into flexibility.

12. Finally, communicate, and disseminate the implementation of flexible system practices and business models, and exchange positive and negative transformation

knowledge at the sector and industry. This approach will contribute to the creation and development of new rules, norms and standards of work, as well as the expansion of sectoral and intersectoral interaction to create, at their intersection, new opportunities, managerial tools and technologies, the development of new skills, competencies and a culture of flexibility and adaptability.

Conclusions. This paper collects and analyses the typology of organizational flexibility. The study begins by classifying each type. In addition, we keep focus on managerial flexibility. Our study reviews and includes the different studies that show that companies that implement flexible approaches to company management systems can rebuild the business in accordance with the needs of the market more quickly. After surveying the literature, we suggest that the most important factor is to find the right balance between different types of organizational flexibility, because any excess or lack of flexibility in managerial practices can create a disbalance, risks and negative consequences. In the unbalanced managerial systems it is not possible to get an increase in employee performance. For instance, when the company concentrates on financial flexibility, however, it does not develop metaflexibility and the flexibility of human resources, the company can not improve its efficiency and employee performance. Companies must be dynamic in their own development and look for some equilibrium in order to survive in a fast-moving world. The request for flexible changes should be without complicated bureaucratic procedures. It should be quite open, simple and quick, whose approaches will allow one to try out different managerial hypotheses (through pilot projects), select those managerial tools that have shown effectiveness in practice and implement them in regular management. There are a variety of barriers to flexibility. Standards of the company's flexibility policies define the range of opportunities and limits for changes. To do this, you need to analyze flexible management tools on a regular basis and adjust them in real time. This is possible with an open communication policy and a

feedback system within the company. Future research should study different economic sectors and should be done in other countries as they can deliver different results. As a result, on the basis of comparative insights it will be possible to find new connections and patterns, as well as show new opportunities to contribute to overall organizational success.

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