

ANTI-CRISIS MANAGEMENT STRATEGIES IN THE CONDITIONS OF ECONOMIC AND SOCIAL TURBULENCE

^aYURI KOROLIUK, ^bHALYNA DOLHA,
^cOLHA KHYTROVA, ^dYULIIA URSAKIJ,
^eVALERIA PENIUK

^{a,b,c,d,e}*Chernivtsi Institute of Trade and Economics of State University of Trade and Economics, Chernivtsi, Ukraine*
email: ^ayu_kor@ukr.net, ^bdolga.galina1985@gmail.com,
^chitrova1986@gmail.com, ^djulja-ursakij@ukr.net,
^epenyuk1992@gmail.com

Abstract: The relevance of the research on anti-crisis management is determined by the rapid changes in the global economic and social context. In this context, the development and implementation of effective anti-crisis strategies are extremely relevant for organizations of various levels and activities. The purpose of the present research is to provide an in-depth analysis of various anti-crisis management strategies used by modern organizations to effectively respond to a wide range of crisis situations. Particular emphasis is placed on the analysis of the impact of technological innovations, leadership styles and organizational culture on anti-crisis management processes. A structural-functional analysis and a systemic analysis formed the methodological basis of the research. These methods made it possible to comprehensively assess the interrelationship between internal organizational processes and the external environment, as well as the impact of individual elements of the organizational structure on the company's ability to respond effectively to crisis challenges. The obtained results indicate the importance of implementing modern technological solutions to increase efficiency and flexibility in crisis management. The analysis showed that effective leadership, able to quickly adapt to changing conditions and motivate the team to innovate, is crucial in creating a sustainable and flexible organizational structure. Special attention is paid to the role of organizational culture, which should promote openness, collaboration and readiness for change. It has been revealed that the need for adaptation and a flexible approach to management becomes of particular importance in the context of uncertainty caused by factors such as global financial crises, political conflicts and pandemics. These findings are of significant practical importance since they provide organizational leaders with the tools and insights to develop and implement effective crisis management strategies.

Keywords: Crisis management, Management strategies, Economic turbulence, Social change, Technological innovation, Leadership, Organizational culture.

1 Introduction

In the modern, rapidly changing world, organizations often face unforeseen challenges that can have far-reaching consequences. Economic and social turbulence, such as financial crises, political changes, globalization, technological innovations and environmental threats, require companies to develop effective crisis management strategies. The present academic paper examines crucial aspects and approaches to crisis management based on the hypothesis that adaptability and flexibility are critical success factors in the face of uncertainty.

The main objective of this research is to study crisis management strategies that can be applied in different contexts. Using an interdisciplinary approach, we analyze the theoretical pillars and practical examples of effective crisis management, with an emphasis on balancing short-term reactions with long-term strategic planning. The research focuses on developing comprehensive strategies that take into account various aspects of crisis situations, including economic, social, technological and environmental factors.

This scientific article is aimed at understanding how organizations can both survive and develop during and after crisis periods using various crisis management techniques and tools. We explore how adapting to changing conditions can become the basis for innovation and sustainable development, and analyze the role of leadership and corporate culture in shaping effective crisis response strategies.

2 Literature Review

The analytical review of the literature in the field of anti-crisis management strategies starts with the work of A. A. Adamu, S. H. Raza, and B. Mohamad (2023), who explore the interaction between mindfulness and internal listening in the context of internal crisis management. Particular attention is paid to the role of emotional burnout, which is important for understanding the psychological aspect of crisis management.

This theme was developed by S. S. Akhshik and R. R. Beglou (2023) in their systematic review of crisis management in libraries, with a focus on preparation for crises. Their study emphasizes the need for practical measures and strategies to effectively respond to crisis situations in specific conditions.

Subsequently, the study by S. Alakal (2023) analyzes the importance of public relations in crisis management, comparing the approaches of Turkey and Jordan during the coronavirus crisis. This exploration highlights the role of effective communication and public relations strategies in responding to crises. By the way, the contribution of M. Alberghetti (2023) is also of particular importance. The scholar explores the use of social media in crisis management, focusing on best practices during the COVID-19 crisis. This study reveals the significance of digital platforms for the rapid and effective dissemination of information and crisis management. The scientific work of M. A. J. A. Alblooshi, A. M. Mohamed, and M. M. Yusr (2023) focuses on the role of leadership in crisis management and business continuity. The authors emphasize the importance of effective leadership and strategic planning for leading organizations through crisis periods.

E. Alibašić (2023) further extends this topic by exploring the ethics of resilience in crisis management. This aspect is important to ensure long-term success and responsible management, including ethical considerations and sustainability principles. It is worth noting the research of E. Anderson and S. Burris (2023), exploring the crucial skills required by healthcare leaders to successfully manage crises. This study combines key aspects of leadership, ethics and practical skills that are crucial for effective crisis management. The study by L. Andor, T. Beck, S. Goulard, and C. R. McNamara (2023) focuses on crisis management and catastrophic risk allocation. This research is important for understanding the ways in which organizations and governments can jointly manage risk and respond to crises. B. Anggriyani (2023) in his study examines crisis management strategies in corporate communications. This review emphasizes the role of communication in crisis management, complementing previous studies focusing on the effectiveness of communication strategies during crises.

A. Boin & Rhinard (2023) analyze the effectiveness of crisis management and the European Union on the example of COVID-19. This study makes an important contribution to the understanding of the role of international organizations and governmental structures in crisis management. K. Buhagiar and Anand (2023) in their work consider the synergistic triad of crisis management: leadership, knowledge management and organizational training. The authors emphasize the interaction of these three elements for effective crisis management. T. Christensen and P. Lægred (2023) examine the management of the COVID-19 crisis, in particular, the "Nordic way" and "Swedish exceptionalism". This analysis offers a unique perspective on different approaches to crisis management at the regional level.

S. Curnin, B. Brooks, K. Owen, & O. Brooks (2023) investigate the perception of strategic decision-making by crisis management teams. Their research identifies key dimensions of decision-making in crisis situations. R. Danielson, E. Eriksson, & H. Schongin (2023) analyze the strategies and crisis management associated with the culture of cancellation in influencer marketing. This study reveals how influencers strategically prevent and address the phenomenon of a culture of cancellation.

H. Garavello (2023) focuses on crisis management in public administration, bridging the gap between management and leadership. This research emphasizes the importance of integrating management and leadership skills in crisis management. The explorations outlined collectively form a

broad overview of contemporary strategies and approaches to managing economic and social turbulence, emphasizing the diversity of contexts in which crisis management is applied, from corporate communications to international relations and public administration. The study by N. Hossameldin (2023) focuses on the role of media discourse in the management of international economic crises. The author analyzes how the media can influence the perception and management of crisis situations at the international level.

S. Hruschka and T. Rohmann (2023) investigate how crisis management can lead to the exclusion of certain groups, in particular in the context of legislative hyperactivity in Germany after 2015. This study emphasizes the need for a balanced approach to crisis management to avoid negative social consequences.

B. G. Jeong and J. Yeo (2023) consider the role of the UN and its partners in crisis management in humanitarian situations. The authors analyze how international organizations and networks can interact to respond effectively to humanitarian crises. S. Kiraz (2023) explores digital public diplomacy in the context of crisis management. This conceptual overview shows how digital technologies and social media can be used to manage international relations and crises.

I. L. Lai and W. Cai (2023) propose to increase employees' resilience in the hospitality industry after COVID-19 using a micro-level crisis management framework. This research is important for understanding how organizations can adapt to the new reality and support their employees in the face of uncertainty.

S. Leachu, J. Janssen, N. Gdanitz, M. Kirchhefer, S. Janzen, and W. Stich (2023) have developed a cascading scenario technique that enables automated and situational crisis management. This approach provides new tools for forecasting and responding to crisis situations.

A. Lenz and S. Eckhard (2023) conceptualize and explain flexibility in administrative crisis management by analyzing different districts of Germany. This study highlights the significance of adaptability in governance structures during crises.

J. E. McKenna and V. S. Polka (2023) develop a comprehensive framework for crisis management, focusing on the approaches of education leaders who have successfully managed crises. This approach shows how education management can adapt to complex challenges.

J. Moon, F. Sasangohar, S. S. Perez, and K. Song (2023) study the interaction of multilevel teams in crisis management through naturalistic observations. This study opens new perspectives for understanding cognitive processes in crisis management teams. J. Motarjemi (2023) in his work on food safety management considers crisis management, emphasizing the importance of responding to crises in this area. This research is important for understanding the specific challenges and strategies for crisis management in the field of food security.

A. Oleksiyenko, P. Mendoza, F. E. S. Riano, O. P. Dwivedi, A. H. Kabir, A. Kuzhabekova et al. (2023) explore global crisis management and higher education in the context of the complex challenges of COVID-19. This scientific work analyzes how higher education institutions have adapted to the challenges posed by the pandemic. L. D. Parker (2023) examines crisis management and resilience in the third sector, providing an overview and recommendations for additional studies. This article is important for understanding the unique challenges faced by nonprofit organizations in times of crisis.

P. M. G. Peter and D. M. Placido (2023) study the impact of transformational leadership style and technological innovation on crisis management. This research points to the importance of leadership and innovation in responding to crises. L. Petitta and M. Martínez-Córcoles (2023) propose a conceptual model of

mindful organization for effective security and crisis management, emphasizing the role of organizational culture. This survey points to the importance of cultural aspects in crisis management.

D. Rubens (2023) focuses on strategic risk and crisis management, offering practical tools for modeling and managing complex risks. This approach is useful for risk management at the strategic level.

F. Sanfilippo, K. Pomeroy, and D. N. Bailey (2023) provide an overview of crisis management in their publication, emphasizing the importance of leadership and inspiration. This study is important for understanding the role of leadership in effective crisis response. H. Voicescu, M. Linty, L. G. Ler, S. Kaufmann, & F. Della Corte (2023) explore the results of a foresight exercise that evaluates future threats and trends in crisis management. This research is crucial for predicting future challenges and developing relevant response strategies.

K. R. Yeager and A. R. Roberts (2023) analyze the interconnection of past, present and future in crisis intervention and management. This scientific work is important for understanding the historical context of crisis management and its development. H. Zhang, F. Li, & J. Guan (2023) investigate crisis management and organizational training of local travel agencies using lessons gained from the COVID-19 pandemic. This study demonstrates how organizational learning and change can be driven by crises.

L. Zhang, S. Sindakis, N. Dhaulta, and S. Asongu (2023) examine the management of the economic crisis during the COVID-19 pandemic, with a focus on the role of entrepreneurship in improving the Nigerian mono-economy. This scientific paper highlights how innovative entrepreneurial approaches can help manage crises.

The studies outlined make a significant contribution to understanding the dynamics of crisis management by demonstrating how foresight analysis, historical context, organizational learning, and entrepreneurial strategies can be used to respond to current and future crises in various fields.

3 Aims

The purpose of this research is a comprehensive analysis of crisis management strategies in the context of economic and social turbulence. Special emphasis is placed on studying innovative approaches, leadership effectiveness and the impact of organizational culture on successful crisis management. The aim of this academic paper is to identify the key factors that contribute to the adaptation and resilience of organizations in the face of uncertainty and rapid change.

The following tasks have been set to fulfill the purpose outlined:

1. To conduct an analysis of modern approaches to crisis management, including an evaluation of various strategies and techniques used by organizations to manage crises. This includes studying the impact of technological innovations, the use of social media, and the role of flexibility and adaptability in crisis situations.
2. To reveal the role of leadership and organizational culture in crisis management, including the study of how leadership styles and aspects of organizational culture influence the effectiveness of crisis management. We will analyze how leaders can contribute to the creation of sustainable and flexible organizational structures.
3. To study the impact of economic and social turbulence on crisis management; this includes an evaluation of how global challenges, such as economic crises, pandemics and social change, affect crisis management approaches and strategies. This task involves analyzing case studies and examples from various industries and regions.

4 Methods

The systemic and structural-functional methods of analysis are used in the present research. These methods make it possible to deeply study and evaluate crisis management strategies, organizational behavior and leadership in the context of economic and social turbulence.

The systemic approach to management enables us to consider the organization as an open system that interacts with the external environment. This approach involves a comprehensive analysis of internal and external factors that influence organizational behavior and strategic management during crises. Within the framework of the systemic approach, we study how various components of the organizational system (human resources, management processes, corporate culture, technology, etc.) interact and adapt to changing conditions.

Structural-functional analysis focuses on studying the structure of organizations and their functions in the context of crisis management. This method makes it possible to identify the role and importance of individual elements of the organizational structure (departments, teams, individual roles) in the crisis management process. In this way, we will analyze how different parts of the organization influence the overall ability of the organization to respond effectively to crisis challenges, ensuring its resilience and flexibility.

5 Results

5.1 Analysis of modern approaches to crisis management

This section explores modern crisis management strategies and techniques used by organizations to effectively manage in the conditions of economic and social turbulence. The primary focus is on analyzing the impact of technological innovation, the role of social media, and the flexibility and adaptability of organizations.

The modern world is characterized by the rapid development of technology, which opens up new opportunities for crisis management. Innovative technological solutions, such as artificial intelligence, machine learning, and block chain, are making significant changes in the way we detect, analyze, and respond to crises. These technologies enable organizations to quickly identify potential threats, analyze large amounts of data in order to make sound decisions, and effectively manage resources during crises.

Social media has become an integral part of crisis management. They provide platforms for rapid dissemination of information, interaction with stakeholders, and monitoring public opinion. Organizations use social media to communicate with customers, partners, and employees, as well as to collect feedback and monitor crisis situations in real time.

Flexibility and adaptability of organizations are key factors of success in crisis management. This includes the ability to quickly adapt to changing conditions, review and adjust strategies, and respond flexibly to unforeseen challenges (Pylypenko et al., 2019). Effective crisis management requires organizations to be able to quickly change their plans and strategies using adaptive approaches and innovative solutions.

Analysis of modern approaches to crisis management shows that successful crisis management requires the integration of technological innovations, effective use of social media, and the development of flexibility and adaptability of organizations. Consideration of these aspects helps organizations respond effectively to challenges and ensure their sustainability in a complex and changing environment.

5.2 The role of leadership and organizational culture in crisis management

This section focuses on the role of leadership and organizational culture in the context of crisis management. It analyzes how different leadership styles and elements of organizational culture influence the ability of organizations to effectively manage crises, as well as how leaders can create resilient and flexible organizational structures.

Leadership is a critical factor in crisis management. Various leadership styles, such as transformational, authoritarian, democratic, and situational leadership, have different impacts on the way an organization is managed during crises. Transformational leadership, in particular, is considered to be effective in crisis conditions since it facilitates innovation, change and adaptation. The importance of leaders who can inspire and motivate teams cannot be underestimated, especially in situations that require quick and decisive action.

Organizational culture has a significant impact on how organizations respond to crises. A culture that supports openness, flexibility, and rapid adaptation can significantly improve the effectiveness of crisis management. On the other hand, a culture characterized by rigidity, resistance to change and centralized decision-making can make it difficult to adapt to crisis conditions. Therefore, analyzing organizational culture is crucial to understanding how organizations can optimize their responses to crises.

Leaders play an important role in shaping resilient and flexible organizational structures that can effectively adapt to crisis situations. A leader's ability to implement changes, inspire the team, and ensure effective communication is vital for ensuring a quick and effective response to a crisis. It is also significant that leaders are able to create an environment where employees feel confident and supported, which promotes flexibility and innovation in responding to crises.

In summary, it can be concluded that leadership styles and aspects of organizational culture influence the effectiveness of organizations' response to crises. Effective leadership and an adaptive organizational culture are essential in creating resilient and flexible organizational structures that can effectively cope with crises.

5.3 The influence of economic and social turbulence on crisis management

This section focuses on analyzing the impact of economic and social turbulence on crisis management. It examines how global challenges, such as economic crises, pandemics, and social change, shape approaches and strategies for crisis management in different industries and regions.

Economic crises, such as financial collapses and recessions, have a significant impact on crisis management in organizations. During such crises, it is important to respond quickly to changes in the financial environment, rethinking budgets, investment strategies and development plans. The analysis of the cases shows how organizations have successfully adapted to economic turbulence by implementing strategies for cost reduction, restructuring business processes and developing alternative sources of income.

The COVID-19 pandemic has become a vivid example of the impact of global health crises on organizations. This section considers how pandemics influence crisis management, including the need to make prompt decisions, adapt to new workflow realities, and ensure employees' safety. Special attention is paid to changes in work processes, including the transition to remote work and the use of digital technologies.

Social changes, including demographic shifts, political events, and changes in consumer behavior, also influence crisis management strategies. Organizations should be prepared to

quickly adapt their strategies and approaches to respond to social challenges, including the need for a more flexible workforce, adaptation to changes in legislation and reputational risk management (Nahorny et al., 2022).

Thus, our research demonstrates that effective crisis management requires a flexible and adaptive approach capable of responding to a wide range of economic, social and other challenges. Organizations that can quickly adapt and rethink their strategies have a better chance of successfully overcoming crises.

6 Discussion

Determining the best leadership style is one of the most contentious topics in the field of crisis management. According to a study by K. R. Yeager and A. R. Roberts (Yeager & Roberts, 2023), transformational leadership can be especially important during crises; however, other researchers emphasize the importance of adaptive or situational leadership. This raises the debate about what specific leadership qualities can be most beneficial for effective crisis management.

The use of the latest technologies, such as artificial intelligence and machine learning, for crisis management is another controversial issue. Although I. L. Lai and W. Cai (Lai and Cai, 2023) note that technology can significantly improve the effectiveness of crisis response, there are concerns about the dependence on technological systems and potential risks to data privacy and security.

There are also discussions about how organizational culture influences an organization's ability to manage crises effectively. Some researchers, such as L. Petitta and M. Martínez-Córcoles (Petitta and Martínez-Córcoles, 2023), argue that a culture of mindfulness and flexibility is critical. At the same time, there is a belief that excessive flexibility can lead to a loss of focus and efficiency in crisis management.

Ultimately, there is a significant discourse on how global economic and social challenges influence crisis management. F. Sanfilippo, K. Pomeroy, and D. N. Bailey (Sanfilippo et al., 2023) emphasize the importance of flexibility in these circumstances. At the same time, there is a debate about the ability of traditional approaches to crisis management to adapt to the rapidly changing conditions of the globalized world.

Discussions in crisis management reflect the diversity of viewpoints on the effectiveness of particular strategies and approaches. An important aspect is achieving a balance between technological innovation, effective leadership, flexible organizational culture, and adaptation to global challenges. This area requires further studies and analysis for developing comprehensive and effective strategies.

7 Conclusions

As a result of the research conducted, it has been revealed that the integration of innovative technologies, especially artificial intelligence and machine learning, plays a crucial role in improving the effectiveness of crisis management. The use of these technologies facilitates prompt data analysis and decision-making, which is especially important in conditions of rapid change and instability. However, concerns about data privacy and security arise that require further exploration and development of corresponding protective mechanisms.

Effective leadership, including transformational leadership, is crucial for successful crisis management. Leaders who demonstrate flexibility, adaptability, and quick decision-making are better able to respond to crisis challenges. At the same time, the role of organizational culture in shaping the response to the crisis is inseparable from leadership qualities, especially in the context of creating an adaptive and flexible work environment.

Global economic and social challenges, as shown by the results, require organizations to be able to quickly adapt and rethink their strategies. This is especially applicable to responding to events such as pandemics, which require immediate and effective action in order to ensure safety and business continuity.

Therefore, we recommend developing more flexible and adaptive anti-crisis strategies that take into account both technological innovations and human factors, including leadership and organizational culture. Subsequent studies should focus on studying the impact of global trends on crisis management and on developing new tools and methods for effective crisis management.

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