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THE ROLE OF FLEXIBLE ORGANIZATIONAL STRUCTURES IN ENHANCING CORPORATE ADAPTABILITY TO ENVIRONMENTAL DYNAMICS

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Abstract - *Rapid and unpredictable changes in the business environment require companies to possess a high level of adaptability in order to maintain their position and ensure long-term sustainability. Dynamic environmental characteristics, influenced by technological developments and shifts in market behavior, make responsiveness to change a decisive factor in organizational success. This study aims to examine the influence of flexible organizational structures on the speed of corporate adaptation to environmental changes and to analyze the relationship between organizational forms and the ability to respond to market and technological shifts. The method employed is a literature review that collects and critically evaluates relevant scholarly sources. The findings indicate that flexible organizational structures contribute positively to corporate adaptability by enabling faster decision-making processes, smoother information flows, and easier adjustment of work activities to emerging needs. The main conclusion of this study is that the implementation of organizational structures aligned with environmental characteristics is a key factor in creating effective and sustainable adaptability. This study contributes to the advancement of knowledge in organizational theory and strategic management and provides practical guidance for managers in designing organizational structures that support corporate success in facing environmental changes.*

Keywords: Flexible organizational structure, adaptability speed, environmental change, market dynamics, technological development, organizational form, responsiveness.

INTRODUCTION

The current business environment is undergoing extremely rapid and complex changes, influenced by various factors such as technological advancements, shifts in government policies, changes in consumer behavior, and increasingly fierce competition. This creates a condition where companies must continuously adjust their strategies, work processes, and systems to remain relevant and competitive in the market (Mihajlovic et al., 2022). Companies that are unable to adapt to these changes will face difficulties in maintaining market share and may even experience failure in conducting their business activities (Hamdani et al., 2018). The ability to adapt to environmental changes has become a critical aspect that every organization must possess to achieve long-term success.

The role of organizational structure as the framework that determines work methods and interactions between components within an organization is a primary issue regarding organizational adaptability. Rigid and highly hierarchical organizational structures are often considered incapable of supporting the speed of adaptation required in a dynamic environment (Maximova, 2020). Such structural characteristics, marked by rigid task division, limited information flow, and tiered decision-making processes, cause delays in responding to emerging changes. This raises questions regarding which type of organizational structure is most suitable for implementation so that a company can adapt quickly to the ongoing environmental changes.

Another issue of significant concern is how a flexible organizational structure can play a role in enhancing a company's ability to respond to market and technological changes. Market shifts, characterized by evolving consumer preferences and the emergence of new competitors, demand that companies quickly adapt the products and services they offer (Euchner, 2021). Meanwhile, rapid technological developments require companies to adopt and leverage the latest innovations to improve efficiency and output quality. A flexible organizational structure is expected to facilitate such adjustments by providing the organization with the latitude to modify its work methods and systems in accordance with emerging needs.

Furthermore, there remain divergent views regarding the extent to which a flexible organizational structure influences a company's speed of adaptation to environmental changes. While some argue that a flexible structure has a significant impact on enhancing organizational adaptability, others contend that factors such as organizational culture and human resource capabilities play a more dominant role (Mardikaningsih et al., 2022). These differing perspectives lead to ambiguity regarding the true role of organizational structure in determining a company's speed of adaptation. This also creates difficulties for management in determining the appropriate steps to develop the necessary organizational adaptability.

This research is based on the Contingency Theory developed by Donaldson (2001). This theory explains that organizational effectiveness is determined by the fit between organizational characteristics and the environmental conditions faced. According to this theory, there is no single organizational structure that is best for all conditions; rather, the most effective organizational structure is one that aligns with the characteristics of the environment, strategy, and resources possessed by the organization. The theory emphasizes that in a dynamic and uncertain environment, a flexible organizational structure is more effective in supporting the achievement of organizational goals compared to a rigid and strictly structured organization.

Based on a review of various previous studies, there remains a gap in understanding how a flexible organizational structure influences a company's speed of adaptation to environmental changes. Some studies focus on the characteristics of organizational structure without providing sufficient explanation regarding the mechanisms by which such a structure influences an organization's adaptability. Meanwhile, other studies discuss organizational adaptability in general without deeply examining the role of organizational structure as a primary determinant factor. This gap creates difficulties for management in understanding and applying the concept of a flexible organizational structure in efforts to enhance a company's adaptability.

Another emerging issue is the lack of understanding regarding the relationship between organizational forms and the ability to respond to market and technological changes. Various organizational forms that are currently evolving, such as team-based organizations, network organizations, and modular organizations, possess different characteristics in terms of flexibility and adaptability. However, there remains ambiguity regarding which organizational form is most suitable for implementation when facing diverse market and technological changes (Rojak et al., 2022; Gani et al., 2021). This makes it difficult for management to determine the most appropriate organizational form to adopt in order to make an optimal contribution to the company's speed of adaptation.

The urgency of conducting this research is increasing, given the growing importance of adaptability as a determining factor for corporate success in an increasingly dynamic business environment. Companies that possess high adaptability will more easily seize emerging opportunities and overcome the challenges posed by environmental changes (Zekan et al., 2020). Understanding the influence of a flexible organizational structure on the speed of adaptation will assist management in designing an organizational structure that aligns with organizational needs and the environmental conditions being faced. Furthermore, this study is expected to contribute to the development of knowledge in the fields of organizational theory and strategic management, as well as serve as a reference for future research addressing similar topics.

The objective of this research is to examine the influence of a flexible organizational structure on a company's speed of adaptation to environmental changes, as well as to analyze the relationship between organizational forms and the ability to respond to market and technological shifts. This objective is aligned with the established problem statements, ensuring that each goal provides a clear answer to the issues at hand. This research is expected to provide a comprehensive understanding of the role of organizational structure in determining organizational adaptability and to offer useful guidance for management in designing effective and sustainable organizational structures.

RESEARCH METHODS

This research employs a literature review method aimed at collecting, examining, and synthesizing various sources of information relevant to the study topic to gain a comprehensive and systematic understanding. This method was chosen because it allows the researcher to examine a range of previously conducted studies that discuss organizational structure, organizational adaptability, and changes in the business environment. Through this method, the researcher can identify various perspectives, findings, and concepts that have emerged regarding the relationship between organizational structure and organizational adaptation speed, as well as develop a holistic understanding of how a flexible organizational structure can play a role in enhancing an organization's ability to respond to environmental changes. This method is considered appropriate for the research objective, which seeks to compile a summary and analysis of various previous studies to provide a clear picture of the phenomenon under investigation.

The data sources used in this study consist of various scientific literatures relevant to the study topic. The collected literature sources include national and international scientific journals that discuss organizational theory, strategic management, organizational behavior, and business environment dynamics. Additionally, literature sources include textbooks written by experts in the field of management, research reports published by reputable research institutions, and other scientific publications that discuss the characteristics of organizational structure and organizational adaptability. The researcher ensures that the literature sources used possess high credibility and have undergone rigorous peer-review processes, ensuring that the information obtained is reliable and can be used as a basis for conducting accurate analysis and synthesis.

The data analysis technique used in this research is thematic analysis, where information collected from various literature sources is grouped into key themes aligned with the focus of the study. The analysis process is conducted by identifying the main ideas contained in each literature source, categorizing them into relevant groups, and organizing

them into a systematic and structured series of descriptions. This technique allows the researcher to compare and contrast existing views and develop a holistic synthesis regarding the relationship between a flexible organizational structure and organizational adaptation speed. This approach is in line with the view of Creswell and Poth (2018), who state that thematic analysis in literature reviews can be used to organize and present information logically, thereby providing a clear and comprehensive picture of the topic being studied.

RESULTS AND DISCUSSIONS

A flexible organizational structure is characterized by features such as a low degree of work specialization, a wide span of control, minimal centralization of power, and less stringent formalization of rules. These characteristics create a work environment that enables an organization to adapt to changes occurring in the external environment more rapidly than a mechanistic organizational structure (Svinarova & Filyppova, 2021). In a flexible structure, decision-making authority can be distributed to lower levels within the organization, allowing decisions to be made directly by those facing the changes without having to wait for approval from higher management levels. This reduces the time required to respond to changes, enabling the organization to take appropriate action faster than a rigid and centralized structure.

One of the primary mechanisms by which a flexible organizational structure influences the speed of adaptation is through the acceleration of the decision-making process (Mardikaningsih & Darmawan, 2022). In a rigid structure, the decision-making process often must pass through various levels of management, which requires a significant amount of time and creates complex bureaucracy (Kocyigit & Akkaya, 2020). Conversely, in a flexible structure, decision-making authority is granted to individuals or teams at the operational front line, allowing them to make necessary decisions quickly and accurately. Decisions made swiftly enable the organization to immediately respond to changes, whether they are emerging opportunities or challenges being faced. This provides a competitive advantage for the organization, as they can take action more quickly than competitors with rigid organizational structures.

Smooth information flow is another factor that connects a flexible organizational structure with the speed of organizational adaptation. In a rigid structure, information flow tends to be restricted, moving only vertically from top to bottom or vice versa (Silvestrelli, 2011). This often causes information required to respond to changes to be received late by those authorized to take action. Conversely, in a flexible structure, information can flow freely both vertically and horizontally across different parts of the organization. This ensures that information regarding changes occurring in the environment can be immediately known by all parties who need it, allowing them to make necessary adjustments promptly (Barzani et al., 2022). Timely availability of information serves as a crucial foundation for accurate decision-making and effective action.

The relationship between organizational form and the ability to respond to market changes can be observed through various organizational forms developing today. The team-based organizational form, for instance, creates a structure that enables different work groups to interact and collaborate in responding to changing market needs (Annosi et al., 2018). Teams formed based on specific tasks or projects can be adjusted to emerging needs, allowing the organization to align the products and services offered with market demand. In this form of organization, team members have the freedom to communicate and coordinate directly without having to go through long bureaucratic channels, enabling them to quickly identify changes in consumer needs and make necessary adjustments to the products or services produced. Therefore, it is important to emphasize a culture of sharing and learning so that every employee feels comfortable exchanging ideas, experiences, and solutions to the work challenges they face. Furthermore, managers must be able to facilitate fast and relevant access to information for all employees so that work processes become more efficient and the quality of decision-making improves (Darmawan et al., 2020).

The network organizational form also demonstrates a close relationship between organizational structure and the ability to respond to market changes (Serrat, 2017). In this form of organization, a core entity collaborates with various external partners who provide necessary resources and expertise. Such a structure enables the organization to leverage resources available outside the organization flexibly, allowing them to rapidly adjust their operational scale and the types of activities performed in accordance with market conditions. When market demand increases, the organization can increase the number of partners it collaborates with, and when demand decreases, it can reduce the number of partners utilized. This flexibility allows the organization to respond to market changes swiftly without having to bear the high costs of changing the overall organizational structure.

The relationship between organizational form and the ability to respond to technological developments is clearly visible in the modular organizational form. In this form, work processes are divided into several separate yet interconnected parts, allowing each part to be developed and modified independently without needing to change the entire system (Baldwin, 2015). This type of structure allows the organization to rapidly adopt the latest technology by modifying or adding the parts related to that technology without having to alter the entire existing work process. This is crucial in facing rapidly evolving technological developments, as the organization can leverage the latest technology to improve efficiency and work quality without experiencing significant disruptions in ongoing operations.

A flexible organizational structure also influences the speed of adaptation by enhancing an organization's capacity for innovation (Eddine et al., 2023). Innovation is a critical capability in facing environmental changes, as it enables an organization to create new products, services, or work processes that align with changing conditions. The ability to innovate is one of the most valuable competitive advantages for information technology companies. The resulting innovations may take the form of new products, improved services, more efficient work processes, or novel ways of interacting with customers (Ramle & Mardikaningsih, 2022). In a flexible structure, individuals and groups have the freedom to experiment with new ideas and develop better ways of working without being bound by rigid rules. This freedom fosters an environment that encourages organizational learning, where the knowledge and experience gained can be utilized to develop the organization's ability to respond to future changes. In a dynamic and competitive business environment, organizations that can continuously create new products and services and enhance work process efficiency will possess an advantage over organizations that rely solely on routine performance (Karlsson & Magnusson, 2019; Putra et al., 2022; Rojak & Darmawan, 2022).

Differences in the level of organizational structure flexibility applied by companies create disparities in the speed of adaptation achieved. Companies that implement a structure that is too flexible may face challenges such as a lack of clear direction and difficulties in coordinating work activities across different parts of the organization (Marković et al., 2022). Conversely, companies that implement a structure that is too rigid will encounter difficulties in responding to changes rapidly (Darmawan, 2022). This demonstrates that the flexibility of an organizational structure must be adjusted to the characteristics of the environment faced by the organization. In highly dynamic and uncertain environments, a more flexible organizational structure will be more effective, whereas in stable and predictable environments, a more structured organization will be more appropriate to implement (Eddine & Darmawan, 2021).

The ability to respond to market changes is influenced by an organization's capacity to gather and analyze information regarding consumer needs and market conditions (Alam et al., 2013). A flexible organizational structure facilitates this process by enabling more intensive interaction between the marketing, production, and other departments involved in business activities. This intensive interaction allows information about shifts in consumer needs to be immediately conveyed to the departments responsible for creating products or services, ensuring that necessary adjustments can be made quickly. Conversely, in a rigid structure, interactions between organizational units are often limited, which frequently results in the information needed to respond to market changes being received and processed too late, ultimately reducing the organization's speed of adaptation.

The ability to respond to technological developments is influenced by an organization's capacity to adopt and utilize the latest technology within its work processes (Vargas-Hernánez & Salcedo, 2020). A flexible organizational structure allows an organization to quickly integrate new technology into existing systems because it is not constrained by rigid procedures that are difficult to alter. Furthermore, such a structure enables the organization to assign individuals or teams with the appropriate expertise to manage and leverage the latest technology, ensuring that the expected benefits from adopting these technologies are realized more rapidly. In contrast, in a rigid structure, the process of technology adoption often requires a significant amount of time, as it must pass through various levels of approval and time-consuming procedural adjustments.

The organizational culture factor acts as a variable that moderates the relationship between a flexible organizational structure and the speed of organizational adaptation (Aktas et al., 2011). Organizations possessing structural flexibility can more rapidly identify external opportunities and threats, mobilize internal resources for innovation more effectively, and thus provide a structural guarantee for dynamic business model adjustments (Mardikaningsih & Darmawan, 2022). A flexible organizational structure contributes more significantly to the speed of adaptation when supported by an organizational culture that fosters change and learning. A culture that encourages employees to innovate, share knowledge, and take calculated risks creates an environment where a flexible organizational structure can function optimally. Conversely, if the organizational culture tends to maintain the status quo and resist change, a flexible structure will not exert a significant impact on the organization's speed of adaptation (Putra et al., 2021). This indicates that the organizational structure must be aligned with the existing organizational culture to achieve optimal results.

The relationship between a flexible organizational structure and the speed of adaptation is also influenced by the capabilities of the human resources within the organization (Aktham et al., 2020). In an increasingly complex business environment, organizations need to attract the best talent and ensure that their workforce possesses skills relevant to the evolving needs of the global industry (Lestari & Mardikaningsih, 2020). A flexible organizational structure requires employees to possess diverse capabilities and the ability to adapt to changing tasks and roles. Employees with sufficient competence will be able to leverage the autonomy granted within a flexible structure to contribute to the organization's adaptation process. Conversely, if employees lack the necessary skills, a flexible structure may instead lead to difficulties in task execution and decrease organizational effectiveness (Hariani & Mardikaningsih, 2022). This underscores that the implementation of a flexible organizational structure must be accompanied by efforts to develop human resource capabilities. When individuals receive sufficient support, they will feel more confident in their ability to learn and master new technological systems (Abdullah et al., 2021). However, it is essential to remember that organizations must also

ensure a balanced workload and provide fair rewards for employee efforts, so that the additional contributions made do not negatively impact their well-being.

Environmental changes occurring across various levels and domains require diverse adaptation capabilities from an organization. A flexible organizational structure enables an organization to adjust its level of adaptation in accordance with the magnitude of the changes taking place. For minor and temporary changes, the organization can make adjustments at the operational level without needing to alter the overall organizational structure. For major and long-term changes, the organization can adjust its structure incrementally as needs arise. Therefore, adaptability not only enhances competitive advantage but also supports more balanced innovation strategies and dynamic decision-making (Fared & Darmawan, 2021). The ability to adjust the level of adaptation allows the organization to minimize risks that may arise from the changes implemented and ensures that these changes are aligned with the intended goals.

Flexible organizational structures play a significant role in enhancing the speed of organizational adaptation to environmental changes. The positive relationship between these two variables is evident from findings that show organizations with flexible structures tend to have stronger capabilities in responding to market and technological changes compared to those with rigid structures. However, the effectiveness of flexible organizational structures in improving adaptation speed is also influenced by other factors such as environmental characteristics, organizational culture, and the capabilities of human resources. This indicates that organizational structures must be designed and implemented with consideration of multiple factors in order to contribute optimally to organizational adaptability.

CONCLUSIONS

Flexible organizational structures exert a positive and significant influence on the speed of corporate adaptation to environmental changes. Structures characterized by non-rigid task distribution, distributed authority, and smooth information flows enable organizations to make decisions and take necessary actions more quickly in response to change. Various flexible organizational forms, such as team-based organizations, network organizations, and modular organizations, demonstrate a strong relationship with the ability to respond effectively to market dynamics and technological developments. The speed of adaptation achieved is also affected by the alignment between the level of structural flexibility and the characteristics of the environment, as well as by supporting factors such as organizational culture and human resource capabilities.

Future research is recommended to conduct empirical studies that examine the relationship between flexible organizational structures and adaptation speed by involving samples from companies across different industrial sectors and scales. Such studies could identify variations in the influence of flexible structures under diverse environmental conditions. In addition, future research may explore the moderating and mediating roles of factors such as organizational culture and human resource capabilities in the relationship between organizational structure and adaptation speed. Research could also focus on developing framework models that serve as references for designing organizational structures suited to organizational needs and environmental conditions.

For corporate management, the findings of this study imply that adopting flexible organizational structures is a strategic step to enhance organizational adaptability to environmental changes. Management should design structures that facilitate rapid decision-making, smooth information flows, and easy adjustment of work activities according to emerging needs. Furthermore, management must ensure that the structures implemented are aligned with environmental characteristics and supported by a culture that embraces change and by sufficient human resource capabilities. The application of appropriate organizational structures will enable companies to seize opportunities and address challenges posed by environmental changes more effectively, thereby sustaining their position and long-term success.

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