

control. Others might not feel like they are leading if they are not bossing, supervising, or managing someone. Therefore, teaching leaders the three skills of motivation is also a challenge. Leaders are responsible for achieving the goals of the organization. They want to know how to motivate people now. They have little patience for learning to use the skills of motivation for them and then facilitating others through a motivational shift [1].

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## **CASE STUDIES: PANDEMIC LEADERSHIP AND PANDEMIC MOTIVATION**

The use of case studies in business, law, and medical schools proved to be an effective technique. However, the method can be used in teaching any discipline that is aimed to develop students' analytical thinking, problem-solving, and decision-making. Both a simple scenario-based case and a complex detailed case assist effectively in delivering the main themes. Many instructors in Ukraine use case-study technologies. They influence the process of discussion, analysis, and problem-solving. However, the method does not belong to the tools that can be called innovative. Harvard Business School established its case study method in the 1920s and today in most business schools the instructors use cases to teach business. The history of the case study method is definitely longer starting at least with the Socratic Method also known as a case method [1]. According to Herreid, the definition of a case study varies enormously. The author wrote that "having struggled with that very topic for many years early in the game, I believe it is important to get to the heart of the matter right from the start. It took me some time to reach my present broad definition, which is: "A case study is a story with an educational message." [2, p. 27].

The true-life stories, especially recent ones, are popular, effective, and rewarding. Although every business is unique in its own way, there are some universal lessons that apply to just about any kind of business. In these case studies,

based on real companies or organizations, we explore leadership and management, employee performance and motivation, communication and negotiation, etc. The Covid-19 pandemic has affected our lives all over the world, all organizations and companies, both employers and employees, as well as, both leaders and followers. The case studies about leadership during the Covid-19 pandemic can be of great significance. The new terms of pandemic leadership and pandemic motivation have appeared and become a research focus of many studies.

Kalra, Arora, and Talalnusair (2021) mentioned that COVID-19 has proven to be a humanitarian crisis. The terrific problem has many unforeseen consequences. The authors stated that “leadership is a very important element for crisis management. Leadership is the key component factor in shaping the crisis management” [5]. The authors discussed their view and understanding of the pandemic style of leadership. "In moments like these, when the choices we make are so impactful, people desperately want to believe that their leaders know what they are doing. But they quickly learn that in times like these, leaders either grow or swell—they both grow out of their weaknesses and rise to the level of the challenge or all of their worst weaknesses swell to new levels" [5]. The authors stated that “the leadership culture is totally alarmed, and a lot of researchers are trying to define fruitful leadership culture. The success factors which are concluded by researchers include adaptability, innovation, ingenuity and dexterity” [5].

According to Escotet (2020), leaders on the front line must have a robust theoretical framework and a strong foundational constitution to positively navigate a dynamic situation. The COVID-19 pandemic has been an all-encompassing threat to the stability of worldwide healthcare, pushing resources to the brink of collapse, with ongoing lockdowns in various countries as we combat emerging variants, race to vaccinate, and research new treatments [4].

In West Ukrainian National University, the case studies “Pandemic Leadership” and “Pandemic Motivation” were introduced to the students of the “Team Management and Leadership” course. The students explored the advantages and disadvantages of different leadership styles (autocratic, democratic, transformational, transactional, ethical, collaborative, situational, and charismatic). The task was to analyze which style could be more effective/constructive/successful during the pandemic. They were also to determine which leadership style could be the weakest. The case study “Pandemic Motivation” aimed to analyze the motivation of employees, how it changed during the pandemic, and how leadership impacted employees’ motivation during the pandemic.

The COVID-19 pandemic has not ended yet and there will be researchers who will investigate the best practices of leadership and motivation during this challenging time. However, it became less significant for Ukrainian students due to the Patriotic War in Ukraine against the Russian invasion. Probably, the focus will be on military leadership and crisis leadership. The design of the case studies can be the same, particularly to explore advantages and disadvantages of different leadership styles (autocratic, democratic, transformational, transactional, ethical, collaborative, situational, and charismatic) and analyze which style could be more

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.

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## **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