

A. MARCHENKO, N. SHMATKO, R. KRYVOBOK**FORMATION OF A MECHANISM FOR STRATEGIZING ENTERPRISE DEVELOPMENT IN A CHANGING ENVIRONMENT**

In the context of turbulent economic conditions and growing uncertainty in both domestic and global markets, enterprises face increasing pressure to enhance their strategic adaptability and resilience. This article presents a comprehensive examination of the theoretical and practical foundations for forming an effective mechanism of strategizing enterprise development in a changing environment. The authors emphasize the significance of internal organizational transformations that encompass not only structural and functional realignments but also the integration of digital technologies, innovation, and human resource development.

The proposed mechanism reflects a systemic approach that integrates dynamic, structural, and process-based changes aimed at achieving a synergistic effect from coordinated enterprise activities. Special attention is given to the impact of internal contradictions and external environmental fluctuations on the trajectory of organizational development. Through the identification of key components—such as management subsystems, organizational design, and performance support—the article highlights the necessity of a flexible yet coherent strategy that can guide enterprises through complex transformational processes. By analyzing the causal relationships between quantitative, structural, and qualitative shifts within the enterprise system, the authors offer insights into the design of resilient development strategies. The findings underline the importance of aligning organizational changes with long-term strategic goals, maintaining continuity in planning, and embedding adaptive mechanisms that ensure sustained competitiveness and growth. This research contributes to the development of methodological tools for enterprise leaders and policymakers to navigate the multidimensional challenges of modern business environments.

Keywords: development strategizing; development; enterprise development; changing environment; enterprise; mechanism

А.П. МАРЧЕНКО, Н.М. ШМАТКО, Р.В. КРИВОБОК**ФОРМУВАННЯ МЕХАНІЗМУ СТРАТЕГУВАННЯ РОЗВИТКУ ПІДПРИЄМСТВА В УМОВАХ МІНЛИВОГО СЕРЕДОВИЩА**

В умовах економічної турбулентності та посилення невизначеності як на внутрішньому, так і на глобальному рівнях, підприємства стикаються з необхідністю підвищення своєї стратегічної адаптивності та стійкості. У статті здійснено всебічний аналіз теоретичних і прикладних засад формування механізму стратегування розвитку підприємства в умовах мінливого середовища. Акцент зроблено на внутрішніх організаційних трансформаціях, які охоплюють структурно-функціональні зміни, цифрову трансформацію, впровадження інновацій та розвиток людського капіталу.

Запропонований механізм ґрунтується на системному підході, що поєднує динамічні, структурні та процесні зміни, орієнтовані на досягнення синергії через узгоджені дії всіх підсистем підприємства. Особливу увагу приділено впливу внутрішніх суперечностей і зовнішніх змін на траєкторію організаційного розвитку. Виокремлено ключові елементи механізму — підсистеми управління розвитком, організаційної структури та забезпечення ефективності функціонування, які разом формують комплексну модель адаптації до змін. Автори підкреслюють необхідність узгодження організаційних перетворень із довгостроковими стратегічними цілями підприємства, забезпечення наступності у плануванні та впровадження гнучких управлінських рішень. У статті представлено методологічні рекомендації щодо побудови ефективної системи управління розвитком, яка дозволяє підприємствам зберігати конкурентоспроможність, адаптуватися до змін та досягати стійкого зростання в умовах сучасних викликів.

Ключові слова: стратегування розвитку; розвиток; розвиток підприємства; мінливе середовище; підприємство; механізм

Introduction. Current transformations of the economic environment require business entities to have the ability to adapt quickly, which, in domestic realities, is complicated by a number of systemic problems. In particular, a significant burden on enterprises is caused by the imperfection of existing organizational and economic structures, which limits the effective management of economic activities. Among the main negative manifestations of such a situation, one can single out: inefficiency of the tools used in the field of marketing and finance; insufficient innovation and investment activity against the background of a high level of wear and tear and moral obsolescence of production assets; weak or absent motivational mechanism, which causes low labor productivity.

The intensification of these dysfunctions generates a number of negative economic consequences, including: an increase in the number of unprofitable enterprises, loss of competitive positions of domestic products and services, a low level of production management efficiency, limited access to financial resources, the spread of unfair competition and imperfection of market infrastructure.

Under such conditions, the formation of the adaptive potential of enterprises becomes a strategic necessity,

which involves ensuring their ability to proactively, flexibly and purposefully respond to the dynamics of the external environment. Ensuring the specified ability is possible only under the conditions of implementing systemic organizational changes and creating an effective mechanism for managing socio-economic development, aimed at increasing the competitiveness of the national economy.

Analysis of the state of the issue. The development of a personnel management system in the context of digital transformations is an important topic in the context of modern changes in the global business environment. Every year, technologies play an increasingly significant role in all aspects of personnel management, and digital transformations are becoming a necessity for organizations seeking to remain competitive in the labor market. One of the main components of digital transformation in HR is the implementation of automated recruitment systems and talent management platforms, which significantly reduce the time spent searching and selecting candidates. These tools use Big Data and artificial intelligence algorithms to automatically analyze resumes and predict candidate success based on previous performance. This significantly increases the accuracy and efficiency of the selection process, and also reduces

the cost of administrative procedures.

In addition, digital technologies help create individualized employee development programs that take into account their personal needs and abilities. Performance monitoring systems allow for early detection of potential performance issues and real-time adjustment of development strategies. With the help of such technologies, HR professionals can more accurately plan employee career trajectories, offering them learning and development opportunities in accordance with the needs of the organization.

At the same time, the digitalization of HR processes requires organizations not only technological readiness, but also changes in corporate culture. In particular, employees need to be ready to use new technologies, as well as adapt internal policies and procedures to integrate digital tools into their usual work.

For the effective implementation of digital HR technologies, it is necessary to ensure the integration of new systems with existing HR processes. This allows you to create a single ecosystem for the effective use of data and ensure convenience for employees and managers.

Digital transformation in HR is a complex and multifaceted process that requires both technological and organizational changes. Investments in the latest technologies allow organizations to significantly increase their competitiveness, reduce costs, and ensure sustainable development of personnel in conditions of constant change.

Task statement. The relevance of this study is due to the need to improve the personnel management system in the context of digital transformations, develop modern methods of personnel management, find effective ways to motivate and control employees, which is a key task for increasing labor productivity. After all, the introduction of digital technologies significantly changes the interaction of employees with clients and colleagues. This causes not only a change in work processes and methods of performing tasks, but also increases the impact on human resources management.

The task of the study is to outline the main problems of the modern personnel management system, consider different approaches to interpreting the term "digital personnel management" and provide practical aspects of implementing digital approaches in personnel management.

Research objective. In the field of management and administration of entrepreneurial activity, domestic enterprises face a set of challenges, among which the key ones are not only ensuring a timely response to changes in critical determinants of the formation of competitive advantages, but also developing an effective strategy and adequate tactics for the proactive adaptation of the internal organizational and economic mechanism to the transformations of the external environment. A significant role in exacerbating these problems is played by the insufficient experience of Ukrainian industrialists in the field of global competition, as well as the limited economic resources necessary to activate innovation and investment activities. This leads to an urgent need for scientific substantiation of strategic management of economic transformations and the development of

effective scientific and methodological support for the processes of structural renewal and organizational development, especially in industrial sectors, where business entities are forced to operate in conditions of increased uncertainty, intense dynamics of changes and increasing competitive pressure.

Analysis of the main achievements and literature.

In this regard, the study of conceptual and methodological aspects of supporting the sustainability and resilience of organizational development of enterprises in the conditions of a transformational economy is gaining particular relevance. Among the key areas of modern research, it should be noted: generalization of the influence of production-technological and socio-economic factors on the dynamics of organizational changes [1]; justification of measures to optimize the organizational structure of management and improve the procedures for making managerial decisions [2]; study of the cyclical nature of economic and organizational transformations; analysis of the impact of the processes of institutionalization of economic power on organizational changes; search for ways to realize the potential of organizational support for enterprise development [3-5]; implementation of project and competency approaches to the transformation of the structural and process architecture of the enterprise using the latest information and communication technologies and intelligent management tools.

Despite significant progress in developing the relevant theoretical basis, a number of important organizational and methodological aspects related to streamlining the internal structure of enterprises, ensuring the coherence of the actions of units and the effective performance of functional duties by personnel in the conditions of increasing decentralization of management, remain insufficiently researched. This requires further in-depth analysis in order to form an integrated mechanism of organizational development, focused on preserving the structural integrity of the enterprise and ensuring stable economic growth of business entities.

Presentation of the main material. The organization of the functioning of an enterprise as an open socio-economic system lies primarily in the orderliness of its internal environment. This orderliness is manifested in the conscious establishment of order, which is manifested in the formation of subordination and coordination relations between the elements of the system. The presence of clearly structured relationships between subsystems - built taking into account the relevant (in the context of the formation of competitive advantages) characteristics of interacting individuals, objects and processes - creates the basis for the emergence of integrative properties that are not inherent in each individual element of the system.

Thus, an enterprise as a large-scale socio-economic system appears primarily as an organized community of people united by common aspirations and coordinated actions. Their cooperation, based on previously defined principles and rules, takes place under the conditions of awareness of common interests, which ensures the achievement of a synergistic effect - an increase in the effectiveness of joint activities, compared to the individual actions of individual participants.

A generalized manifestation of the integrative properties of an enterprise — within the framework of the chosen organizational model and mechanisms of its functioning and development — is the achieved synergistic effect. Its quantitative expression can be defined as the difference between the results of the coordinated activity of the interconnected subsystems of the enterprise, which jointly form its internal environment, and the total results that could be achieved by each of these subsystems separately, without interaction and coordination of efforts.

Thus, the rationality of the organizational and economic structure of an enterprise as a system characteristic is manifested in the orderliness of economic phenomena and processes, as well as in the harmonization of a wide range of interconnections and relationships that arise within a clearly structured and highly formalized organizational model. This state is evidence of the enterprise approaching the limits of optimal achievement of previously defined goals and objectives. At the same time, achieving the appropriate level of orderliness is a complex task, which is complicated by the high variability and dynamism of changes - quantitative, qualitative and structural, which together determine the directions and content of the processes of development of the economic and production system of the enterprise.

Each of the types of these changes - taking into account its nature and specifics of manifestation - in a certain way affects the structural configuration and organizational features of the functioning of the enterprise as a complex open system. Thus, quantitative transformations relate to changes in the number of system elements and the scale of their interaction, which generally characterizes fluctuations in performance indicators (towards growth or reduction). Such transformations include both changes in the volume of productive activity and simple modifications of the composition of subsystems without significant functional renewal, which, however, already indicates a certain structural and organizational reconfiguration.

Further accumulation of such quantitative changes — both evolutionary and revolutionary-jumping — naturally creates the need to review the modes of interaction between the elements of the system, which can lead to structural changes (changes in the nature of relationships, approaches to management, forms of organization). At the same time, new functions, goals, objectives and other qualitative characteristics may arise that reflect qualitative transformations. It is worth emphasizing that structural changes caused by fluctuations in quantitative parameters can themselves subsequently become determinants of qualitative shifts, since they change the internal properties of the system and its components, giving them new characteristics and capabilities.

Thus, a characteristic and significant feature of the emergence and manifestation of structural changes in the process of development of a certain economic and production system should be considered the jump-like nature of their course and their manifestation in the direction of transformation of the qualitative (transformation of properties) aspect of functioning. Therefore, both quantitative and structural

transformations play a causal role in qualitative changes, the expression of which, in turn, is the aggradation of quality (as an expression of the integral undivided certainty of functional properties) of the system through the recombination and transformation of the state of key determinants of the enterprise development process, such as: quantitative fluctuations (increase or decrease) in the volumes of available (needed) resources as a result of updating the forms of interaction with external sources of supply; internal redistribution of resources (without disturbing the established balance of relationships between the components of the system); qualitative change in the state of subsystems that make up the structure of the system. It is obvious that the impact of the first of these processes should be directly attributed to the composition of quantitative changes, while the action of the others - to structural transformations. Quantitative changes, as a rule, are associated with the action of external (contradictions between the system and the environment), and structural - with the implementation of the impact of internal determinants (primarily, the accumulation of internal contradictions in the state, structure or in the modes of functioning of the system). At the same time, it should be noted that the increase in relevant transformations, the source of manifestation of which are factors of both external (from the economic environment) and internal origin (within the framework of the transformation of the components of the enterprise) separately or in cumulative action, can directly or indirectly lead to a significant aggravation of contradictions and contradictions in the very existence of the system, which, in turn, will be manifested in an increase in the range of deviations of its current state from the expected parameters and determine the directions, as well as the content of the necessary qualitative transformations.

Thus, the process of organizational development (which, due to the structural nature of its content and the integrative nature of the functional direction, plays a special role and is of exceptional importance in the general context of enterprise development) is characterized by the following key features and patterns:

organizational development is a managerial process by nature, content and essence (the managerial nature of the content of this process is determined by the need to choose within its framework the most acceptable option of action from the available set of available alternatives for using a limited resource base to achieve pre-established goals and objectives of systemic development) justification and implementation of decisions focused on optimizing (by multi-criteria assessment) changes in the composition and transformation of functional characteristics of elements of the internal structure of the enterprise (which is considered as a holistic system, i.e. taking into account the presence of a diverse complex of internal direct and feedback connections), as well as the nature of the relationships between them;

the need for organizational changes is directly conditioned (is in a cause-and-effect causal relationship) by the growth of internal contradictions (existing or potential) and is focused on resolving contradictions in the relations between various components of the internal

structural structure of the enterprise; moreover, to achieve the goals of the existence of the economic and production system, these contradictions are usually capable of having a significant and relevant character, that is, they will be determined by the possibility of providing a significant impact (in current or prospective aspects) on the key parameters of functioning and development;

organizational development has a clearly expressed purposeful nature, since the imperative of implementing structural and organizational changes (regardless of the specific circumstances and context, driving forces and motives for implementing such transformations) always consists in ensuring a jump-like qualitative transformation of the current state and development potential of the enterprise (usually in the direction of ensuring increased efficiency and effectiveness of activities, as well as while maintaining a target orientation to the priority of increasing the results of activities, the distribution and use of which serve as the basis for the realization of key interests and aspirations of interested groups of influence) by implementing structural recombination and reconfiguration of this system (mainly and with the highest level of relevance - in the long-term aspect);

The implementation of organizational development must necessarily be balanced with other actions (strategy and tactics) to achieve the set goals and objectives of the enterprise, that is, it must be an organic and integral part of the complex of plans (strategic and operational) adopted for implementation, and, therefore, it should not require revision of these plans when implementing structural and organizational changes and transformations; structural changes of the most various kinds, carried out in the process of such recombination and reconfiguration, are adopted and find practical implementation within the framework of a single strategy or organizational development plan, which, in turn, is an integral element of the enterprise's activity planning system.

The complexity and variety of changes carried out within the framework of the organizational development of the enterprise determine the need for organic integration into this process of a wide and diverse range of other management decisions and measures, which, however, differ significantly in key characteristics (in terms of functional orientation, parameters of implementation goals, subjects and objects of organizational development, cause-and-effect relationships, implementation period, motivational complexes of stimulating performers, etc.). At the same time, the individual properties of the organizational development of a particular enterprise must certainly be directly reflected in the choice of forms and methods of implementing the relevant structural changes. Thus, in particular, for enterprises carrying out economic activities within the framework of technologically rigidly conditioned chains of new value creation, the content of measures implemented within the framework of organizational development consists, first of all, in the targeted transformation of production technologies, organization, management, as well as in other changes in the basic fundamentals of activity, dictated by the imperatives of choosing the optimal competitive strategy (strategy for strengthening competitive advantages),

which, in turn, determines the functional orientation and substantive content of the necessary changes in the production, organizational, managerial and information structure, and, if necessary, also in the organizational and legal status of the enterprise.

Therefore, solving the problems of achieving and maintaining the stability of implementation (constancy of positive direction) and stability of design (support of current forms of structural ordering) of the organizational development process should primarily be based on the development of a holistic management mechanism, the components of which include the following elements: a subsystem of the development management mechanism (reflects the dynamic aspect of this process, which is revealed in the logical course of certain management situations), a subsystem of the structure and organization of management processes (reflects the static aspect of the ordered construction of the management system for regulating organizational development, the structure of which reflects the regularities of identification and internal dependence of the components of this system), as well as a subsystem for ensuring functioning, within the framework of which the substantive content of management procedures and operations for regulating organizational development is revealed (through the arrangement of the corresponding instrumental and methodological basis) (see Fig.) [6].

It should be noted that the theoretical commonality and methodological unity of the above-mentioned approaches to identifying the nature of the phenomenon of "mechanism" in the field of regulating a wide range of acts of collective human activity is determined by the recognition of the basic fundamental nature of the interests of the participants in such cooperation (individual, group, collective, social, etc.) and the goals and objectives (management guidelines) related to these interests, the solution of which, in turn, serves as the basis for ensuring the aspirations and needs of the above-mentioned participants.

Therefore, in the context of developing the considered concept of the mechanism, the goal-setting process in the field of organizational development has a clearly defined systemic (both in terms of procedural content and in terms of the structural aspect of building the mechanism) nature, which becomes a direct reflection of the proper fulfillment of the requirements for the implementation of a number of functions of managing economic activity.

Conclusions. Thus, the system of strategic development goals, on the one hand, is determined by the objective nature of the origin, which is dictated by the very nature of the participation of the subjects of this process in cooperation arranged in a certain way, as well as by the functional and role identification of the key properties of the components of the enterprise's work mechanism within the framework of the complex combination of forms of interaction and joint activity of such elements determined by the method of its structural construction [7,8].

At the same time, on the other hand, it should be noted that organizational development is not a homogeneous sequence of changes, on the contrary, the cyclical nature of this process and the variety of determinants that determine the dynamics and dictate the direction of

economic, structural and other transformations, determine the organic multivariate nature of the guidelines of activity and priorities of actions laid down by the enterprise development strategy as a whole.

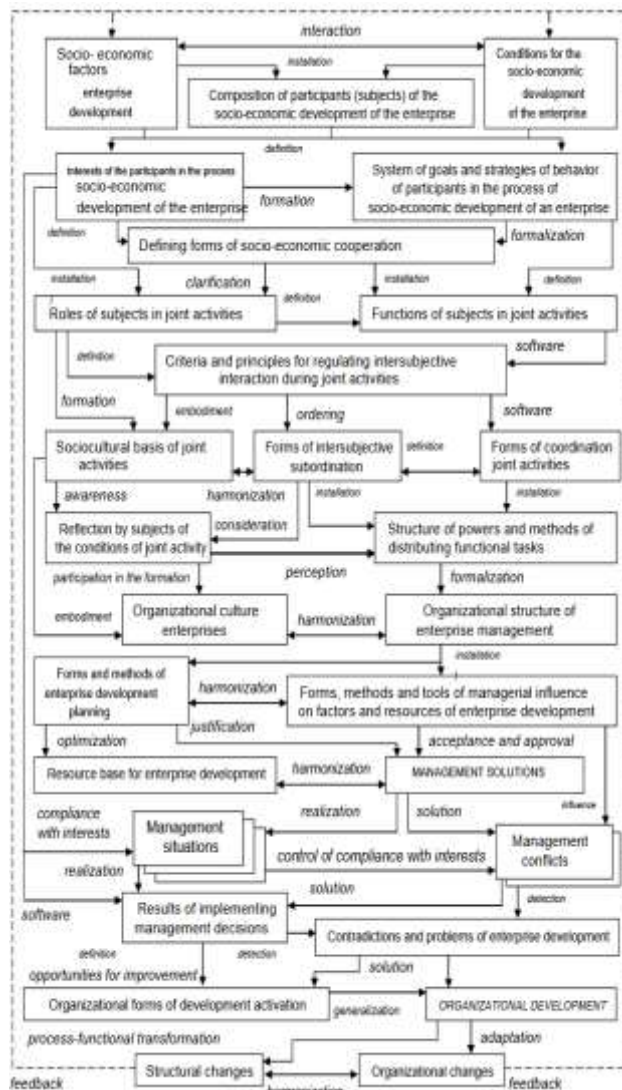


Fig. 1 Components of the mechanism of strategic development of an enterprise in a changing environment

The targeted direction of the organizational development process - unlike individual acts of determining ways to implement purely economic local interests, which certain individuals implement on a competitive basis in the course of developing and implementing their own economic plans and strategies (which constitutes a subjective aspect of goal setting), is determined by the principled support of the course to maintain balance, stability, and continuity of the existence and development of the enterprise.

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