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MECHANISM FOR ACTIVATING CORPORATE SOCIAL RESPONSIBILITY OF AN ENTERPRISE IN THE CONTEXT OF CHANGE MANAGEMENT

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МЕХАНІЗМ АКТИВІЗАЦІЇ КОРПОРАТИВНОЇ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ ПІДПРИЄМСТВА В КОНТЕКСТІ УПРАВЛІННЯ ЗМІНАМИ

The article explores the theoretical, methodological and applied aspects of the formation of a mechanism for activating corporate social responsibility of an enterprise in the context of organizational change management. It is substantiated that in the context of the transformation of the economic environment, the strengthening of social challenges and the growth of the role of sustainable development, corporate social responsibility is an important tool for increasing the adaptability of enterprises to changes and the formation of long-term competitive advantages. The essence of corporate social responsibility is determined as a system of voluntary management practices aimed at harmonizing the economic interests of the enterprise with the social needs of employees, local communities, the state and other stakeholders. The role of corporate social responsibility in the process of change management is analyzed, in particular in the formation of a favorable organizational environment, increasing the level of trust in management decisions and

reducing social risks of transformation processes. It is substantiated that the activation of corporate social responsibility contributes to increasing the social sustainability of the enterprise, improving corporate culture, developing human capital and strengthening the reputational capital of the organization.

The paper proposes a mechanism for activating corporate social responsibility of an enterprise, which involves a combination of organizational and managerial, economic, social and communication tools for implementing responsible business practices. The key stages of implementing such a mechanism are identified, which include diagnosing corporate social responsibility, integrating the principles of responsible management into the strategic management system, forming social initiative programs, and assessing the effectiveness of the implemented changes. It is proven that the use of the proposed mechanism allows to increase the efficiency of change management, ensure a balance of economic, social and environmental interests of the enterprise and contribute to the formation of a sustainable business development model in a dynamic socio-economic environment. The results obtained can be used in the development of corporate social responsibility strategies, organizational transformation programs and sustainable development management systems of enterprises.

У статті досліджено теоретико-методичні та прикладні аспекти формування механізму активізації корпоративної соціальної відповідальності підприємства в контексті управління організаційними змінами. Обґрунтовано, що в умовах трансформації економічного середовища, посилення соціальних викликів та зростання ролі сталого розвитку корпоративна соціальна відповідальність виступає важливим інструментом підвищення адаптивності підприємств до змін та формування довгострокових конкурентних переваг. Визначено сутність корпоративної соціальної відповідальності як системи добровільних управлінських практик, спрямованих на узгодження економічних інтересів підприємства із соціальними потребами працівників, місцевих громад, держави та інших зацікавлених сторін. Проаналізовано роль корпоративної соціальної відповідальності у процесі управління змінами, зокрема у формуванні сприятливого організаційного середовища, підвищенні рівня довіри до управлінських рішень та зниженні соціальних ризиків трансформаційних процесів. Обґрунтовано, що активізація корпоративної соціальної відповідальності сприяє підвищенню соціальної стійкості підприємства, покращенню корпоративної культури, розвитку людського капіталу та зміцненню репутаційного капіталу організації.

У роботі запропоновано механізм активізації корпоративної соціальної відповідальності підприємства, який передбачає поєднання організаційно-управлінських, економічних, соціальних та комунікаційних інструментів реалізації відповідальних бізнес-практик. Визначено ключові етапи впровадження такого механізму, що включають діагностику соціальної відповідальності підприємства, інтеграцію принципів відповідального управління у систему стратегічного менеджменту, формування програм соціальних ініціатив, а також оцінювання результативності впроваджених змін. Доведено, що використання запропонованого механізму дозволяє підвищити ефективність управління змінами, забезпечити баланс економічних, соціальних та екологічних інтересів підприємства та сприяти формуванню стійкої моделі розвитку бізнесу в умовах динамічного соціально-економічного середовища. Отримані результати можуть бути використані при розробленні стратегій корпоративної соціальної відповідальності, програм організаційних трансформацій та систем управління сталим розвитком підприємств.

Key words: corporate social responsibility, change management, enterprise, business social responsibility, sustainable development, corporate culture, management mechanisms, socio-economic development.

Ключові слова: корпоративна соціальна відповідальність, управління змінами, підприємство, соціальна відповідальність бізнесу, сталий розвиток, корпоративна культура, управлінські механізми, соціально-економічний розвиток.

THE GENERAL STATEMENT OF THE PROBLEM AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

The modern development of enterprises takes place in conditions of deep socio-economic transformations, accompanied by an increase in the level of uncertainty, increased global competition, acceleration of technological changes and growing public expectations regarding responsible business behavior. Enterprises are forced to constantly adapt to new business conditions, implement organizational innovations, change management

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approaches and transform the structure of interaction with the external environment. In such conditions, effective change management becomes of particular importance, which ensures the ability of the enterprise to respond to the challenges of the external environment, maintain competitiveness and form long-term development prospects.

One of the key factors in increasing the effectiveness of change management is corporate social responsibility, which is gradually becoming an important tool for strategic management of the enterprise. In the modern economy, social responsibility of business is considered not only as an element of ethical behavior of companies, but also as an important component of the formation of a long-term competitive strategy. It ensures the harmonization of the interests of the enterprise with the needs of society, contributes to increasing the level of trust from stakeholders, strengthening the company's reputation and forming a positive social image.

In the process of organizational changes, corporate social responsibility acquires special importance, since transformation processes are often accompanied by social tension, changes in the employment structure, revision of management approaches and reassessment of corporate values. In the absence of effective socially oriented change management mechanisms, such processes can lead to a decrease in the level of staff motivation, increased conflict in labor collectives, deterioration of corporate culture and loss of trust in management decisions. That is why the introduction of the principles of corporate social responsibility into the enterprise management system allows minimizing the social risks of transformations, ensuring support for changes from the staff and creating a favorable organizational environment for the implementation of strategic transformations.

At the same time, in the practice of many enterprises, the issue of integrating the principles of corporate social responsibility into change management processes remains insufficiently developed. Social responsibility is often considered as a separate area of activity of the enterprise, implemented in the form of charitable programs or social initiatives that are not directly related to the strategic management system. This approach significantly limits the potential of corporate social responsibility as a tool for organizational transformations and does not allow for the full use of its capabilities to increase the effectiveness of change management.

In addition, modern trends in economic development, focused on the principles of sustainable development, provide for a deeper integration of social, economic and environmental aspects of the enterprise's activities into the corporate governance system. This necessitates the formation of a comprehensive mechanism for activating corporate social responsibility, which provides a combination of managerial, economic, social and communication tools for implementing responsible business practices. Such a mechanism should be aimed not only at increasing the social efficiency of the enterprise's activities, but also at supporting the processes of organizational change, the formation of a sustainable corporate culture and the development of human capital.

Therefore, in the conditions of modern socio-economic transformations, the problem of forming an effective mechanism for activating corporate social responsibility of an enterprise in the context of change management is of particular relevance. Its solution is of great importance both for the development of theoretical approaches to the management of organizational transformations and for the improvement of practical tools for the implementation of a socially responsible business strategy, which ensures increased sustainability of enterprises in a dynamic economic environment.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS, IN WHICH THE SOLUTION OF THIS PROBLEM WAS INITIATED AND ON WHICH THE AUTHOR RELIES, HIGHLIGHTING PREVIOUSLY UNRESOLVED PARTS OF THE GENERAL PROBLEM, WHICH IS THE SUBJECT OF THIS ARTICLE

The issue of corporate social responsibility of an enterprise in modern economic science is considered in connection with the issues of strategic management, organizational transformations, human capital development, corporate culture and ensuring sustainable development. At the same time, the strengthening of the dynamics of changes in the external environment necessitates the need for in-depth research into the mechanisms for activating corporate social responsibility as a tool for effective change management in the enterprise. An important place in understanding the connection between the internal environment of the enterprise and the effectiveness of transformation processes is occupied by the study of N. S. Priymak, in which corporate culture is considered as a key component of the enterprise change management system [1]. The author argues that the effectiveness of organizational transformations largely depends on the formed values, norms of behavior, the level of internal trust and the readiness of personnel to adapt. This is of fundamental importance for our article, since corporate social responsibility in the context of change management is closely related to the culture of responsible attitude towards employees, communication openness and support of social stability in the organization. A significant contribution to the study of the strategic and institutional dimension of modern management was made by I. A. Hnatenko, Yu. M. Popova, I. G. Bachkir and K. V. Nechyporenko, who consider the strategies of state priorities in the context of scenario foresight of innovative economy management [2]. This work forms an important methodological basis for understanding that modern management decisions must take into account long-term socio-economic consequences, intellectual potential and systemic challenges of development. This allows us to interpret corporate social responsibility not as an isolated element of corporate policy, but as a component of a broader model of responsible strategic management.

The direct role of corporate social responsibility in the formation of the enterprise development strategy is thoroughly revealed by L. Lingur [3]. The author emphasizes that corporate social responsibility is gradually integrated into the strategic priorities of the enterprise and acts as a factor of its long-term sustainability, increasing the trust of stakeholders and strengthening market positions. For our study, this is especially important, since it confirms the expediency of considering corporate social responsibility as one of the tools for supporting organizational changes and forming sustainable competitive advantages. The theoretical basis of the social dimension of corporate responsibility is formed by the provisions of N. A. Suprun, who considers corporate social responsibility as a factor of social involvement in the context of the goals of the Europe 2020 strategy [4]. In this work, corporate social responsibility appears as a mechanism for increasing business participation in solving socially significant tasks, expanding social integration and strengthening the responsibility of enterprises to society. This strengthens the scientific logic of our article, since change management without due consideration of the social interests of employees and external stakeholders is much less effective and more conflict-prone.

The applied aspect of implementing corporate social responsibility in large business is revealed in the study by L. V. Prodanova and P. Todorov, which analyzed innovative approaches to implementing responsible business practices, current trends and successful cases [5]. The significance of this work for our study lies in highlighting practical tools for implementing corporate social responsibility, which can be adapted to change management mechanisms. At the same time, the authors mainly focus on large business, while the problem of integrating corporate social responsibility into the system of changes at enterprises of various scales requires further study.

Certain institutional aspects of the functioning of modern economic systems are highlighted in the work of V. I. Shary, M. V. Zos-Kior and I. M. Kyrylyuk, dedicated to the institutional model of land relations in Ukraine [6]. Despite the industry specificity, this work is valuable for our article in terms of understanding the role of the institutional environment in the formation of mechanisms of responsible economic behavior. It confirms that any mechanism for activating corporate social responsibility cannot be effective outside the broader institutional context, which sets the framework for responsible management, social dialogue and balance of interests. The managerial, cluster and intersectoral dimension of modern transformations is presented in the study of I. A. Hnatenko, E. O. Snitko, R. V. Markov and V. P. Utkin, which deals with the management of clustering projects of innovative entrepreneurship in the context of sustainable development, globalization, digitalization and personnel management [7]. Within our topic, this work is important in that it demonstrates the need to integrate social, organizational and economic components of management into a single system. It is this logic of an integrated approach that is methodologically close to the development of a mechanism for activating corporate social responsibility in the context of change management.

The closest to the subject of our study is the work of L. V. Yalovega and D. V. Chernyi, devoted to the management of corporate social responsibility of an innovatively oriented enterprise in the strategic context of sustainable development [8]. The authors emphasize that corporate social responsibility should be integrated into the strategic management system and considered as a factor in the long-term performance of the enterprise. However, despite the importance of this position, the issue of activating corporate social responsibility precisely in the context of organizational changes and as a mechanism for reducing social risks of transformation requires deeper development.

The theoretical foundations of the organizational and economic mechanism for implementing corporate social responsibility at enterprises are studied by V. I. Troyan [9]. In this work, special attention is paid to the structure of the mechanism for implementing corporate social responsibility, its functions and significance for increasing the efficiency of the enterprise. For our article, this work is extremely useful, since it creates the basis for constructing the author's mechanism for activating corporate social responsibility. At the same time, the study has industry specifics and does not focus on the connection of such a mechanism with change management processes.

The current conditions of martial law and the impact of corporate social responsibility on business competitiveness are reflected in the work of I. A. Bilotkach, which studies organic agribusiness [10]. This work proves that socially responsible behavior of an enterprise in conditions of high instability becomes a factor not only of reputation, but also of economic stability. For our article, this conclusion is important, because it reinforces the thesis that corporate social responsibility in periods of change plays the role of a tool for adaptation and strengthening the competitive positions of the enterprise. An important role in the formation of the mechanism for activating corporate social responsibility is played by studies devoted to personnel management and the development of labor potential. Thus, I. A. Gnatenko and Yu. E. Kulikova substantiate promising directions for improving personnel management in the organization, focusing on the need to modernize approaches to employee development, motivation, and personnel policy [11]. Similar in content is the work of M. Zos-Kior, V. Ilyin and E. Svyryda, in which the development of labor potential is considered as a key factor in effective management of the organization [12]. Both studies are of direct importance for our article, since the activation of corporate social responsibility in conditions of change is impossible without the development of human capital, the preservation of social stability and the formation of a personnel support system.

The generalization of the reviewed literature gives grounds to assert that the theoretical principles of corporate social responsibility, its strategic importance for the development of the enterprise, the role of corporate culture, personnel management, human capital and individual approaches to building organizational and economic mechanisms for its implementation have been developed quite widely in the scientific discourse. At the same time, the analysis of sources shows that the issue of activating corporate social responsibility in the context of organizational change management as a holistic mechanism combining organizational and managerial, economic, social and communication tools remains insufficiently researched.

The issues of the sequence of implementation of such a mechanism, assessment of its effectiveness in the context of transformation processes, as well as substantiation of the connection between the activation of corporate social

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responsibility, reduction of social risks of changes, development of corporate culture and formation of long-term sustainability of the enterprise also remain insufficiently disclosed. It is precisely at the solution of these theoretical and applied issues that the mentioned article is aimed.

THE FORMULATION OF THE OBJECTIVES OF THE ARTICLE

The formulation of the objectives of the article (task statement) is a theoretical justification and development of a mechanism for activating corporate social responsibility of an enterprise in the context of managing organizational changes, taking into account modern socio-economic challenges and the requirements of sustainable development. Achieving the set goal involves studying the essence of corporate social responsibility as a tool for strategic management of an enterprise, determining its role in the processes of organizational transformation, as well as substantiating the relationship between socially responsible management practices and the effectiveness of implementing changes in the activities of an enterprise.

The study provides for a generalization of theoretical approaches to the interpretation of corporate social responsibility, an analysis of its impact on the formation of a favorable organizational environment for implementing managerial changes, and the development of a structural model of the mechanism for activating socially responsible activities of an enterprise. An important task is also to determine the main directions of integrating the principles of corporate social responsibility into the system of strategic management of an enterprise and substantiating practical tools for increasing the social effectiveness of management decisions in the process of organizational transformations.

PRESENTATION OF THE MAIN MATERIAL OF THE STUDY WITH FULL JUSTIFICATION OF THE OBTAINED SCIENTIFIC RESULTS

The development of modern enterprises increasingly depends on their ability to effectively respond to dynamic changes in the socio-economic environment. The processes of globalization, digital transformation of the economy, increased competition and growing public expectations regarding responsible business behavior form new requirements for the corporate governance system. In such conditions, change management becomes a key element of the strategic development of the enterprise, since it is the efficiency of transformation processes that determines the ability of the organization to adapt to new operating conditions and ensure long-term competitiveness. At the same time, the success of organizational changes is largely determined by the level of social support from employees, partners, consumers and other stakeholders, which actualizes the need to intensify corporate social responsibility of enterprises.

Corporate social responsibility in modern conditions is an important tool for harmonizing economic, social and environmental interests in the activities of the enterprise. It involves the implementation of voluntary management practices aimed at increasing the social efficiency of business, ensuring transparency of management decisions and forming long-term partnerships with stakeholders. In the context of change management, corporate social responsibility serves as a social stabilizer, as it allows reducing the level of personnel resistance to transformations, increasing trust in management decisions, and forming a positive perception of organizational innovations [1; 3—6].

The analysis of theoretical approaches to the study of corporate social responsibility allows us to define it as a comprehensive system of management tools aimed at ensuring socially oriented development of the enterprise. The basis of this system is the integration of social principles into the strategic management of the organization, which involves taking into account the interests of employees, local communities, state institutions and society as a whole. In this context, corporate social responsibility ceases to be only an element of the image policy of the enterprise and turns into an important factor in increasing the effectiveness of organizational changes [2; 7; 12].

The activation of corporate social responsibility of the enterprise in the conditions of change management requires the formation of an appropriate organizational and economic mechanism that ensures the integration of the principles of responsible business into the strategic management system. Such a mechanism involves the coordination of management decisions with the social expectations of stakeholders, the formation of a corporate culture of a responsible attitude to the social and environmental aspects of the enterprise's activities, as well as the creation of an effective communication system between the organization's management and personnel. An important condition for the functioning of this mechanism is the availability of institutional support for socially responsible practices, which includes the development of internal corporate social responsibility standards, the implementation of human capital development programs, and the formation of a system for assessing the social effectiveness of the enterprise. In order to generalize the structural elements of the mechanism for activating corporate social responsibility in the process of change management, it is advisable to systematize the key components of its functioning.

Table 1. Structural elements of the mechanism for activating corporate social responsibility of an enterprise in the process of change management

Mechanism Element	Contents	Expected result
Organizational	Integrating the principles of social responsibility into the enterprise management system	Increasing the efficiency of management decisions
Economic	Using economic incentives to implement socially responsible programs	Increasing investment attractiveness
Social	Implementing personnel development programs and supporting local communities	Increasing social stability
Communication	Forming an effective system of interaction with stakeholders	Strengthening trust in the enterprise

Source: based on [2; 4; 8—12].

The functioning of the proposed mechanism involves the gradual integration of the principles of social responsibility into all key management processes of the enterprise. This means that socially responsible behavior should become a component of strategic planning, personnel policy, investment activities and corporate communication. This approach allows you to form a new model of corporate governance, focused on the long-term development of the enterprise and increasing its social efficiency [8—10].

An important stage in the implementation of the mechanism for activating corporate social responsibility is the assessment of the effectiveness of the implemented socially oriented management decisions. For this purpose, it is necessary to apply a system of indicators that reflect the level of social responsibility of the enterprise and the effectiveness of the implementation of relevant programs. Such a system allows monitoring the impact of corporate social responsibility on the development of the enterprise, as well as assessing its role in the process of managing organizational changes.

The results of the study indicate that the integration of corporate social responsibility into the change management process contributes to the formation of a more flexible and adaptive corporate governance system. A socially responsible enterprise development strategy ensures an increase in the level of trust in management decisions, contributes to the strengthening of corporate culture and the formation of a positive image of the organization. At the same time, the activation of corporate social responsibility allows reducing the social risks of transformation processes, which is especially important during the period of large-scale organizational changes.

Table 2. Evaluation of the effectiveness of the implementation of the corporate social responsibility mechanism of the enterprise

Indicator	Characteristics	Impact result
Level of social trust	Evaluation of the perception of the enterprise by employees and society	Increase in reputational capital
Development of human capital	Level of investment in training and development of personnel	Increase in labor productivity
Social stability	Level of conflict in the work team	Reduce social risks
Reputational effectiveness	Level of positive perception of the enterprise in society	Strengthen competitive positions

Source: author's development.

Thus, the proposed mechanism for activating corporate social responsibility of the enterprise acts as an effective change management tool that ensures the integration of economic, social and managerial aspects of the organization's activities. Its implementation creates the prerequisites for increasing the efficiency of corporate governance, strengthening the social sustainability of the enterprise and the formation of long-term competitive advantages in the modern socio-economic environment. Further analysis of the mechanism for activating corporate social responsibility of the enterprise in the context of change management requires consideration of the relationship between the transformation of management systems and the socially oriented behavior of the organization. In the modern economy, an enterprise functions not only as an economic entity that generates profit, but also as a social institution, the activities of which directly affect the state of labor collectives, local communities and the economic stability of regions. In this context, corporate social responsibility is not an auxiliary element of management, but a component of the enterprise's strategic development system, which allows ensuring a balance between economic results of activity and social consequences of management decisions.

In the process of implementing organizational changes, an important factor in the success of transformations is the level of social legitimacy of management decisions. Any structural or technological transformations at the enterprise are accompanied by changes in the system of distribution of functions, transformation of labor relations, revision of organizational procedures and sometimes staff reductions. Such processes can cause tension in the labor collective, increased distrust of management and decreased motivation of employees. That is why the integration of the principles of corporate social responsibility into the change management process creates an opportunity to form a socially acceptable model of enterprise transformation, within which the interests of employees and other stakeholders are taken into account when making management decisions. Of great importance for the activation of corporate social responsibility is the formation of an internal system of social partnership at the enterprise. This involves the creation of mechanisms for constant dialogue between management and personnel, which allows for timely consideration of the positions of employees in the process of implementing changes. Such an approach contributes to the formation of an atmosphere of participation in making management decisions and increases the level of organizational cohesion of the team. Social partnership, which is based on the principles of openness and mutual responsibility, allows to reduce the conflict of transformation processes and ensure the stability of the enterprise's functioning even during periods of significant organizational transformations [2; 8; 10].

An important component of the mechanism for activating corporate social responsibility is also the formation of long-term social investments of the enterprise. Unlike traditional charitable initiatives, which are episodic in nature, social investments involve systematic support for human capital development programs, increasing employment, supporting educational and professional programs, as well as participation in the development of social infrastructure of territories. Such investments allow the enterprise to form a stable social environment that contributes to the effective implementation of organizational changes and creates favorable conditions for long-term economic development.

In modern conditions, the concept of responsible corporate governance is becoming increasingly widespread, which involves the integration of social and ethical principles into the system of strategic decision-making. Within the framework of this concept, the company's management considers social responsibility not only as

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an element of communication policy, but also as a tool for increasing the efficiency of organizational process management. Responsible corporate governance forms a new model of interaction between the company and society, within which the economic activity of the company is combined with social and environmental obligations.

Of particular importance in this context is the development of the reputational capital of the company. Reputation is one of the key intangible assets of the organization, which directly affects its competitive position, investment attractiveness and the level of trust from partners and consumers. Socially responsible behavior of the company contributes to the formation of a positive image of the organization, which, in turn, increases its ability to successfully implement large-scale transformation projects. Companies that adhere to the principles of corporate social responsibility, as a rule, have much wider opportunities for attracting investments and establishing long-term partnerships. At the same time, it is important to consider that the activation of corporate social responsibility requires a systematic approach to its implementation. Socially responsible practices must be integrated into the overall development strategy of the enterprise and coordinated with its economic goals. This involves the formation of internal standards of social responsibility, the creation of a system for monitoring the effectiveness of social programs and the constant improvement of mechanisms for interaction with stakeholders.

In view of this, the mechanism for activating corporate social responsibility of the enterprise in the context of change management can be considered as a comprehensive system of managerial, economic and social tools aimed at ensuring the balanced development of the organization. Its effective functioning creates the prerequisites for the formation of a sustainable model of enterprise development, within which economic efficiency is combined with social stability and responsibility to society. As a result, the enterprise gets the opportunity not only to successfully adapt to changes in the external environment, but also to act as an active participant in the socio-economic development of territories and society as a whole.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

As a result of the study, it was found that in the conditions of modern socio-economic transformations, corporate social responsibility is gaining strategic importance for the development of enterprises and effective management of organizational changes. It is gradually transforming from an additional element of business social policy into an important component of the corporate governance system, which ensures the coordination of the economic interests of the enterprise with the social needs of employees, local communities and other stakeholders. This approach allows you to form a more sustainable model of enterprise development, in which economic performance is combined with social stability and responsibility to society. It has been proven that the effectiveness of implementing organizational changes largely depends on the level of social support for transformation processes. That is why the activation of corporate social responsibility is an important factor in reducing social risks, increasing the level of trust in management decisions and forming a favorable organizational environment for the implementation of innovations and structural transformations. The integration of socially responsible practices into the strategic management system allows enterprises not only to increase the efficiency of management processes, but also to strengthen corporate culture, develop human capital and form a positive reputational image of the organization.

The study substantiates the mechanism for activating corporate social responsibility of the enterprise, which is based on a combination of organizational and managerial, economic, social and communication tools for implementing responsible business practices. The proposed mechanism involves the integration of the principles of responsible management into the strategic management system of the enterprise, the development of social partnership between management and personnel, the formation of social investment programs and the introduction of a system for assessing the effectiveness of socially responsible activities. Its implementation creates the prerequisites for increasing the adaptability of the enterprise to changes, ensuring the stability of the organization's functioning during periods of transformation and the formation of long-term competitive advantages.

The results of the study indicate that the activation of corporate social responsibility contributes to increasing the social sustainability of the enterprise, strengthening trust between participants in organizational processes and developing partnership relations with stakeholders. A socially responsible management strategy allows enterprises to respond more effectively to the challenges of the external environment, form a positive image in society and ensure the stability of their own economic development. Prospects for further scientific research in this area are associated with the deepening of methodological approaches to assessing the effectiveness of corporate social responsibility of enterprises, the development of tools for integrating socially responsible practices into the strategic management system, as well as research into the impact of social responsibility on the innovative development of enterprises and the formation of their long-term competitive potential. Special attention is required to study the role of corporate social responsibility in the processes of digital transformation of the economy and the formation of new models of interaction between business and society in the context of sustainable development.

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