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## ADAPTIVE MODEL FOR MANAGING ORGANIZATIONAL SOCIAL AND COMMUNICATION PROCESSES

*The article is devoted to the issues of managing organizational social and communication processes under conditions of economic digital transformation, increasing environmental information saturation, and growing uncertainty in the contemporary socio-economic space. The relevance of the research is determined by the need to ensure organizational resilience, adaptability, and operational efficiency amid the spread of concepts associated with high turbulence, nonlinearity, and complex forecasting, as well as the acceleration of digital transformation, which makes traditional linear communication management models increasingly ineffective. The study aims to substantiate the theoretical and methodological foundations for managing organizational social and communication processes in the conditions of economic digital transformation and high dynamism of the external environment.*

*The article examines contemporary scientific approaches to interpreting organizational communications, adaptive management, digital communication systems, and the strategic management of communication interactions. Existing approaches by domestic and foreign researchers on the role of communication in ensuring organizational adaptability, supporting change management, shaping corporate culture, and integrating digital tools into the organization's management system are analyzed.*

*The authors propose their own vision of an adaptive model for managing organizational social and communication processes, which they interpret as an integrated multi-level system of strategic, information-analytical, digital, and organizational management of communication interactions. The expediency of considering social and communication processes not only as mechanisms for information transfer but also as a complex dynamic system of managerial interaction that ensures coordination among structural units, supports organizational culture, enhances adaptability, and strengthens the organization's strategic resilience is substantiated. The structural and functional blocks of the adaptive model for managing social and communication processes are justified, including the strategic communication management block, the digital communication interaction platform, the communication monitoring and analytics system, the adaptive response mechanism, the subsystem for organizational culture management, the stakeholder feedback system, and the communication risk forecasting tools.*

*The effective functioning of a modern organization largely depends on the communication system's ability to provide timely responses to changes in the external environment, maintain the strategic consistency of managerial processes, establish sustainable channels of interaction with stakeholders, and integrate digital management tools into the organizational development system. The practical implementation of the proposed model will increase organizational digital maturity, strengthen competitiveness, enhance innovative potential, and ensure long-term resilience under crisis conditions.*

*Keywords: adaptive management model, social and communication processes, social communication, organizational communications, digital transformation, communication management, organizational adaptability.*

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## АДАПТИВНА МОДЕЛЬ УПРАВЛІННЯ СОЦІАЛЬНО-КОМУНІКАЦІЙНИМИ ПРОЦЕСАМИ ОРГАНІЗАЦІЇ

*Статтю присвячено питанням управління соціально-комунікаційними процесами організації в умовах цифрової трансформації економіки, зростання інформаційної насиченості середовища та посилення невизначеності сучасного соціально-економічного простору. Актуальність тематики дослідження зумовлена необхідністю забезпечення організаційної стійкості, адаптивності та ефективності функціонування організацій в умовах поширення концепцій високої турбулентності, нелінійності, складності прогнозування та прискорення цифрових трансформаційних процесів, що робить традиційні лінійні моделі управління комунікаціями такими, що втрачають ефективність. Дослідження має на меті обґрунтувати теоретико-методичні засади управління соціально-комунікаційними процесами організації в умовах цифрової трансформації економіки та високої динамічності зовнішнього середовища.*

*В статті розглянуто сучасні наукові підходи до трактування організаційних комунікацій, адаптивного управління, цифрових комунікаційних систем та стратегічного управління комунікаційною взаємодією. Проаналізовано наявні підходи вітчизняних і зарубіжних дослідників щодо ролі комунікацій у забезпеченні організаційної адаптивності, підтримці управління змінами, формуванні корпоративної культури та інтеграції цифрових інструментів у систему менеджменту організації.*

*Запропоновано авторське бачення адаптивної моделі управління соціально-комунікаційними процесами організації, яка трактується як інтегрована багаторівнева система стратегічного, інформаційно-аналітичного, цифрового та організаційного управління комунікаційною взаємодією. Обґрунтовано доцільність розгляду соціально-комунікаційних процесів не лише як механізму передачі інформації, а як складної динамічної системи управлінської взаємодії, що забезпечує координацію діяльності структурних підрозділів, підтримку організаційної культури, адаптивності та стратегічної стійкості організації. Обґрунтовано структурну функціональність блоків адаптивної моделі управління соціально-комунікаційними процесами, серед яких визначено стратегічний блок управління комунікаціями, цифрову платформу комунікаційної взаємодії, систему моніторингу та аналітики комунікацій, механізм адаптивного реагування, підсистему управління організаційною*

культурою, систему зворотного зв'язку зі стейкхолдерами та інструменти прогнозування комунікаційних ризиків. Ефективне функціонування сучасної організації значною мірою залежить від здатності комунікаційної системи забезпечувати своєчасне реагування на зміни зовнішнього середовища, підтримувати стратегічну узгодженість управлінських процесів, формувати стійкі канали взаємодії зі стейкхолдерами та інтегрувати цифрові інструменти управління у систему організаційного розвитку. Практична реалізація запропонованої моделі дозволить підвищити рівень цифрової зрілості організації, посилити її конкурентоспроможність, забезпечити розвиток інноваційного потенціалу та підтримати довгострокову стійкість у кризових умовах.

*Ключові слова:* адаптивна модель управління, соціально-комунікаційні процеси, соціальна комунікація, організаційні комунікації, цифрова трансформація, управління комунікаціями, організаційна адаптивність.

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## PROBLEM STATEMENT

The current stage of development of socio-economic systems is characterized by large-scale digital transformation, high dynamism of the external environment, intensifying global competition, rapid diffusion of digital technologies, and the growing role of information and communication processes in ensuring organizational efficiency. In the context of the emerging digital economy, organizations are forced to adapt managerial mechanisms to new challenges associated with accelerated information flows, increased complexity in managerial decision-making, changing stakeholder behavior, and the need for rapid responses to crises. This problem becomes particularly relevant in the context of the widespread adoption of the VUCA and BANI concepts, which reflect volatility, uncertainty, non-linearity, and complexity of the modern socio-economic environment. Under such conditions, traditional approaches to managing organizational communications lose their effectiveness, as they fail to ensure sufficient flexibility, speed of information exchange, integration of digital tools, and adaptability of management processes. This necessitates the development of new adaptive models to manage socio-communication processes and ensure organizational resilience, flexibility, and competitiveness.

Socio-communication processes in modern organizations are gradually transforming from a supporting element of management into a strategic resource of organizational development. Effective communication ensures coordination among structural units, supports strategic management processes, shapes corporate culture, integrates digital technologies, and facilitates interaction with stakeholders. At the same time, insufficient adaptability of communication systems, fragmentation of information flows, low integration of digital platforms, and the absence of mechanisms for forecasting communication risks negatively affect organizational performance.

Despite numerous scientific studies on organizational communication, digital transformation, and adaptive management, issues related to developing a comprehensive adaptive model for managing socio-communication processes remain underexplored. Such a model should integrate strategic, digital, information-analytical, behavioral, and managerial components into a unified adaptive management system. This determines the need to further develop the theoretical and methodological foundations of adaptive management of socio-communication processes and substantiates the study's relevance.

## ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

The issues of laying the foundations for adaptive management of socio-communication processes within organizations have been actively studied by domestic and international scholars in the context of digital transformation, organizational adaptability, strategic communication, and change management.

The study by Hryshchenko I. M. [1] analyzes the VUCA environment as a new complexity framework that has prompted a transformation of modern approaches to organizational management. The author determined that under conditions of instability and complexity of the external environment, managerial flexibility, communication speed, and adaptive leadership have become critically important. In turn, Hots V. V. [2] examined the impact of the BANI environment on organizational strategy, emphasizing the need to develop adaptive management mechanisms and resilient communication systems in the face of nonlinearity and information instability.

Researchers Sahaidak M. and Zvieriev B. [3] considered digitalization and sustainable development as key drivers of the transformation of modern organizational management. The authors emphasized the importance of integrating digital communication platforms, analytical systems, and rapid response mechanisms into organizational management processes. Scholars Batsenko L. and Halenin R. [4] identified digital communication as a fundamental factor in ensuring the effectiveness of modern management, highlighting its role in coordinating business processes, optimizing information flows, and supporting organizational digital transformation.

The scholar Levytskyi V. [5] investigated the formation of an integrated socio-adaptive management system for organizations, emphasizing the need to align the interests of the organization, personnel, and external stakeholders through effective communication mechanisms. At the same time, in the work of Tarasiuk O. V. [6], the feasibility of using process and integrative approaches to organizational change management was substantiated, with communication serving as an important tool for fostering adaptability and coordinating transformation.

Researchers Borisenko D. and Khunkhai V. [7] examined socio-communication support of organizations as a complex of managerial, digital, and information-analytical mechanisms aimed at ensuring effective interaction among all participants of the organizational system. The authors emphasized the strategic importance of communication in ensuring organizational resilience and competitiveness during digital transformation.

In foreign studies, significant attention has been paid to strategic and integrated communications. The scholar Restino R. J. [8] proposed a socio-cultural model of communication management, within which communication management is considered as a tool for shaping and maintaining organizational culture. Researcher Niemann-Struweg I. [9] developed an integrated model of strategic communication for the post-industrial business environment, emphasizing the need for a multi-level, adaptive system of stakeholder interaction.

Scholars Slijepčević M., Kostić M. and Radojević I. [10] substantiated the need to transition from traditional corporate communication models to integrated digital models that leverage digital platforms and new media. Researchers Wuersch L., Neher A., Wong A. and Peter M. [11] investigated the role of digital communication tools in ensuring effective employee interaction under remote work conditions and crisis transformations. Scholars Taruchain-Pozo F., Avilés-Castillo F., Cuesta-Andaluz E. and Buele J. [12] defined organizational communications as a strategic change management tool that supports transformation processes, reduces uncertainty, and enhances organizational resilience.

Thus, despite a considerable number of studies devoted to adaptive management in the digital era, there remains a need to further develop adaptive, integrated, and digitally oriented models for managing socio-communication processes within organizations that ensure effective organizational functioning in highly dynamic external environments.

### THE PURPOSE OF THE STUDY

The aim of the study is to substantiate the theoretical and methodological foundations for managing socio-communication processes within organizations amid the digital transformation of the economy and the high dynamism of the external environment.

To achieve the stated purpose, the following tasks are defined in the study:

to investigate the essence and characteristics of socio-communication processes in the system of modern organizational management;

to generalize contemporary approaches of domestic and foreign researchers to organizational communication management and adaptive management;

to determine the impact of current trends on the development of socio-communication processes within organizations;

to substantiate the role of socio-communication support in shaping organizational adaptability and resilience;

to develop an adaptive model for managing socio-communication processes within organizations, considering digital, social, behavioral, and managerial components.

### RESEARCH RESULTS

In the current conditions of global economic development, the acceleration of digital transformation, the spread of platform-based business models, the automation of management processes, and the increasing information saturation of the environment make the development of an adaptive model for managing socio-communication processes within organizations particularly important. Modern organizations operate in a highly dynamic external environment characterized by unstable market conditions, rapid technological change, increasing competition, the growing role of digital interaction channels, and the need for prompt responses to crisis events. Under such conditions, management effectiveness largely depends on the organization's ability to develop a flexible system of socio-communicative interaction that ensures rapid information dissemination, coordination of managerial decisions, support for organizational culture, and adaptation to change.

This issue becomes especially relevant in the context of the widespread VUCA (Volatility, Uncertainty, Complexity, Ambiguity) and BANI (Brittle, Anxious, Nonlinear, Incomprehensible) concepts, which characterize the modern economic environment as unstable, anxious, nonlinear, and difficult to predict. In the VUCA environment, organizations are forced to operate amid constant volatility and high uncertainty [1], whereas the BANI framework emphasizes the psychological, behavioral, and social aspects of management in crisis conditions and amid information overload [2]. In such circumstances, traditional linear communication management systems lose effectiveness because they lack sufficient flexibility, speed of information exchange, or adaptability in managerial processes.

The socio-communication system of a modern organization is gradually transforming from a supporting management element into a strategic tool for ensuring organizational resilience, adaptability, and competitiveness. Communication processes ensure the integration of internal organizational structures, establish effective interaction among employees, management, partners, consumers, and other stakeholders, and support organizational unity during transformational changes. Effective socio-communication mechanisms enable organizations to respond promptly to market changes, adapt business processes, maintain corporate culture, and build trust with the external environment.

In contemporary scientific research, both domestic and foreign scholars consider organizational communication a system-forming component of management that ensures the coordination of organizational

activities, the integration of functional subsystems, and support for strategic development processes. Communication is viewed not only as a tool for information transfer but also as a complex socio-economic system that shapes information flows, facilitates managerial interaction, influences personnel behavior, and determines the level of organizational adaptability.

Among Ukrainian scholars, Sahaidak M. and Zvieriev [3] made a significant contribution to the development of adaptive organizational management theory. The authors determined that economic digitalization and an orientation toward sustainable development principles constitute a new management paradigm, in which communication processes play a key role. They emphasized that modern organizations should integrate digital communication platforms, monitoring systems, analytical tools, and rapid-response mechanisms to adapt to changes in the external environment. In their view, organizational adaptability depends directly on the management system's ability to ensure continuous information exchange across all organizational levels and with the external environment.

Researchers Batsenko L. and Halenin R. focused on digital communications as a key factor in ensuring the effectiveness of modern management [4]. They noted that the use of digital communication tools significantly accelerates managerial decision-making, enhances coordination among organizational units, optimizes information flows, and improves knowledge management within organizations. In their work, the communication system is considered the foundation of modern organizational functioning, as it ensures business process integration, organizational culture formation, and support for innovation.

Researcher Levytskyi V. interpreted adaptive management as an integrated system for balancing the interests of the organization, employees, consumers, and society [5]. He emphasized that the effectiveness of the adaptive management model depends on the degree of integration between internal and external communication mechanisms and on the organization's ability to establish stable stakeholder interaction channels. The scholar noted that modern organizations must ensure not only the exchange of operational information but also the development of trust, loyalty, and social responsibility, which largely depend on the effectiveness of the socio-communication system.

Researcher Tarasiuk O. considered the integration of communication processes into change management systems as a key condition for ensuring organizational adaptability [6]. The author substantiated the need for process- and integrative approaches that combine digitalization, human-centeredness, flexible management, and adaptive organizational structures. Within this approach, communication serves as a mechanism for coordinating transformation processes, overcoming resistance to change, and forming a shared vision of organizational strategic development.

Considerable attention in contemporary research is given to the strategic aspect of socio-communication support in organizations. Borysenko D. and Khunkhai V. defined socio-communication support as a complex of managerial, information, digital, and analytical mechanisms aimed at ensuring effective interaction among all participants of the organizational system [7]. The authors emphasized that modern communication systems must ensure integration of internal and external information flows, support digital interaction, and create a unified organizational information environment.

In the foreign scientific literature, the problem of adaptive communication management is primarily studied in the context of strategic communication, digital transformation, organizational behavior, and change management. Significant attention is paid to the role of communication in shaping organizational culture, supporting innovation, and ensuring organizational resilience.

Researcher Ristino R. J. [8] developed a socio-cultural model of communication management, according to which the main function of communication management is the formation, maintenance, and transmission of organizational culture. The author considered communication as a mechanism for integrating social values, behavioral models, and management practices. He noted that the effectiveness of a communication system largely depends on its ability to adapt to changes in the social environment, cultural transformations, and personnel behavior.

Researcher Niemann-Struweg I. proposed an integrated model of strategic communication for post-industrial organizations, in which coordination among the organization, its stakeholders, and the external environment plays a key role [9]. The scholar emphasized that modern communication systems must be multi-level, flexible, and adaptive, ensuring continuous information exchange and supporting organizational strategic development.

Serbian researchers Slijepčević M., Kostić M., and Radojević I. substantiated the need to shift from traditional corporate communication models to integrated digital models grounded in new media, social platforms, digital services, and online interaction channels [10]. They concluded that digitalization significantly transforms the structure of organizational communication, creating new mechanisms for interaction among employees, management, and external stakeholders.

Würsch L. et al. considered digital communication a socio-technical system that combines technological platforms, digital leadership, organizational culture, elements of artificial intelligence, and personnel collaboration mechanisms [11]. The researchers emphasized that modern digital communication goes beyond traditional information exchange and becomes a complex system for knowledge management, organizational behavior, and corporate interaction.

In the context of organizational change management, foreign scholars [12] defined communication as a strategic organizational asset that supports transformation processes, reduces uncertainty among personnel, fosters trust, and ensures organizational resilience in crisis conditions. Effective communication enables coordination of all

participants in the organizational system, supports digital transformation processes, and ensures long-term organizational competitiveness.

Based on the generalization of contemporary scientific approaches to the management of organizational communications, digital transformation of managerial processes, concepts of adaptive management, and strategic organizational development, it is appropriate to propose our own vision of an adaptive model for managing the socio-communication processes of an organization, oriented toward ensuring resilience, flexibility, and efficiency of organizational functioning in conditions of high environmental dynamism.

We understand the adaptive model of managing socio-communication processes as an integrated multilevel system of strategic, information-analytical, digital, and organizational management of communication interactions, which ensures continuous alignment of internal and external information flows of the organization in accordance with changes in the external environment, strategic development goals, behavioral characteristics of stakeholders, and the requirements of the digital economy.

We propose to consider socio-communication processes not only as a mechanism for information transfer, but as a complex dynamic system of managerial interaction that ensures coordination of the activities of structural units, formation of organizational culture, support of organizational adaptability, change management, and integration of the organization into the digital socio-economic space (Table 1).

Table 1

### Socio-communication processes in the system of adaptive organizational management

Content and Characteristics	Functional Purpose	Expected Organizational Outcome
Coordination of structural units' activities		
Ensuring consistency of information flows between departments, management levels, and employees of the organization	Synchronization of business processes, optimization of managerial interaction, and improvement of internal communication efficiency	Increasing the efficiency of decision-making and reducing information barriers
Formation of organizational culture		
Transmission of corporate values, behavioral norms, interaction principles, and organizational ethics	Support of a unified informational and behavioral environment within the organization	Increasing levels of trust, staff loyalty and organizational cohesion
Support of organizational adaptability		
Ensuring the organization's ability to respond promptly to changes in the external and internal environment	Formation of a flexible communication system and adaptive management; increased resilience to crises and transformational processes	Increasing the organization's resilience to crisis and transformation processes
Management of organizational change		
Communication support of transformation, digitalization, and restructuring processes within the organization	Reduction of resistance to change, formation of support among employees and stakeholders; effective implementation of organizational changes and innovations	Effective implementation of organizational changes and innovations
Integration into the digital socio-economic space		
Use of digital platforms, online communications, and information technologies for stakeholder interaction	Enhanced digital interaction and integration into the modern information environment; increased competitiveness and digital maturity	Increasing the competitiveness and digital maturity of the organization
Information flow management		
Organization of processes for data collection, processing, transmission, and analysis	Timely provision of information for managerial decision-making; improved quality of management decisions and transparency	Improving the quality of management decisions and information transparency
Stakeholder engagement management		
Formation of internal and external communication systems with employees, partners, customers, and society	Maintenance of long-term partnerships and reputational stability; strengthened trust and positive organizational image	Strengthening trust and creating a positive image of the organization
Support of digital transformation		
Integration of digital tools into the organizational communication system	Automation of communication processes and development of digital management; increased communication efficiency and innovation potential	Increasing the effectiveness of communications and the innovative potential of the organization
Formation of feedback systems		
Ensuring two-way information exchange between the organization and stakeholders	Identification of problematic aspects of activity and evaluation of communication effectiveness; improved adaptability and management processes	Increasing adaptability and improving management processes
Support of strategic management		
Information and communication support for the implementation of organizational strategic goals	Alignment of communication policy with overall development strategy; increased effectiveness of strategic management and organizational resilience	Increasing the effectiveness of strategic management and organizational sustainability

Source: developed by authors

Accordingly, the effectiveness of an organization’s functioning largely depends on its communication system's ability to ensure timely identification of changes in the external environment, rapid response to crisis events, maintenance of strategic consistency in managerial decisions, and the formation of stable channels of interaction with stakeholders.

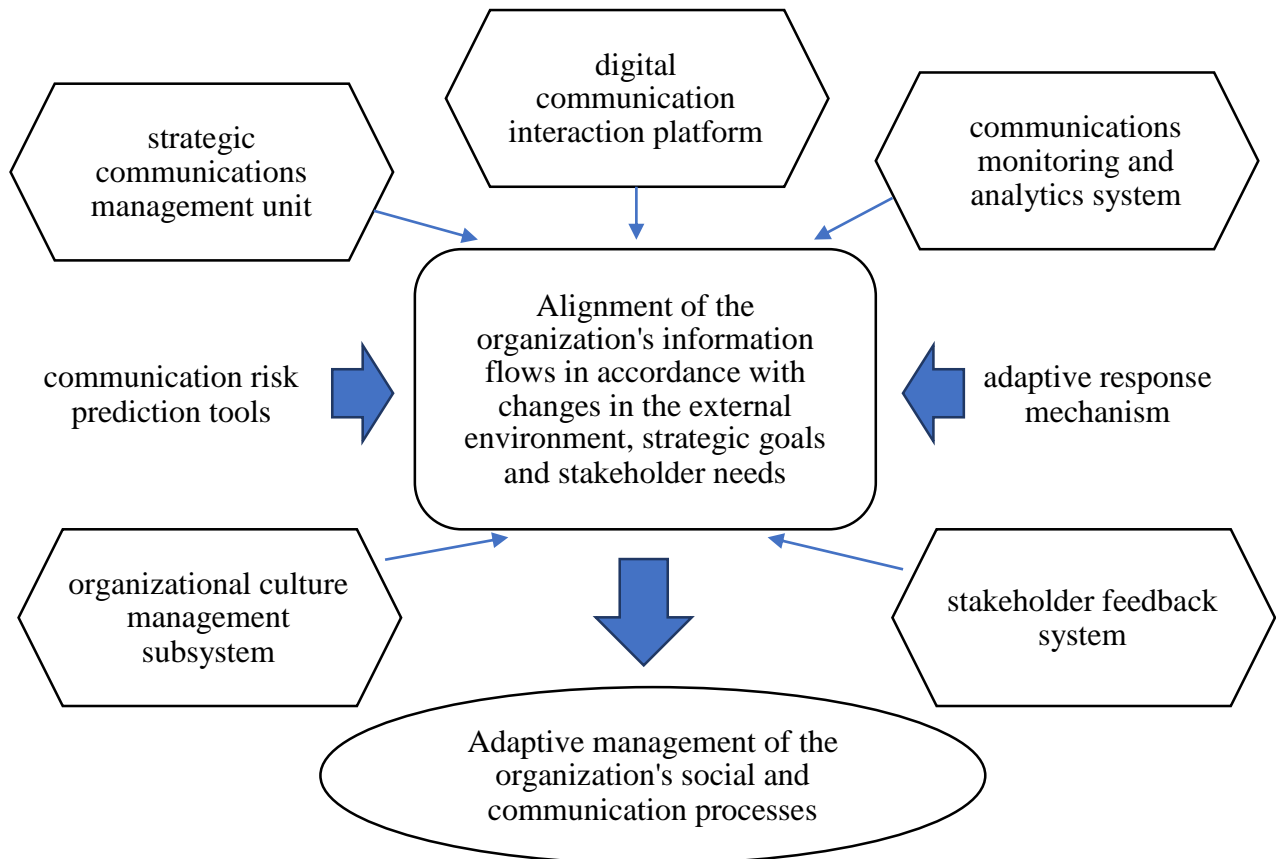
We think, that it is necessary to integrate strategic, digital, social, and behavioral components of communication management into a single adaptive system capable of operating under conditions of uncertainty, high turbulence, and continuous transformation of the information environment. In this context, adaptability is considered as a systemic characteristic of an organization that reflects its ability to promptly transform the structure of information flows, management channels, digital platforms, and communication interaction mechanisms in accordance with changes in the external environment.

A schematic representation of the model is shown in Figure 1.

Within the structure of the proposed model, it is appropriate to distinguish several interrelated functional blocks, each of which performs a specific role in ensuring the effectiveness of socio-communication management.

1. Strategic communication management block ensures the formation of the organization’s long-term communication policy, the definition of strategic communication development goals, coordination of internal and external communications, and integration of the communication strategy into the overall system of strategic organizational management. Within this block, key principles of information interaction are formulated, mechanisms for reputation management are defined, corporate culture is supported, and the organization’s strategic communication resilience is ensured.

2. Digital communication interaction platform represents an integrated digital environment for information exchange between employees, structural units, management, and external stakeholders. Such a platform should ensure continuity of information flows, prompt data transmission, support for remote interaction, automation of communication processes, and integration of modern digital management tools. The digital platform may include corporate portals, CRM systems, ERP systems, electronic document management systems, cloud services, digital analytics modules, and artificial intelligence tools.



**Fig. 1. Adaptive Model of Managing Socio-Communication Processes of an Organization**

Source: developed by authors

3. Communication monitoring and analytics system ensures continuous collection, processing, analysis, and interpretation of information regarding the state of internal and external communication processes. The functioning of such a system allows the identification of information barriers, the evaluation of communication channel effectiveness, the analysis of the behavioral characteristics of employees and stakeholders, and the forecasting

of potential communication risks. An important aspect is the use of digital analytics tools, Big Data, Business Intelligence, and real-time monitoring systems.

4. Adaptive response mechanism ensures the operational adjustment of communication processes in response to changes in the external environment, crisis situations, transformation of market conditions, or shifts in stakeholder behavior. Within this mechanism, the organization must be able to quickly modify information flow structures, communication formats, digital interaction channels, and managerial tools in response to the current situation. This mechanism ensures the flexibility of the communication system and maintains its functional resilience.

5. Organizational culture management subsystem is also included in the proposed model, as corporate culture determines the nature of internal communication, the level of trust among employees, staff readiness for change, and the effectiveness of teamwork. According to the proposed approach, organizational culture is viewed as a socio-communicative environment that shapes employee behavioral patterns, supports innovation, and ensures the integration of personnel into a unified organizational information space.

6. The stakeholder feedback system ensures two-way communication between the organization and the external environment. This system enables the organization to obtain information on customer, partner, employee, and other stakeholder satisfaction levels, assess reputational risks, identify problematic aspects of its communication policy, and develop mechanisms to enhance stakeholder loyalty.

7. Communication risk forecasting tools in the model are aimed at identifying potential information threats, crisis situations, reputational losses, and risks of destabilization of the internal communication system. The use of predictive and analytical tools enables the organization to develop preventive communication management mechanisms and ensure operational stability under conditions of uncertainty.

According to our approach, adaptability is the ability of an organization's communication system to promptly transform the structure of information flows, managerial channels, digital platforms, and interaction mechanisms in response to changes in the external environment, shifts in strategic goals, and stakeholder needs. At the same time, adaptability is considered not a reactive characteristic but a proactive capability for anticipating changes and making anticipatory adjustments to communication policy.

Unlike existing approaches, the proposed adaptive model of socio-communication management: integrates social, digital, behavioral, and managerial components into a unified adaptive management system; combines strategic and operational communications; takes into account the VUCA and BANI characteristics of the modern socio-economic environment; involves the use of digital analytics, artificial intelligence, and real-time monitoring systems; is oriented toward ensuring organizational resilience, flexibility, and long-term competitiveness; forms mechanisms for proactive response to information and communication risks; ensures integration of communication policy into the organization's strategic management system.

The practical implementation of the proposed adaptive model of socio-communication management enables significant improvements in the speed and quality of managerial decision-making, the optimization of information flows, enhanced coordination between structural units, strengthened stakeholder interaction, and effective organizational functioning under conditions of digital economic transformation. Furthermore, implementing such a model contributes to greater organizational adaptability, the development of a digital culture, the strengthening of innovation potential, and the maintenance of long-term organizational resilience under high uncertainty in the modern environment.

## CONCLUSIONS

As a result of the research conducted, the theoretical and methodological foundations for developing an adaptive model for managing an organization's socio-communication processes amid digital economic transformation and high environmental dynamism have been substantiated. It has been established that under current conditions, socio-communication processes are strategic and play a key role in ensuring organizational resilience, adaptability, and competitiveness.

The study of contemporary scientific approaches made it possible to determine that organizational communications are transforming from a traditional mechanism of information transfer into a complex integrated system of managerial interaction that ensures coordination of structural units' activities, support of corporate culture, integration of digital technologies, change management, and the formation of effective stakeholder interaction. In VUCA and BANI environments, traditional linear communication management systems lack the flexibility and responsiveness required, necessitating a transition to adaptive communication management models.

We have proposed our own vision of an adaptive model for managing socio-communication processes of an organization as an integrated multilevel system of strategic, digital, information-analytical, and organizational management of communication interaction, which ensures continuous alignment of internal and external information flows in accordance with changes in the external environment, strategic development goals of the organization, and stakeholder needs. The developed adaptive model of socio-communication process management includes interrelated functional blocks, namely: a strategic communication management block, a digital communication interaction platform, a communication monitoring and analytics system, an adaptive response mechanism, an organizational culture management subsystem, a stakeholder feedback system, and communication risk forecasting tools.

A distinctive feature of the proposed model is the integration of social, digital, behavioral, and managerial components into a unified adaptive management system that ensures organizational flexibility, proactivity, and resilience. Unlike existing approaches, the model accounts for the VUCA and BANI characteristics of the modern environment and supports the use of digital analytics, real-time monitoring systems, and communication risk forecasting tools.

The practical significance of the proposed model lies in its potential to improve the effectiveness of managerial decision-making, optimize information flows, enhance coordination among structural units, strengthen stakeholder engagement, and ensure the organization's effective functioning amid digital transformation. The implementation of the adaptive model of socio-communication management will increase organizational adaptability, foster a digital culture, strengthen innovation potential, and ensure long-term organizational competitiveness.

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