
Comparative analysis of the concept of «organizational and economic mechanism» in the modern scientific space

Andrii Beliak

Department of International Economics, Borys Grinchenko Kyiv University, Kyiv, Ukraine
Department of Hotel, Restaurant and Tourism Business, Kyiv National University of Culture and Arts, Kyiv, Ukraine
ORCID 0000-0002-2273-7906

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Annotation: The article presents the comparative analysis of the concept of organizational mechanism by foreign and domestic scholars in the field of management, economics and organizational studies. The article summarizes the main theoretical views, models and empirical findings on this topic based on a wide range of scientific sources, including books, professional articles, monographs, conference papers. The article highlights the similarities and differences in the approaches of different scholars to this topic, as well as identifies the key debates and controversies around the definition, scope and functions of the organizational mechanism. The article highlights common themes and trends in the study of organizational mechanism, compares and contrasts the perspectives of domestic and foreign scientists on the subject. There are different interpretations and definitions of this concept, but a common thread is that it refers to the various elements and processes that an organization uses to coordinate and regulate its internal operations, resources, and behavior of its members. The organizational mechanism is becoming an increasingly important concept in the modern scientific space, as the complexity of the research process increases and the scope of research topics expands, coordination and cooperation between researchers is necessary for the efficient use of resources and achievement of the desired results. The importance of having a well-designed and well-implemented organizational mechanism to ensure the economic success and economic sustainability of the organization is emphasized. Overall, the concept of organizational mechanism continues to be a relevant and dynamic area of study, with ongoing discussions and debates about its nature, role, and impact on organizational behavior and performance. The article is a valuable resource for scholars, researchers, managers, practitioners seeking to deepen their understanding of this important concept and will contribute to the further development of research on this concept in the domestic scientific space.

Keywords: organizational mechanism, commercial mechanism, organizations, mechanism.

1. Introduction

In today's highly competitive and rapidly changing global world, the efficiency and effectiveness of an organization's activities is of paramount importance. Implementation of an effective organizational mechanism is a guarantee that the organization will be able to achieve its goals, adapt to new challenges and stay ahead of competitors. Foreign experience in this area emphasizes the importance of a well-designed and implemented organizational mechanism in creating a successful and sustainable organization. It is important to consider the impact of new technologies, changing

market conditions and socio-economic trends on the development and implementation of organizational mechanisms. By studying foreign experience in this area, organizations can obtain valuable information and practical recommendations on how to improve their own organizational mechanisms, thereby increasing their overall efficiency and competitiveness. Organizational arrangements refer to the structures and processes established to achieve a particular result or goal, and they encompass both formal and informal elements of an organization. In this way, organizations can remain competitive and achieve their goals in an ever-changing environment. Effective organizational arrangements have the potential to increase the effectiveness and efficiency of organizations, but there are still many unresolved parts of the overall problem. The problem lies in the lack of clarity and consensus on the definition, nature, and impact of organizational arrangements on behavior and performance. Despite a growing body of research in this area, there is still disagreement among scholars about the precise definition and nature of organizational mechanisms, and the extent to which they shape and influence organizational behavior. This article aims to contribute to the discussions and debates around the concept of organizational mechanism, as well as to provide a clearer understanding of its nature, role and impact on organizational behavior and performance in the modern scientific space.

2. Object and subject of research

The object of the research would be to examine the various definitions, theories, and approaches related to the organizational mechanism and how they differ or align with each other. The subject of the research would be the concept of organizational mechanism, which refers to the structures, processes, and systems within an organization that are designed to ensure the effective and efficient functioning of the organization.

The article highlights some unresolved aspects of the general problem related to the concept of organizational mechanism. Among them are the following: *Definition*: There are still discussions and disagreements among scholars about the exact definition and nature of organizational mechanism. Some researchers focus on formal structures and systems, while others emphasize the role of informal mechanisms such as cultural norms and relationships. *Influence on organizational behavior*: The extent to which organizational mechanisms shape and influence organizational behavior is still being studied. Some researchers argue that these mechanisms play a crucial role in shaping behavior, while others believe that they have a limited impact. *Flexibility versus rigidity*: There is an ongoing debate about the balance between fixed structures and systems and a more dynamic and flexible approach to organizational arrangements. Some researchers argue that organizations need to be more flexible to adapt to changing conditions, while others believe that formal structures and systems are necessary for stability and control. *Interaction between formal and informal mechanisms*: The relationship between formal and informal mechanisms remains poorly understood, and the role of each in shaping organizational behavior and performance is still being researched.

Despite the progress made in understanding the concept of organizational mechanism, further research remains needed to fully understand its nature, role, and impact on organizational behavior and performance. These unresolved aspects of the overall problem demonstrate the ongoing nature of research and debate around the concept of organizational mechanism in the modern scientific space.

3. Formulation of the goals of the article

The purpose of the article is to provide a comprehensive overview of the current state of understanding and debate around the concept of organizational mechanism in the modern academic literature; to compare and contrast different interpretations, definitions and approaches to this concept; and to analyze the current discussions and debates around its nature, role and impact on organizational behavior and performance. Ultimately, the article aims to provide a comprehensive

understanding of the concept of organizational mechanism in the modern scientific space and to form the author's own recognition of the concept under study.

4. Analysis of recent research and publications

In recent years, a number of studies and publications related to the concept of "organizational mechanism" have appeared in the modern scientific space. One of the main goals of organizational research is to study how certain organizational phenomena and mechanisms emerge, to explain how everything works. Over the past decades, the category of "organizational mechanism" in the scientific literature on the theory of organizations has been considered as a process phenomenon. As a result, much of the current knowledge about organizational mechanism is based on explanations of how strategy emerges, how specific organizational outcomes appear, and how processes work (e.g., R. Chia and R. Holt [1]; P. Coulet and D. Roby [2]; E. Longley [3]; G. Mintzberg and J. Waters [4]; L. Mohr [5]; B. Pentland [6]; E. Petigrew [7]; Van de Ven and M. Poole [8]). These explanations do not claim to present invariant (stable) laws or provide unconditional solutions (A. Scherer [9]; R. Wheatley [10]); instead, they seek to deepen the understanding of how different processes can work and, in particular, to reveal the mechanisms that govern these processes (R. Wheatley [11]).

There is no unambiguous definition of the concept of "organizational mechanism" among Ukrainian scholars, and the concepts of "organizational and economic mechanism", "economic mechanism", and "economic mechanism" are often equated. These recent studies and publications provide a useful snapshot of the current state of research and understanding of the concept of organizational mechanism in the modern academic space and emphasize the ongoing need for further research in this area.

5. Research methods

To achieve this goal, the following research methods were used: methods of synthesis and analysis - to form a comprehensive understanding of the concept of organizational mechanism, its role and impact, taking into account national and international experience; historical method - to study the category "organizational mechanism" in genesis; graphoanalytic method - for schematic and visual interpretation of theoretical and practical provisions of the study; method of logical generalization - in forming the author's acknowledgment and conclusions of the scientific research.

6. Research results

Organizations in today's environment face many challenges in their quest for efficiency and effectiveness. One of the key elements in overcoming these challenges is the implementation of effective organizational mechanisms. The concept of organizational arrangements refers to the structures, systems and processes that organizations use to achieve their goals. It encompasses both formal elements such as policies, procedures and systems, and informal elements such as interpersonal relationships and cultural norms. Accordingly, it is important to analyze the concept of "organizational mechanism" in the modern domestic and international scientific space in order to provide a comprehensive overview of the concept of organizational mechanism.

Among Ukrainian scholars, there is no unambiguous definition of the content of the concept of "organizational mechanism", and the concepts of "organizational and economic mechanism", "economic mechanism", and "economic mechanism" are often identified. Scientists, in particular S. Ilyashenko, do not separate the organizational mechanism from the economic mechanism, so they use the organizational and economic mechanism as a basis [12].

Some scholars, in particular M. Khorunzhyi, equate the economic mechanism with the organizational one, since it demonstrates "economic, legal, political, moral and ethical and other management relations and its purpose is to create a system of conditions for efficient production,

distribution, exchange, consumption (accumulation)". An integral element of the economic mechanism is the economic mechanism, by which the scientist means "a set of methods and forms of production management based on the use of economic laws and categories, the purpose of which is to influence the set of methods and means of economic nature on the growth of production and efficiency" [13, p. 334]. A. Chukhno, considering the problem of development of economic systems in transition, uses only the category of "economic mechanism", and V. Khudo, on the contrary, defines only the economic mechanism of entrepreneurial activity [14]. The scientist V. Gabor calls the organizational mechanism "a necessary component of the economic mechanism, which is a system of interconnection and interaction of forms and methods of management, through which the organization and management of the enterprise is carried out and the economic efficiency of its activities is increased". The market structure of production organization, market infrastructure, management, marketing activities, organizational and legal norms and standards are components of the mechanism [15, p. 102].

Y. Mironov and O. Havryliak define the concept of "organizational mechanism" as a list of certain constituent elements that together form the organizational basis of certain processes and phenomena [16]. That is, the organizational mechanism is considered from the standpoint of organizational and managerial actions, creation of an organizational structure, interrelationships between its elements, processes to achieve the main goal by ensuring the achievement of the set objectives.

I. Gruznov interprets the formation of an organizational mechanism as a system of organizational, economic, managerial, regulatory and legal actions, methods and processes that form and influence the way enterprises function, which will lead to the achievement of the expected economic, social, environmental and other results [17, p. 15].

O. Garafonova considers the "organizational mechanism" in the most generalized way, as "a system of methods, ways, techniques of forming and regulating the relations of objects with the internal and external environment" [18, p. 25].

As for foreign scholars, one of the main goals of organizational research is to study how certain organizational phenomena and mechanisms arise, to explain how everything works. The concept of "mechanism" has become regularly used in studies explaining organizational change. Researchers emphasize the general need for mechanism-based theorizing [19] and have begun to consider how causal mechanisms can be investigated [20]. However, in most cases, mechanisms as such are not defined at all, or their definitions remain vague and even contradictory. Thus, in order to develop a mechanism approach, it is necessary to clearly define what organizational mechanisms are, how they work, and what it means to explain them by mechanisms. In particular, the nature of organizational mechanisms needs to be explored and thus provide a coherent explanatory framework for process research and process research strategies.

The concept of "mechanism" is not new in the literature. It appeared in studies based on methodological, scientific and critical realism (Fig. 1).

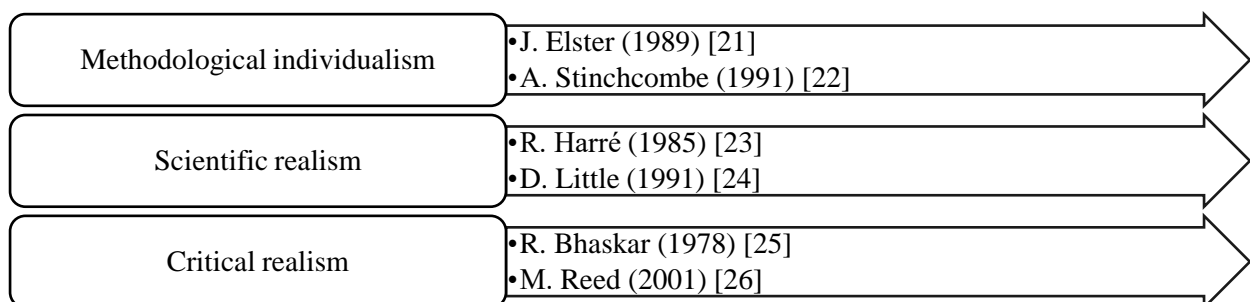


Fig. 1. Study of the concept in the classical literature.

However, in recent years, mechanism has received more attention in the social and philosophical sciences (Fig. 2), although these discussions have been rather unrelated.

Social sciences	M. Bunge (1997) [27]
	P. Hedström and R. Swedberg (1998) [28]
	J. Mahoney (2001) [29]
	R. Mayntz (2004) [30]
	U. Mäki (2002) [31]
	K. Sawyer (2004) [32]
	Ch. Tilly (2001) [33]
Philosophical sciences	W. Bechtel and A. Abrahamsen (2005) [34]
	C. Craver (2001) [35]
	C. Craver and W. Bechtel (2006) [36]
	S. Glennan (1996, 2002) [37-38]
	P. Machamer, L. Darden and C. Craver (2000) [39]
	S. Psillos (2004) [40]
	D. Steel (2004) [41]
	J. Tabery (2004) [42]

Fig. 2. Study of the concept in social and philosophical sciences.

From different perspectives, the common elements of the search for social mechanisms are dissatisfaction with the covariation between variables (interdependent joint change in two or more features of an economic process), interest in identifying why and through what process a certain result was achieved [30], and the need to open the "black box" of permanent connections that link one state to another [28]. It has even been argued that once a mechanism is identified, a causal explanation becomes unnecessary to obtain additional evidence of the possible patterns it may cause [37; 43]. It has also been argued that mechanisms provide an answer to the problems of common causes and spurious correlations [41], as well as a way to address the problem of pre-emption.

Since the prospects of the mechanistic approach in the social sciences are considered promising, researchers have also begun to think about how mechanisms can be identified and studied. O. George and E. Bennett [44], D. Steele [41], and D. Little [45] have proposed process tracing as a suitable way to identify mechanisms, and K. Payunen [20], continuing this line of thinking, has proposed a procedure to facilitate theorizing about causal mechanisms. However, as J. Mahoney [29] and R. Mainz [30] have shown, there is no agreement in the social sciences, including organizational studies, on the defining criteria for what constitutes mechanisms, and there is a lack of systematic discussion that attempts to do so.

This debate in the philosophy of science has produced several distinct conceptualizations of mechanisms. The definition of P. Machamer et al. [39, p. 3], which has greatly influenced subsequent research, states that "mechanisms are objects and activities organized in such a way that they produce regular changes from initiation or setup to completion or termination." S. Glennan [38, p. 344], in turn, suggested that "a behavioral mechanism is a complex system that produces this behavior through the interaction of a number of parts, where the interaction between the parts can be characterized by direct, invariant, change-related generalizations". A few years later, V. Bechtel and A. Abrahamsen [34, p. 423] expressed a more developed idea that "a mechanism is a structure that performs a function due to its constituent parts, operations of components and their organization. The coordinated work of the mechanism is responsible for one or more phenomena". In general, these conceptualizations of mechanisms and, in particular, the view of scientists are the starting point for a discussion on the nature of organizational mechanisms.

In the context of organization research, there are four main and interrelated characteristics of mechanisms. First, mechanisms consist of constituent parts and their activities/interactions. Second, mechanisms produce something. Third, this productive activity depends significantly on the hierarchical (part-whole) structure of mechanisms. Fourth, explanations of mechanisms are representations or models of mechanisms that, if accurate, describe the relevant characteristics of mechanisms operating in organizational processes.

According to the definitions provided by W. Bechtel and A. Abrahamsen, S. Glennan and P. Machamer, among others, the main feature of a mechanism is that it consists of components. P. Machamer et al. emphasize that these components consist of entities and activities. Entities are considered as objects in mechanisms. They can be, for example, managers, creditors, owners, or the central bank. Activities are what these entities do; they can be individualized by properties or the way they function. S. Glennan, in turn, emphasizes the interaction of parts as the main element of the productive behavior of the mechanism. However, as J. Taberi noted, both the activity of subjects and the interaction of parts can be used together to exploit the important emphases of each. Where appropriate, it is also possible to distinguish an entity independently of its activities and interactions.

Thus, as C. Craver noted, an activated or acting subject forms a component or role function of a mechanism, and the combination or organized configuration of these components together activates the mechanism, which, as a whole, produces a result or thing. In general, each component of an organizational mechanism plays a unique role in achieving a certain result. Nor can a component part be isolated from the other components; rather, its contribution to the productive activity of the mechanism depends on the way it functions, its size and strength, and its relationship to the others. Furthermore, the same activity of one component, such as cost cutting by managers, may have different effects when it acts in concert with other components. Therefore, to determine how an organizational mechanism is responsible for creating a certain phenomenon or result, it is necessary to determine what its relevant components are and how they are organized together.

The productive activity of organizational mechanisms significantly depends on their hierarchical structure. A mechanism can be viewed as consisting of two levels, as a part-whole hierarchy, where components of a lower level together activate the mechanism as a whole or at a higher level, to produce a result or state of affairs. In general, reductionism refers to the idea that higher-level causal relationships are in some sense reducible to lower-level causal relationships. In the social sciences, the idea of reductionism is manifested in methodological individualism, which considers the level of individuals as the final lower level of analysis. According to M. Bunge, there can be no systemic or emergent properties in radical individualism; all that matters is either an individual or a set of individuals. Thus, the thesis of individualism essentially rejects the relevance of systemic and macro explanations in the social sciences.

The main idea of the "programmable explanation" by F. Jackson and F. Pettit [46, p. 108] is that "...a property can be causally relevant without being causally effective". According to this explanation, the realization of a property can program the occurrence of an effect without actually contributing to its occurrence. An example is the termination of a relationship between a supplier and a client. There are two reasons why this relationship ended. The first may be related to a lack of trust (i.e., an abstract, collective, and cognitive property), while the second describes a series of events, such as how the managers of the supplier or customer acted contrary to the agreement, how they or other stakeholders reacted to the situation, and how these actions led to the termination of the relationship.

Even without a detailed examination, it seems clear that the top level did not play a direct role in the outcome. The lack of trust was an effective factor that led to the breakdown of the relationship because the actions of the organizational actors were effective. However, lack of trust is a causal property that explains the outcome. This is also the underlying assumption in Jackson and Pettit's programmable explanation, according to which the lack of trust programmed, or orchestrated, the recursive actions of the organizational actors necessary to end the relationship. Indeed, there could have been an almost infinite number of different recursive actions by organizational actors sufficient to achieve the outcome, a fact also known as multiple realizability. However, if there had been no loss of trust, the relationship would not have been broken. It is the loss of trust, regardless of how it was perceived, that matters and is necessary to explain the termination of the relationship.

In terms of organizational mechanisms, while a higher-level mechanism explains what behavior or activity is needed to create a thing or outcome in an abstract way, the combination of lower-level components explains how the mechanism as a whole was activated and the outcome was achieved in

this particular case. It can also be said that the combination of lower-level components describes why the activity and result produced by the higher-level mechanism is true. Thus, the behavior of the mechanism as a whole at the higher level is important for understanding its lower-level components, and the lower-level components are important for understanding the activity of the mechanism at the higher level in its context. The hierarchical structure of the mechanism also makes it possible to compare how the same higher-level mechanism works in different cases. In general, according to the idea of explanatory ecumenism, both levels provide additional information and thus more understandable explanations of organizational processes and outcomes.

As noted by P. Machamer et al: "different types of actors and activities are what this field focuses on when building mechanisms". Sometimes the level of individuals acting as rational agents may be the most relevant, but often in organizational studies, the entities in which we are theoretically interested are organizations and other social collectives that have a clear independent way of functioning. Therefore, when we identify the relevant components of mechanisms, we do not need to try to go down to the level of individuals unless it increases our explanatory understanding and is relevant to the prior theoretical knowledge we have about the phenomenon or outcome in question.

Mechanism identification starts with an initial condition or situation, which can be, and usually is, the result of previous processes and mechanisms but can be idealized as a static situation, and ends with a final condition or outcome, which can be, for example, the state of affairs we are trying to understand. Between these states is the productive part of the mechanism: at the higher level, the orchestration behavior of the mechanism, and at the lower level, the productive combination of the component parts. In general, according to W. Bechtel and A. Abrahamsen and C. Wright [47], explanation is always an epistemic activity that includes representation and reasoning about mechanisms. Thus, the result of a mechanistic explanation is not organizational mechanisms as such, but models of mechanisms that operate in organizational processes.

7. Prospects for further research development

There is great potential for further research in this area. The impact of globalization, diversity, and cultural differences on organizational arrangements, as well as the potential of new technologies such as artificial intelligence and blockchain to revolutionize organizational arrangements, are all areas that could be explored in more detail. In addition, comparative studies between different organizations, industries, and countries could provide a deeper understanding of the concept of organizational mechanism and its role in the modern scientific space.

In summary, the concept of organizational mechanism is an important area of research that has far-reaching implications for the efficiency and competitiveness of organizations in the modern scientific space. Further research in this area will contribute to a deeper understanding of the concept and provide valuable insights into how organizations can improve their efficiency and effectiveness.

8. Conclusions

The concept of organizational mechanism is a critical aspect of modern scientific research, as it plays a key role in determining the effectiveness and efficiency of organizations. The interplay between formal and informal elements, the impact of technology, and the role of leadership in organizational arrangements are all important factors that organizations must consider in order to implement effective arrangements. Thus, the implementation of effective organizational mechanisms is crucial for organizations in today's marketplace to achieve their goals and remain competitive.

Summarizing the comparative analysis of the concept in the domestic and foreign scientific space, we can formulate the author's definition of the concept of organizational mechanism - the purposeful development and implementation of systems, processes and structures in an organization that contribute to the achievement of its goals and objectives and range from formal policies and

procedures to technological systems and auxiliary processes and serve to streamline communication, facilitate effective decision-making and optimize resource allocation.

The concept of an organizational framework encompasses the underlying structure that helps to ensure accountability, consistency and alignment with the organization's mission and vision, which ultimately contributes to its success and competitiveness in the marketplace.

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