

RESILIENCE AS AN ELEMENT OF SELF-REGULATIVE SHAPING OF METASTRATEGIC VITALITY OF ENTERPRISES

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Purpose: The reason for writing the paper is the description of self-regulation processes of enterprises in the creation and maintenance of their vitality, with which the resilience of these entities is significantly related. The purpose of the study is to show the self-regulatory (vitality-promoting) mechanisms taking place in business entities and to indicate the impact of these processes on long-term survival, for which a certain level of resilience is necessary.

Design/methodology/approach: The method used in the article is a literature analysis on the concepts of self-regulation and economic resilience. The research approach includes the description of the theoretical correlation associated with the creation of a conceptual model of the interrelationship between the phenomenon of resilience and the process of self-regulatory formation of enterprises metastrategic vitality.

Findings: In this paper the relevance of the place of resilience in the self-regulatory process forming enterprises metastrategic vitality is demonstrated.

Practical implications: The practical dimension of the considerations in the study relates to raising the level of awareness of business managers of the need to develop certain qualities and skills that must become immanent to the business entities they manage.

Originality/value: The considerations in the article, as well as the conceptual model presented in this paper, can be the basis for developing managerial skills.

Keywords: self-regulation, metastrategic vitality of enterprises, resilience of enterprises.

Category of the paper: viewpoint, conceptual paper.

1. Introduction

The socio-economic reality is dynamic if only because of the recent Covid-19 pandemic and its consequences in all systems or development of AI (Goldbach et al., 2023; Fiske, 2024; Rožman et al., 2023), climate changes (Seroka-Stolka, 2014; Paprocki, 2022) and broadly understood political changes in the world (Mamchur, Vanda, 2023; Millei, Pappalainen, 2023) – this statement is obvious, which does not change the fact that it is necessary to develop – again and again – effective scenarios for operating in this reality. The dynamics of change in

the environment is particularly demanding for economic entities, which must constantly develop their mechanisms of operation in order to survive in the long term. This requires that they constantly improve their self-regulatory skills, as well as acquire the personal traits responsible for the emergence and consolidation of the ability to persist under changing conditions. The importance of self-regulation is widely discussed in world literature, mainly in the individual dimension (e.g. Angelucci et al., 2023; Guo, 2020). However, it is not only self-regulatory skills that are responsible for an economic actor's ability to survive in the long term, but also the set of traits that make up its vitality – a special and complex form of life force. The vitality, mentioned here, is metastrategic in nature, that is, it is the basis for the successful implementation of strategies for the survival and development of enterprises in the long term. It is a set of characteristics of an economic entity that allow it to maintain its dynamic functional equilibrium in the long term while pursuing goals of a strategic nature. Vitality of enterprises is connected too with their agility (Kumkale, 2022).

Among the important elements that make up the vitality of enterprises is also their resilience, also a complex characteristic by itself. In any case, all development processes of enterprises could not occur if these entities did not develop high resilience, that is, a kind of resilience to changes in the environment. However, resilience cannot be synonymous with the term resilience – it is a component of it but does not exhaust the meaning of it.

Linking the issue of enterprises resilience and the concept of the self-regulatory mechanisms' development for shaping their metastrategic vitality became the main issue addressed in this study. The issue of metastrategic vitality is discussed in the literature on the functioning of contemporary businesses. However, it is not universal. It is also common for authors of studies to analyse sub-issues, such as CSR as an element of vitality-building from a strategic perspective (e.g. Calton, 2018), or the idea of sustainability, which should be linked to vitality-building of business entities (e.g. Kuenkel, 2019). To the set of partial factors that create metastrategic vitality, employee vitality without a doubt should be added because it can be assumed that a vitality of human capital is the base of every activity of enterprises.

The aim of this reflection is therefore to present the interconnections between phenomena such as resilience, self-regulation, the functional development of economic actors (mainly businesses), their long-term survival and the vitality of these actors that allows them to achieve their strategic goals in the long term. Such a broad spectrum of linkages is difficult to find in the existing literature on the subject.

The basis for this study is the author's concept of the self-regulatory formation of enterprises' market behaviour, which refers directly to the functional development of enterprises and the mechanisms for generating their market behaviour based on a creative approach to the long-term implementation of goals of a strategic nature in the context of the personal characteristics of economic agents necessary for this development – their vitality (Majecka, Letkiewicz, 2020).

2. Resilience as a feature of the mechanism of business operation

Resilience, like self-regulation, are widely defined by a variety of sciences and conceptual approaches. In the literature, one can find concepts based on the consideration of self-regulation and resilience as personal traits – for example, one can consider the problem of resilience and self-regulatory abilities of soldiers, migrants, and managers experiencing obstacles, often of a cross-cultural nature, in their career development (Artuch-Garde et al., 2017). One can also address the issue of self-regulation and resilience, the development of which is a way to improve the situation of youths being at-risk (Rothstein et al., 2016). Yet another concept focuses on resilience as an essential competency for managers in the manufacturing industry (Nan, Kanokporn, 2023). However, both concepts can also be applied to the activities of enterprises, as a whole, by pointing out the mechanisms of subjective self-regulation in them, as well as describing their resilience. In the most general terms, the concept of economic resilience (i.e., related to economic entities) is usually associated with some kind of strategy for coping with a crisis situation and skilfully responding to situations of discontinuity and turbulence (Piórkowska, 2015). This enterprise strategy can and should be based on creativity or even improvisation (Lloyd-Smith, 2020). It is still worth mentioning that resilience can be simultaneously viewed as a process of coping with difficult external circumstances and as a result of previously taken countermeasures (Melián-Alzola, 2020). Resilience of various entities (because not only enterprises, but also other types of organizations – not commercial, but economic such as various associations and foundations that conduct business activities without being enterprises, cities or supply chains) is a fundamental competence of efficient response to changes that can significantly disrupt the processes of achieving goals without falling into long-term states of crisis. In the case of strictly economic resilience, it should include productivity, safety and agility (Banaszyk et al., 2021). Productivity classically understood as the ratio of goods produced and sold to the assets consumed in the process – is not enough to define an entity as a residual, it is a measure overly geared only to multiply capital for its owners. A resilient enterprise must at the same time guarantee security, in this case understood primarily as a job protection in a corporate crisis. Agility, on the other hand, in relation to a resilient enterprise, means primarily being close to the market and the customers, interacting efficiently with suppliers, having flexible operational capabilities and strategic leadership (Banaszyk, 2022).

Components of resilience in a different perspective (Majchrzak, 2020) constitute: strategic revitalization, flexibility and resilience. Strategic revitalization should be understood as the ability to make a strategic changes (Floyd, Lane, 2000), flexibility as the ability of a company to adapt to its environment (Krupski, 2008) and resilience, which is the ability of an enterprise to return to the state prior to the occurrence of a disruptive factor in its operations (Bishop, Hydoski, 2010). The resilience characteristic of the company allows it to reactively tackle

a difficult situation, but also to be proactive, understood as developing by taking up challenges based on learning processes (Seroka-Stolka, 2017).

With resilience defined in this way, it is evident that it is co-responsible for, firstly, providing a sustainable mechanism to ensure the firm's ability to return to its pre-disruptive state and, secondly, for ensuring a sustainable capacity for strategic revitalisation, consisting of the ability to adapt to sustained (albeit unstable), long-term changes in the economic agent's environment. The first dimension boils down to the ability to compensate for changes that reduce the efficiency of the achievement of objectives, occurring in the environment, through changes in the mechanism of functioning, based on regulators (rules for the performance of specific functions), i.e. self-regulation. The second, the long-term – the strategic dimension of regulatory resilience boils down to the ability to create a mechanism to operate in a way that is not present in the environment, i.e. the ability to change and induce changes in the environment in the direction desired by the company, e.g. by creating demand or changing the formal and legal conditions of business (lobbying). Both activities lead to the ability to build a state of functional homeostasis (dynamic equilibrium) of the company, in which resilience is a permanent feature of the company, inherent in the mechanism of its functioning.

The question of the dynamic functional equilibrium (homeostasis) achieved by enterprises in the process of their development is one of the basic skills of these entities. This skill is particularly necessary in the context of shaping and assessing the behaviour of economic systems in socio-economic systems. The pursuit of a state of functional homeostasis, as a goal of regulation, requires companies to construct analysis and monitoring tools for both state measurement and dynamic analysis. In the long term, the need to restore the equilibrium of systems and the partial equilibriums of subsystems is caused by disturbances (both of an external and internal nature) that require transformations in the economic actors. These transformations are mainly caused by processes in the environment that are independent of the company, triggered by actors generating regulatory rules that are relevant to the market in question (this includes actors that are regulators by nature, such as the state, but also other economic actors). The analysis of changes over time, i.e. the analysis of dynamics, is important from the point of view of the functional development of economic agents. By applying the tools of monitoring and analysis within the spatio-temporal continuum, it is possible to make a comprehensive diagnosis of the economic entity, which makes it possible to describe the functional efficiency and effectiveness of the economy and to determine the state of the economic entity in the context of its development possibilities (Majecka, Letkiewicz, 2020).

The construction of development scenarios by enterprises takes into account the nature of the market as a space-time for the functioning of the demand-supply-price mechanism, in which all processes are dynamic. This is because one of the basic characteristics of the phenomena taking place in socio-economic reality, and above all of changes (including developmental ones), is their temporal orientation. As time goes by, the company will achieve increasing efficiency by pursuing successive – primarily growth-oriented – stages of its life cycle

(Majecka, 2015). From the point of view of a functional-temporal orientation, the concept of evolution in terms of the ability to shape the mechanisms and functional skills of enterprises, which these entities must acquire with the succession of their life phases, reflecting the progression of the functional development of these entities, appears useful (Fryca-Knop, 2014). The concept of the functional development process includes four basic phases (Szałucki, 2007):

- regulation,
- adaptation,
- optimisation,
- strategy.

The enterprises' attainment of the various stages in the life cycle is closely linked to the development of the functional skills of these entities specific to each phase and, therefore, to their varying levels of resilience. The processes of change during the various phases of the enterprises' life cycle are subject to all the resources necessary to achieve the objectives of these entities. Particularly important among them are human resources because their 'quality', as one of many components, determines the functional-regulatory efficiency of an enterprise, its competitive strength and the building of resilience. The building of functional-regulatory efficiency and, consequently, the shaping of the resilience characteristic, requires companies to recognise a number of regulators that fundamentally affect their activities, being the basis for the construction of internal regulators and being qualitatively different for the different phases of the life cycle of the various entities (Majecka, Letkiewicz, 2020).

The ability to build the agility of functional processes, as well as the ability to take effective adaptive action and, at higher stages of development, optimisation or strategic action, must derive from the self-regulatory skills of the entity in question. The ability to self-regulate in the different phases of functional development of economic systems is based on its fundamental form inherent in the regulation phase, i.e. it consists of the ability to identify, interpret and actively, tailored to the needs of the entity, implement changes in the environment (Letkiewicz, 2013). With functional development, this process acquires the characteristics of higher efficiency, which makes it possible to distinguish the qualitatively different self-regulation inherent in the adaptation, optimisation and strategy phases (Majecka, Letkiewicz, 2020). The place of self-regulation in functional development processes is shown in Figure 1.

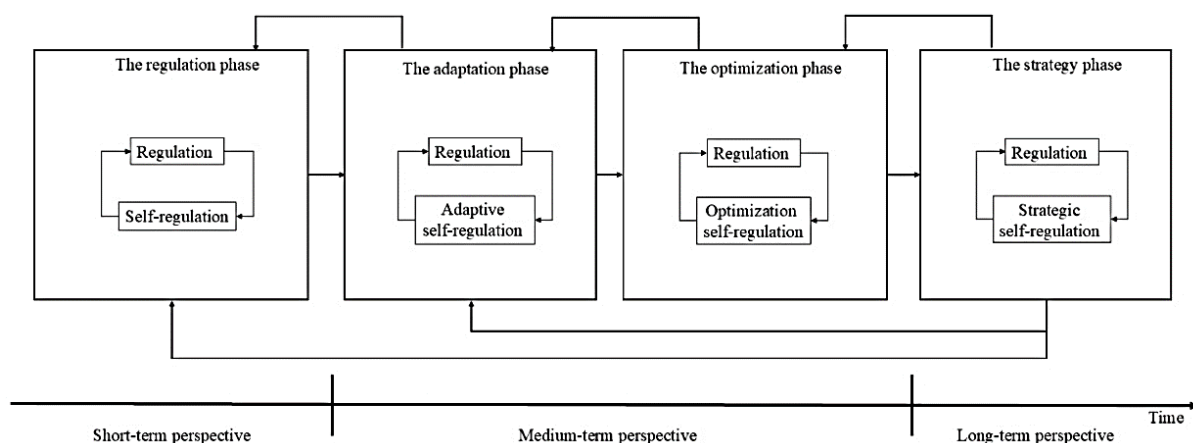


Figure 1. Self-regulation in the perspective of functional development of economic systems.

Source: Majecka, Letkiewicz, 2020.

It is extremely difficult to measure precisely the level of homeostasis of a company, as the determinants and consequences of this phenomenon extend far beyond the company. However, it is possible to refer to certain achievements of a company that manages to move towards homeostatic development. These achievements in turn are measurable, e.g. the efficiency of resource use, i.e. the efficiency of management or, at the strategic level, the volume of pollutants emitted into the environment or the level of social responsibility of the enterprise (Majecka, Letkiewicz, 2020). However, the fundamental aspects of homeostatic development, and therefore of resilience, flow directly from its functional characteristics and, above all, from its ability to inscribe in regulators the capacity to learn and the capacity to restore functional fitness when this fitness is compromised by mismanagement and/or changes in the environment.

3. Self-regulatory resilience of companies

In the economic context, it can be considered that an important feature of the entity's existence in the long term is continuity, stability, constancy, defectlessness (Majecka, Letkiewicz, 2020). Referring to the conditions of sustainability of enterprises, it should be stated that a permanently existing enterprise should be efficient in its entirety and in individual functional areas, as all partial dimensions of efficiency form the subject systemic efficiency. This state enables the realisation of medium- and short-term objectives through adaptation and optimisation and, consequently, building conditions for strategic development consisting in the best configuration of partial objectives in the given economic conditions, but with a strategic dimension. The functional outcome of the sustainability of economic agents, understood in this way, is their vitality perceived as a capacity for survival (a kind of life force), allowing for self-regulation (in this context, the self-adaptation of the agent to changes in the environment

without external coercion). It is, therefore, the ability to sustainably search for and exploit existing in the environment and perceived opportunities to improve the subject's condition while compensating for its weaknesses (Fryca-Knop et al., 2017).

Every economic system, while trying to achieve the main objective, which relates to the entity, as a whole, simultaneously pursues a bundle of sub-objectives. The range and variety of objectives (Figure 2) to be pursued in parallel is conditioned by resource constraints and the divergence of internal interests as well as the organisation's environment. Self-regulation quite often forces difficult choices to be made between mutually exclusive sub-objectives, leading to the choice of the optimal solution – or at least this choice should be the optimal one – the best one under the given conditions. The bundle of objectives of an economic system is determined by the interaction of a group of exogenous as well as endogenous factors. The effect in the form of the final bundle of objectives, its composition and structure depend on many factors, but mainly on the object of the enterprise in question and the role it has to play in relation to its own members and the environment.

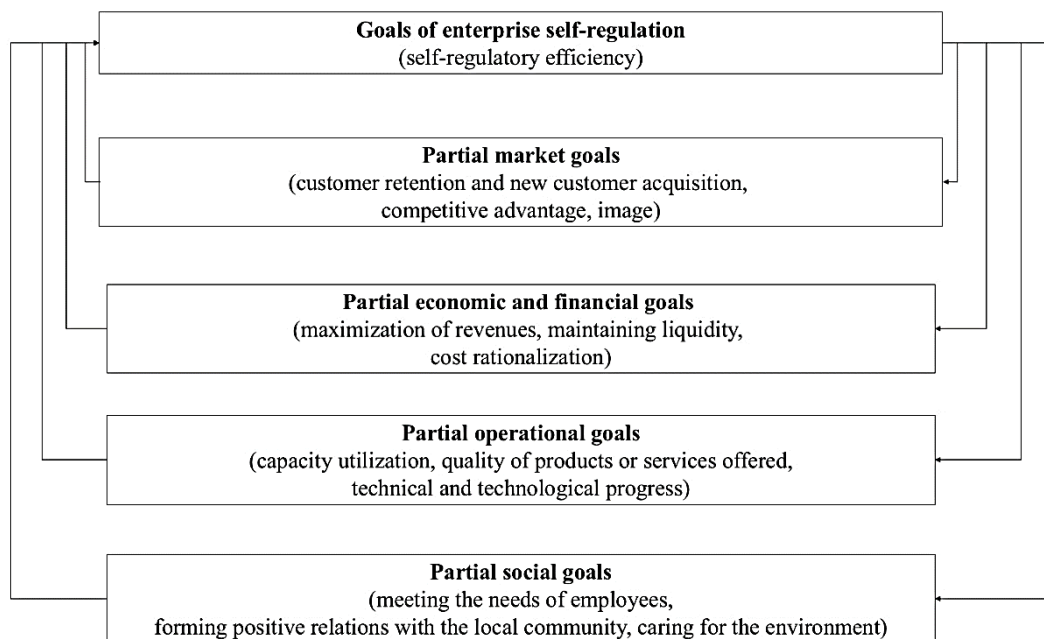


Figure 2. Diversity of sub-goals of self-regulation.

Source: Majecka, Letkiewicz, 2020.

The bundle of partial objectives of self-regulation constructed in this way creates the conditions for metastrategic vitality, of which resilience is a part and at the same time a condition for the development of enterprises as a whole. Resilience also has a somewhat partial character here and is responsible for the processes of revitalisation, adaptation to changes in the environment and the resilience of the structures of the economic entity in the individual functional areas. Metastrategic vitality based on resilience is embedded in external and internal conditions and, taking on different forms (dimensions), also differentiates itself in individual functional areas corresponding to groups of sub-goals. Consequently, it creates the basis for the

sub-goals of self-regulatory vitality formation. The determinants of self-regulatory metastrategic vitality formation therefore include the determinants of self-regulation:

- operational – technical and technological development, resource market and human capital,
- economic-financial – risk, taxes, cost of capital,
- work – social system, labour market, individual self-regulation,
- marketing – goods/services market, competitors, buyers.

Operational self-regulation should consist of seeking the best configuration of resources and processes under the given conditions. Most often, within the framework of self-regulation, the criterion for optimisation is the principle of minimising production costs at a given volume of effects and time caesura. The improvement of the production process may be focused on the processes themselves or the results, the outcomes of these processes (e.g. products, services) and may take an active form (it may be realised during the process) or a passive form (after the realisation of the process). It can also take the form of proactive (anticipatory) or reactive actions (as a result of, for example, complaints sent by customers) in the area of the quality of the process, its duration or costs. Actions taken to improve production processes bring measurable effects, not only in terms of efficiency, but also in economic and financial terms. They can result in the reduction and optimisation of inventories, improved quality of work, increased efficiency and productivity, improved communication and improved effectiveness and efficiency of operations (Knop, Mielczarek, 2015). Hence, a group of areas that are affected by the self-regulatory shaping of strategic vitality emerge. In the operational sphere, these are productive employment, resource flows and productive assets. As a consequence of the self-regulatory shaping of metastrategic vitality, the bundle of objectives takes the form of labour productivity, asset productivity and synergy building.

Self-regulation in the economic and financial sphere of economic agents is conditioned by external regulators of economics arising from the socio-economic system and internal factors referring to the specifics of economics in a particular field or sphere. The determinants of the socio-economic system boil down to the economic policy implemented by the state, in particular the parameters of macroeconomic policy (interest rates, exchange rates, taxes, duties, price regulation). In addition, they result from the activities of other market participants in the form of capital donors (investors and banks operating in the financial market) and other economic agents (customers, competitors). Hence, the main determinants of economic-financial self-regulation include risk, taxes and the cost of capital, while the dimensions of self-regulatory action in enterprises concern assets (fixed and current), capital (own and third-party) and working capital (current assets and short-term third-party capital). Targets, on the other hand, depending on the time horizon, can take the form of liquidity, profitability of sales and return on capital.

The increasing integration of economic actors into the social determinants of sustainable development is leading to an increased awareness of the value of human beings and their involvement in the management process. Fundamental changes are taking place in work processes and their importance for individuals and social groups. The value of human resources and the ability to bring workers and economic agents into harmony is one of the fundamental issues of functional sustainability and becomes the basis for building internal regulators correlated with external conditions of functioning. At the centre of this phenomenon is a human being/employee who simultaneously appears in several roles – on the one hand as a subject of achieving the objectives of the economic agents, on the other hand as a subject of achieving one's own objectives, and on the third hand as a subject of socio-public-legal processes, including those of a market nature, manifested especially on the labour market (Letkiewicz, 2013). The factors indicated above are determinants of self-regulation in the sphere of work and take the form of the social system, the labour market and individual self-regulation. Consequently, its dimensions relate to employment, the work system and the incentive system, and its objectives include labour flexibility, welfare and well-being of workers.

Slightly different from the dimensions of self-regulatory metastrategic vitality formation, described so far, as it is the most coupled to the environment, is the market dimension exemplified in activities of a marketing nature. Self-regulatory adaptive changes will be effective when they ensure that the company gains and maintains an appropriate level of competitive advantage (Andruszkiewicz, 2015), and consequently a proper market position. This cannot be achieved without considering the external perspective as the most important, although self-regulation still focuses on the internal processes of the economic entity. Nowadays, economic systems (enterprises created to fulfil the objectives of their owners) achieve the effectiveness of their defined marketing objectives (market position and competitive advantage) by engaging in identifying the needs of customers and then adapting their products/services/goods to meet the expectations of buyers more effectively than the competition. The increase in competition means that the focal point of any economic system is the process of producing and offering the customer what he or she expects, so there should be a systemic focus of all activities in these entities aimed at creating value for the customer. The marketing sphere becomes the basis for market success, based on analysis, planning and implementation of solutions within the framework of establishing market objectives, defining the needs of current and potential customers, market research and influencing the market through coordinated marketing tools (Przedsiębiorstwo..., 2016). Thus, the determinants of self-regulation in this area are the market for goods and services and its mechanisms, and there are also competitors and buyers. The dimensions of self-regulatory action become the ability to meet needs, market potential and marketing potential, with the objectives of competitiveness, sales effectiveness and image.

4. Metastrategic vitality versus corporate resilience – a model-based approach

At the core of the self-regulatory processes of each entity, both in a partial and a holistic dimension, as well as the self-regulatory formation of market behaviour and – as a result – the corresponding stratification position of the economic entity, lies its vitality. Vitality is a kind of ability to take a proactive approach to improve the state of the organisation, as well as the constant search for ways to do so (Brzeziński, 2009), which makes it possible to compensate for the entity's weaknesses. Vitality is a complex of various partial characteristics of the economic entity, which, existing in a kind of equilibrium of a dynamic nature, enable this entity to be flexible and adapt to the changing conditions of its functioning (Majecka, 2013). It is evident here that a vital enterprise is also a resilient enterprise. Thus, economic agents, in generating behaviour that is acceptable in the socio-economic system and beneficial to themselves, must constantly develop self-regulatory skills – this is due to the vitality of the subject, but also shapes this vitality. There is a feedback loop, in this case concerning the interrelationship between the self-regulatory skills and their expected effect of occupying an appropriate market position in an attractive stratum of other actors and the vitality of the economic actor. As a consequence of these couplings, a new level of vitality emerges (which can be referred to as metastrategic vitality), which, being a set of constantly improved mechanisms of the economic agent, allows it to achieve its intended position in a market characterised by the 'new normal', becoming at the same time the result of its self-regulatory activity and the corresponding level of resilience inherent in it (Figure 3).

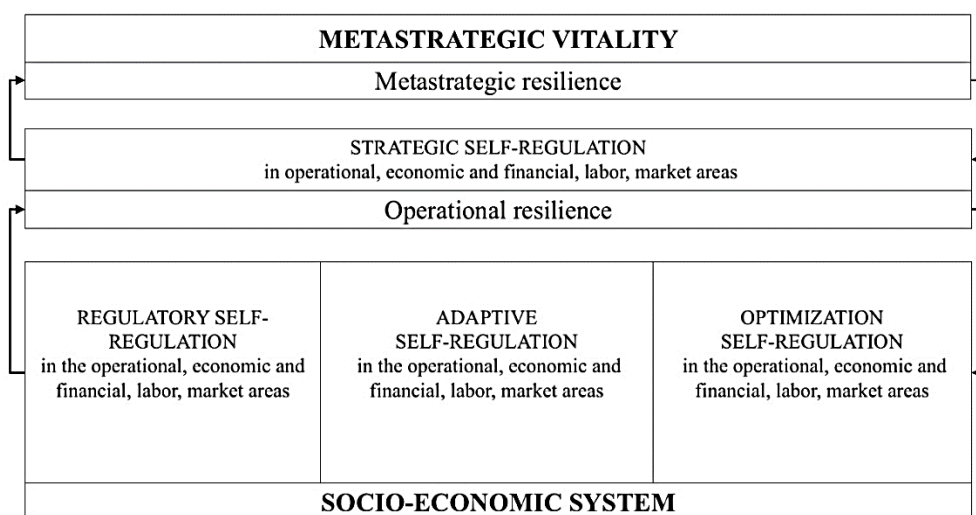


Figure 3. Modeling metastrategic vitality and metastrategic resilience.

Source: own study.

In linking the phenomena of self-regulation, metastrategic vitality and the resilience of the economic entity, it should be noted that resilience appears in two forms. The first, operational, is the result of self-regulatory interactions of a fundamental nature. Metastrategic residuality,

on the other hand, appears at a higher stage of the functional development of the enterprise and is linked to metastrategic vitality. This means that the characteristics of the residualisation phenomenon are not one-dimensional and stratify according to the stage of development of the economic entity. Functional development, therefore, requires the continuous improvement of the entity in terms of its resilience. On the other hand, an increasingly higher level of residualisation makes it possible to pursue increasingly ambitious market objectives and is a kind of guarantee of the entity's survival in the long term.

Self-regulatory activity and metastrategic vitality and the associated resilience depend on the degree of functional development of the enterprise and the possession of certain success factors. Thus, in achieving better resilience within the framework of metastrategic vitality, economic agents should, through self-regulation, combining the scale of activity with its flexibility, aim to build the following features of the process (Penc, 2008):

- speed – associated with responsiveness (timely) to changing buyer needs,
- consistency – related to the reliability of satisfying the needs of buyers,
- acuity of perception of the competitive environment – connected with the ability to anticipate market changes (both in terms of the needs and expectations of buyers and the behaviour of competitors),
- agility – associated with the ability to respond to changing expectations of the company's stakeholders,
- innovation – related to the ability to create new value (in terms of technology, the way and character of work, the way of servicing buyers or market behaviours).

If an economic entity is able to creatively confront changes in the market with its self-regulatory competences and to shape its resilience accordingly, it is likely to be successful. As a rule, success is considered to be the domain of the market leader (also in the sense of a leadership position in a sector or a specific field of activity), as this is how the so-called positional approach to organisational strategy defines the market position of an enterprise (Obłój, 2004). Consideration of the self-regulatory context of metastrategic vitality formation and, within this, the resilience of economic actors indicates, however, that there are specific ways of achieving success also for actors who are not leaders (although one should be aware that certain obstacles stand in the way of these success strategies).

The types of success (which at the same time determine the ways of seeking efficient self-regulation and sustainability), together with the obstacles to achieve them, can be presented as follows (Penc, 2008):

- success through quality – a company without good quality products/services/goods is not able to be present on the market in the long term; it is constrained by the fact that competitors offer ways of satisfying buyers' needs at a similar quality level,

- success through top-quality service – top-quality service means, first and foremost, a personalised approach to the needs of the purchaser, as each purchaser has his or her own way of relating to a particular parameter of good service and what he or she may expect from the company in a different way,
- success through lower prices – a low price alone is not enough, it must be combined with good quality and good service to bring the company closer to success,
- success through high market share – companies achieve this type of success if they are able to fully exploit the economies of scale of their operations – while a significant market share alone is not enough,
- success through adaptation and adjustment to the individual requirements of the purchaser – it is not only individualised service that serves the success of a company, but also an individualised product or service that meets the specific needs of the purchasers,
- success through continuous improvement of the business object – improvement is the basis for success as far as successive improvements are accepted by customers,
- success through innovation – innovation puts the company ahead of the competition, but it is the kind of success that requires a lot of money from the company and a high degree of risk tolerance,
- success by entering fast-growing markets – in fast-growing markets only those companies that are able to keep up with change very quickly will be successful,
- success by exceeding buyers' expectations – the basis of a company's success may also be the anticipation of buyers' needs and expectations – the company that not only fully meets the needs, but is able to anticipate their changes – wins, but at the same time should be aware that this cannot be a one-off act (buyers may expect continuous surprise and anticipation of their expectations).

A certain type and level of resilience is inherent in each type of success, which underpins the ability of an economic entity to survive in the long term. Success, in the metastrategic sense – survival in the long term – cannot be achieved without adequate skills to revitalise the entity, flexibility to adapt to conditions, and resilience to internal disturbances and environmental turbulence.

5. Discussion and conclusions

There is no doubt that today's dynamic economy circumstances cause a number of enterprises' organizational behaviours as a reaction to these changes. This activities as a goal have a levelling of negative trends and giving a chance to get a success, defined as the ability

to respond appropriately to the changes in the long term – metastrategic vitality. Separated, partial analysis the enterprise vitality combined with CSR or sustainable development, or human capital vitality gives a partial perspective related to the activities of entities in this field. Mentioned areas, from the point of view presented in the article, are the areas of enterprises' self-regulation but it can be assumed, without a doubt, that a vitality of human capital is a success condition of them. This statement is based on the fact that among the results of research on the vitality of enterprises are available research results that show that human capital is crucial for long-term organizational success (Marinova et al., 2018) and that to survive chaotic conditions, contemporary organizations demand innovation and increasing a competitiveness (Hsiung, 2012), which is highly dependent on employees' positive behaviour. Therefore, employees' proactive vitality management is adopted as an important forecaster of usage and support of organizational resources to creating their vitality (Khan et al., 2023) but from the point of view adopted in this publication important was identification a systemic interconnections between phenomena such as resilience, self-regulation, the functional development of economic actors (mainly businesses), their long-term survival and the vitality of these actors that allows them to achieve their strategic goals in the long term. This led us to the conclusion that development processes, including the building of resilience, of enterprises are extremely complex from the perspective of enterprises, as they are the sum of small self-regulatory changes, improving the mechanism of functioning, while at the same time requiring fundamental changes, permanently altering this mechanism. These processes are embedded in the spatio-temporal continuum of the economic entity manifested in the short, medium and long term perceptions of changes and trends (including megatrends) in the environment and the different, dependent on the perspective adopted, set of actors (stakeholders) and their different causal role in building homeostasis. In the short term, building short-term resilience is based on self-regulation of a regulatory and adaptive nature. The former type of self-regulation relies on the ability to implement regulators of a legislative nature, the source of which is the system of laws in force. The second type of self-regulation involves acquiring the ability to measure and assess performance, which is fundamental to this type of self-regulation, in order to implement market regulations based on awareness of the basic regularities of market functioning, i.e. the market mechanism.

A higher level of functional development is the level of building operational resilience at the level of adaptive and optimising self-regulation. Self-regulation based on adaptive processes is based on the recognition of regulators of the behaviour of entities in the market and the identification and implementation of more efficient regulators responsible for this type of behaviour than those existing in the entity. A medium perspective on building resilience is optimisation self-regulation, based on the ability to identify more efficient regulators, to predict and calculate the results of their implementation and the ability to choose the mechanism and thus the best behaviour under the given conditions.

The highest level of resilience is metastrategic resilience based on strategic self-regulation, the basic feature of which is the ability to shape changes in the environment that are expected by the economic entity. This may involve creating market needs, e.g. by introducing new products or services to the market or influencing regulations, thereby creating new conditions in the socio-economic system. Consequently, the highest level of resilience is metastrategic resilience, which determines vitality at this level. This vitality is based on megatrends occurring in the socio-economic system referring to long-term changes of a civilisational nature.

The process of building self-regulatory fitness at different stages of functional development and acquiring operational and metastrategic resilience is a process of continuous learning and improvement of the mechanism of functioning and building new conditions of homeostasis. It is interspersed with successes and failures increasing or decreasing functional performance. However, the condition for successive development is the awareness of the economic entity as to the type and strength of the residual – functional inertia or the strength of the sustainability of being, so as to make rational decisions conditioned by their positive or negative effects in terms of the greatest possible predictability. It is also important to remember that some phenomena cannot be predicted (Taleb, 2020; Millkey, 2009) and only metastrategic vitality and resilience will allow enterprises to survive.

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