

contributes to the formation of the user experience and has a direct impact on consumer behavior and their choices.

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**Skorupskas Vytautas,**  
master's student

Sport and Tourism Department,  
Lithuanian Sports University,  
Kaunas, Lithuania

**Andriukatiene Regina,**  
Doctor of Economics, Professor,  
Sport and Tourism Department,  
Lithuanian Sports University,  
Kaunas, Lithuania

### **SOCIAL RESPONSIBILITY AND EMPLOYEE WELFARE IN A SPORTS ORGANIZATION**

Topical relevance and novelty. In modern organizations, social responsibility (SA) is increasingly an integral part of strategy, covering not only external aspects such as: bendruomenę, environment, but also the internal culture of the organization, such as relations with employees. It is increasingly emphasized that the benefits of SA activities can also be measured through the internal indicators of the organization – motivation, loyalty, employee well-being and involvement (Asante Boadi et al, 2020). The sports sector is characterized by a variety of working conditions: employees often experience intense work pace, publicity and team challenges, and increased emotional and physical load. In this context, SA activities are focused on the well-being of employees, which can be of paramount importance. However, most research on social responsibility and its impact on workers is carried out in public or business sector organisations (Jacquemet, 2018), As a result, research on sports organisations is not yet sufficient. The impact of social responsibility activities on employee well-being is studied in the business sector ((Asante Boadi et al, 2020). However, in

the context of sports organizations, this area remains little studied. Also, employee well-being is increasingly analyzed not only as job satisfaction, but also as a complex construct that includes meaningfulness, psychological safety, work-life balance and personal development (Czerw, 2019). This allows us to better understand what factors influence employees' long-term job satisfaction and motivation. Recently, the well-being of employees is increasingly associated with personal growth, quality relationships and work goals (Hyett, 2015). However, these factors related to the social responsibility of the organization in the sports sector have not yet been analyzed in detail. This problem is relevant for a sports organization in order to form a sustainable organizational environment that meets the needs of employees.

Rapidly changing organizational environmental conditions, globalization, new generation work values, and demographic changes fundamentally shape the attitude to what is considered sustainable management of the organization. In this context, social responsibility activities are no longer just external communication or image-building tools – They are increasingly recognized as an instrument that improves employee job satisfaction, organizational engagement and emotional well-being (Fatma & Khan, 2022). In recent decades, the concept of social responsibility has expanded from external activities such as: charity, community support or environmental protection to more internally oriented measures. More and more attention is being paid to employee practices that are integrated into the strategic management of the organization. Internal forms of social responsibility, which are related to honest behavior, emotional support, involvement of employees in the organization and improvement of working conditions, lead to long-term involvement and psychological comfort (Glavas, 2016). This approach becomes particularly important in sports organizations, as employees work in intense, emotionally stressful conditions, with pressure to achieve good results, unspecified working hours and high expectations. As a result, social responsibility policies, which are focused on strengthening human resources, become a key factor in ensuring the quality of activities.

One of the most important instruments of SA to ensure the well-being of employees is the work-life balance policy. This includes the ability to work remotely; recreation areas established at the workplace; additional leave; flexible work schedule; support in starting a family; the possibility of taking career breaks and providing health services in case of emotional difficulties. Such measures strongly contribute to greater employee engagement, motivation and satisfaction with the work available (Rodríguez-Sánchez, 2020).

Lack of work-life balance can lead not only to emotional exhaustion, but also to employees' desire to leave the organization. The study shows that excessive working hours, high demands and low support for family or personal life are directly related to increased stress levels among employees, lower job satisfaction and higher staff turnover (Beauregard & Henry, 2009). Another important aspect of the link between SA and employee well-being is non-financial motivational factors. Employees, especially the younger generation, increasingly value additional forms of benefits: access to education, childcare services, participation in health initiatives, and use of sports infrastructure. Benefits such as: kindergarten benefits, healthy food programs, mentoring programs or individual training plans significantly help to retain talented employees (Rodríguez-Sánchez, 2020). Research also reveals that employees' understanding of an organization's ethics, transparency, and social responsibility influences their personal safety. SA activities are related to listening to employees' opinions, participating in decision-making and openness within the organization, strengthening the emotional connection between the employee and the management (El Akremi & Igalens, 2018).

Sports organisations that take initiatives outside their internal structure, i.e. support social projects or participate in environmental actions, often feel a heightened moral satisfaction of employees and a resemblance to the organisation (Kim & Scullion, 2020). Also, some sports organizations use social responsibility as a value system that affects the internal climate of the organization (Farooq & Valette-Florence, 2021). One of the less frequently discussed aspects of the link between SA and employee well-being is the promotion of employee autonomy and empowerment through social programs. Employees are given the opportunity to independently

contribute and participate in social projects, express initiative or create social responsibility initiatives where they could experience a higher level of self-realization and a sense of self-control at work. These initiatives strengthen their commitment to the organization and form a higher level of job satisfaction (Ali et al, 2022).

Recent research shows that in organizations where managers show emotional sensitivity and social awareness, employees feel more engaged and less prone to burnout or stressful experiences (Rodríguez-Sánchez, 2020). The expression of emotional intelligence in leadership is directly related to employee well-being indicators and the trust of the organization. In the sports sector, these qualities are important due to high competitive pressure, the need to maintain effective team dynamics and intensive work schedule. In addition, when managers are able to understand and manage emotional situations, they can resolve conflicts more effectively, strengthen social connections within organizations, and encourage engagement (Rahman Khattak & Salem, 2021). Organizational justice, which includes equal salary distribution, transparent decision-making processes, clear communication and respectful communication, is directly related to employees' psychological well-being, job satisfaction, and trust in the organization. The fairness of the organization leads to a greater willingness of employees to stay in the organization, especially when the activities of the SA are linked to value communication and mutual trust (Farooq & Valette-Florence, 2021). In sports organisations where important and quick decisions are made, transparency and the involvement of employees in decision-making processes become particularly important in the development of a sustainable psychological work environment. The combination of these factors not only strengthens employee loyalty, but also helps to avoid internal conflicts and increased stress in the workplace (Kim & Scullion, 2020).

Conclusions. The concept of social responsibility in a sports organization has expanded from traditional, charity-based activities to a complex, strategic approach that includes both external and internal responsibility. Modern SA focuses not only on social projects or environmental protection, but also on employee well-being, emotional state, equal opportunities, work-life balance, and strengthening team culture. These measures become an important part of an organisation's strategy, especially in the sports sector, where employees are exposed to greater emotional and physical stress. Research analysis shows that integrating SA activities into the management of the organization helps to create a more sustainable, competitive and ethical organization, and the content of SA is constantly expanding in response to the expectations of employees and society. Employee well-being is a multifaceted phenomenon that encompasses physical, psychological, social and professional well-being. In the sports sector, areas such as emotional health, work-life balance, career opportunities and a safe work environment are particularly important. The support of managers and the involvement of the organization's representatives in decision-making strengthen employee satisfaction, motivation and loyalty to the organization.

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**Смоляга М.В.,**  
кандидат філос. н.,  
доцент кафедри філософії,  
Інститут соціально-гуманітарних технологій,  
Національний технічний університет  
«Харківський політехнічний інститут»,  
Харків, Україна

### **СВІТОГЛЯДНІ ВИМІРИ ЄВГЕНІКИ**

Констатація, яка, на нашу думку, має бути зроблена на самому початку, постає в наступному: судячи із загального стану сьогоденної гуманітарної думки, не говорячи про горизонт політичної дії, доля майбутніх поколінь не береться до уваги, коли приймаються рішення. Тут і постає нагода згадати про саму ідею євгеніки – що, власне, визначає актуальність обраної теми. Євгеніку можна уявити як «людську екологію». Її головна мета – нееволуційно покращити те, що дане людині як можливість її природного існування. З іншого боку, євгеніка завжди виступала від імені майбутніх поколінь!

Як наголошував Мартін Гайдеггер, нам потрібно усвідомити нашу принципову ситуацію у світі. Бо тільки людина є сущим, яке екзистує! І тільки людина є сущим, яке може екзистувати у спосіб відкриття сутності іншого сущого. Цей спосіб, говорить Гайдеггер, і зветься «наукою». Чи не повинні ми тоді замінити натуральний еволюційний відбір науковим? Сер Френсіс Гальтон – батько євгеніки – мислив саме так: те, що природа робить сліпо, повільно і безжально, людина може робити обачно, швидко і гуманно. Працювати в цьому напрямі – її обов'язок.