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SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT IN A SPORTS ORGANIZATION

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Abstract

In recent years, it has been recognized that socially responsible human resource management is one of the necessary factors to ensure the sustainability of the organization, the well-being of its employees and the quality of its activities. Aguinis and Glav (2019) emphasize that "employees are the main axis of the social responsibility of the organization", since it is the human resources policy that promotes an ethical, fair and caring environment within the company. Recent research has shown that socially responsible HR practices are associated with high employee engagement, better psychological well-being, and a stronger organizational culture (Park et al., 2021). Socially responsible human resource management becomes not only an additional value of the organization, but also an essential prerequisite for sustainable development. A socially responsible approach to human resource management is becoming a strategic tool for reconciling economic, social and organisational objectives. Li et al (2025) point out that correctly and ethically made decisions increase employee trust in the organization by reducing the likelihood of burnout and employee turnover. Today, socially responsible management of human resources is becoming not only an additional value of the organization, but also an essential prerequisite for long-term competitiveness and sustainable development. In the rapidly changing business and public sector environment, organizations face increasing employee expectations, public pressure to act ethically and responsibly, as well as the need to ensure high quality of services or products. Therefore, a socially responsible approach to human resource management becomes a strategic tool that allows the reconciliation of economic, social and organizational objectives. Socially responsible human resource management is one of the key factors that determine the success of organizations in the modern environment. This management approach is important for organizations that adhere to ethical principles, care for employees, and contribute to the creation of their well-being. The study aims to determine the impact and implementation of socially responsible human resource management practices in a sports organization. In sports organizations, their importance is increasing due to the increased workload and constant contact with young athletes and the community. In such circumstances, the experience of employees and perceived organizational justice are considered to be the basis for motivation, loyalty and professional stability. Socially responsible human resource management in the sports sector is a complex field that combines the principles of employee welfare, ethics, sustainability, transforms existing business models and provides opportunities to create a safe environment and employee satisfaction.

Keywords: socially responsibility, human resources management, sports organisation.

The Problems of Socially Responsible Human Resource Management. The importance of social responsibility has accelerated in recent years, despite the fact that socially responsible human resource management in sport is not very well developed. Several sports leagues declare their commitment to respect and uphold equality when announcing their intentions, but the actual operation often does not live up to these promises. However, there are no defined mechanisms to ensure motivation, psychological well-being (mental health, stress, etc.), fair pay and a safe workplace for coaches, athletes, administrators and other professionals. Sports organizations also face additional difficulties: there

are employees who are under a significant physical and psychological load, pressure in the office to achieve results, and the nature of the work is quite tiring. However, in the field of sport, human resource management models do not include a coherent strategy for the implementation of employee well-being and equality. Babiak & Trendafilova (2020) emphasizes, that the attitude of managers to social responsibility is closely related to the performance of actions or responsibility for sports organizations. It is therefore important to analyse how socially responsible human resource management is carried out in sports organisations, what problems arise and how to promote a sustainable, ethical and employee-friendly organisational environment. Anagnostopoulos and Byers (2022) emphasize that social responsibility in sports organizations is directly related to organizational culture. Sports organizations operating in the public sector are important for

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building communities and must base their sports goals on ethical, social and human values. Socially responsible human resource management increases motivation and personal involvement, leading to more successful development of the organization. The application of socially responsible activities creates synergies between the resources of the organization, allows organizations to become attractive and competitive, can increase employee satisfaction (Hernández Ponce et al, 2024). Social responsibility is most commonly presented in Carroll's (2016, 2021) social responsibility pyramid model, discussing economic, legal, ethical, and philanthropic responsibility. Given the need to create a work-friendly environment, the researchers recommend that companies focus on internal CSR practices, such as health and safety, work-life balance, training, and equal opportunities for employees (Asante Boadi, 2020). Measuring well-being in the workplace is important for both employees and employers, as it provides an opportunity to make socially responsible decisions regarding the adjustment of performance and human resource management processes. Although the problem of social responsibility is widely analyzed, the analysis of this topic is insufficient in the context of Lithuanian sports organizations. There is a lack of empirical evidence on how the principles of social responsibility applied in the field of human resource management determine the well-being of employees, job satisfaction, what determines their implementation and what benefits they provide to the employees of sports organizations, therefore this topic is relevant both from a theoretical and practical point of view. Research justifies the need to include social responsibility in human resource management practices in order to achieve a positive social contribution to sports organisations. However, it is appropriate to develop this topic due to the specifics of the sports industry, especially at the professional level. The problem of the research is formulated by the question, what value does socially responsible human resource management create in a sports organization and by what means to strive for a higher level of socially responsible human resource management? Theoretical research analysis provides an opportunity to define the concept of social responsibility, the importance of social responsibility in sports organizations and the benefits of applying its principles in human resource management in selecting appropriate tools for the development of socially responsible human resource management. Analysis of scientific sources

aims to is to conduct a review to identify, evaluate and evaluate the practices of sports organizations in the application of social responsibility in terms of employee well-being, organizational culture, community impact and sustainable development, based on the latest research in information science.

The concept of social responsibility of organizations. Organizational social responsibility is considered one of the most recognized and widely studied phenomena in management science today. Although the idea itself has existed for a long time, it became a systematic and conceptually defined management principle only when society began to emphasize the impact of organizations on social welfare, moral standards, and the development of society. Social responsibility is understood not only as charitable activities or goodwill initiatives, but as an integral part of the organization's strategy and culture, related to sustainable development, ethical behavior and the well-being of society (Carroll, 2021). Organizations are judged not only on their financial performance, but also on their contributions to social, environmental, and moral systems. Social responsibility is understood in modern terms as the ability of an organization to create economic, social, and moral value for all stakeholders, not just shareholders. Aguinis and Glav (2019) emphasize that social responsibility is no longer considered an individual economic activity, but becomes an integral social function that includes the well-being of workers, community development, environmental protection and relations with society. Recent research also highlights that the perception of social responsibility in organizations is dynamic and evolving along with society's sensitivity to social and ethical issues, which is why organizations need to constantly review and update their accountability practices (Roth, 2019).

Previous theories were often limited to an emphasis on profits and shareholder interests, but modern research shows that such a narrow approach is outdated, as a modern organization must create value for all stakeholders – employees, consumers, communities, and the environment (Wang, Tong, Takeuchi & George, 2016). Sports organizations operate especially in high-visibility fields, so the transparency of their activities, ethical decisions and social responsibility are constantly publicly evaluated (Nite & Nauright, 2020). Freeman (2010) bei Harrison ir Wicks (2013) emphasizes the paradigm shift in which the organization is seen as a social mechanism, in which not only economic but

also relationships with stakeholders are important. It means cooperation, trust and long-term partnership (Donaldson & Walsh, 2015).

A special place in the theory of social responsibility is occupied by the Elkington (1997) model of triple responsibility, which states that the activities of organizations must be evaluated through three perspectives: economic, social, and environmental. This model has established itself as the basis for evaluating a sustainable organization, and subsequent research has confirmed that organizations that balance these three dimensions are more sustainable, more adaptable to global changes, and have a better reputation (Kuhlman & Farrington, 2016; Lozano, 2015). In recent years, social responsibility has been added to the dimension of psychological and emotional well-being of employees, which is becoming one of the important criteria for evaluating organizations (Kim & Park, 2020).

Aguinis and Glav (2019) emphasize that social responsibility only works when it becomes part of the organization's values, norms of conduct, and management practices. Organizations that only declare social responsibility, but do not implement it in practice, do not create either long-term value or trust. Recent research shows that socially responsible organizations are characterized by lower employee turnover, greater trust in management and greater internal motivation (Staskevičiūtė & Ginevičius, 2021). Social responsibility has a significant impact on the psychological health and motivation of employees. Kim, Kim, and Qian (2018) found that employees working in socially responsible organizations feel more psychologically secure, more engaged, and more identified with the organization. Cropanzano et al. (2017) argue that socially responsible organizations provide a climate of justice that fosters emotional attachment and job satisfaction among employees.

Impact and implementation of social responsibility practices in sports organisations. Recent research in the field of sports reveals that CSR practices contribute to reducing the risk of reputational crises and allow organizations to restore public trust faster (Walters, 2022). In public sector organizations, social responsibility increases customer loyalty and trust. This is particularly important for sports organisations because their reputations are sensitive to crises, ethical issues and media exposure – social responsibility measures act as a risk reduction strategy (Frisby & Parent, 2019). As Babiak and Yang, (2022) point out, the social responsibility of sports

organizations differs from other sectors because sport has a greater social impact and emotional reflection in society. According to Yoon and Cho (2024), "CSR initiatives for coaches and trainers are directly related to their intrinsic motivation and professional identity." In the sports sector, these aspects become particularly relevant, as coaches, athletes and staff are often subjected to high physical and emotional stress, so ensuring psychological well-being is essential.

Sports organisations have a special social role – they promote physical activity, educate young people, strengthen communities and shape positive values in society. Millie Scott et al (2025) state, the protection and well-being of young athletes is one of the key areas of social responsibility, and neglecting it leads not only to reputational losses, but also to a long-term decrease in the operational efficiency of organizations. Therefore, ignoring social responsibility in this area can have a significantly greater reputational impact than in other sectors (Breitbarth, Walzel, Anagnostopoulos & van Eekeren, 2015). Globalisation, social networks and the dissemination of information mean that sports organisations are highly visible and quickly appreciated. Aguilera, Rupp, Williams and Ganapathi (2007) stresses that today's workers and consumers expect transparency, fairness and responsible behaviour. Recent studies confirm that public expectations of sports organizations are increasing, and socially responsible behavior is becoming a necessary standard of activity. Weems et al (2016) note that social responsibility is becoming an important aspect of sustainability in sports organizations, which determines the quality of long-term performance, the well-being of employees and relationships with stakeholders.

Sports organisations must continuously invest in socially oriented personnel management, ethical leadership and transparency in order to maintain competitiveness and a good image (Walters & Tacon, 2018; Babiak & Trendafilova, 2020). According to Hoye and Cuskelly (2021), effective sports management is closely related to social responsibility, as "CSR serves as a measure of the quality of management and promotes long-term sustainability."

Table 1 provides the authors' insights on the forms, practices and their impact on the sports sector. The reviews allow us to understand which areas of social responsibility are the most important in the sports industry and how they relate to the sustainability, reputation and well-being of organizations.

Expression of social responsibility in sports organizations

Source (author, year)	Dimension/dimension of social responsibility	Significance for sports organizations
Guliyev (2020)	Philanthropic, social and community initiatives	Sports clubs carry out a variety of SA activities, but many lack clear evaluation indicators and strategic directionality.
Trendafilova, Ziakas & Sparvero (2017)	Community development, social value	SA initiatives in sport create community value, strengthen social cohesion and local identity.
Skorupskas, Voronkova & Andriukaitienė (2022)	Employee well-being, social environment, communication	SA internships in sports organizations contribute to employee wellbeing and the sustainability of organizations, but are often fragmented.
Anagnostopoulos & Shilbury (2013)	Strategic integration of SA, the role of managers	In professional sports organizations, SA activities are determined by managers' strategic decisions and organizational structures.

Recent research shows that social responsibility (CSR) practices in sports organizations are increasingly being integrated into strategic management, with a direct impact on employee well-being and the sustainability of the organization. The sports sector occupies a visible position in society, therefore social responsibility initiatives are considered an essential part of the organisational culture and not as an additional activity (Inoue & Lee, 2021; García-Sánchez et al., 2023). Inoue and Lee (2021) note that sports organisations operate under conditions of extreme public attention; This leads to the fact that their social responsibility initiatives have a significant impact on both the internal atmosphere and the external image. The authors argue that sports organizations are constantly in the center of public attention, which is why their social responsibility activities shape the experience of employees and the trust of stakeholders" (Inoue & Lee, 2021). This testifies to the fact that SA tools perform not only a reputational function, but are also a structural component of the organization. A growing body of research shows that socially responsible sports organizations have a significant positive impact on employee engagement and job satisfaction. García-Sánchez, Fernandes ir Júnior (2023) The study showed that people working in the sports sector, who consider their organization to be socially responsible and sincere, feel a greater sense of the meaning of work and stronger trust in management. The authors emphasize that "the perception of social responsibility is an important predictor for employees and their organizational commitment and job satisfaction, especially in emotional sports environments" (García-Sánchez et al., 2023). CSR initiatives in recreational sports increase visitor trust

and engagement (Lagoudaki et al., 2024; Corporate Social Responsibility and Consumer Behavior in Sports, 2024).

Social responsibility practices also shape the culture of sports organizations and the identification of employees with them. Babiak and Willem (2020) argue that "social responsibility initiatives act as value bridges between the personal beliefs of employees and the organization's mission," promoting greater emotional commitment and greater dependence on it" (Babiak & Willem, 2020). Such initiatives increase the meaning and motivation of work and reduce psychological fatigue. The leadership style of executives is another essential factor for the effectiveness of CSR. Kim and Walker (2018) identified the impact of transformational leadership on the application of SA principles in sport and stated that "the success of social responsibility depends not only on the scope of the projects being initiated, but also on the ability of leaders to integrate these values into their daily activities" (Kim & Walker, 2018).

Additional research shows that at the same time, CSR initiatives strengthen organizations through transparency and long-term reputation in their relationships with stakeholders (Linking corporate social responsibility to organizational commitment, 2024; Corporate social responsibility in sports: Stakeholder management in the UK football industry, 2022; Sustainability and Social Responsibility of Romanian Sport Organizations, 2022). CSR also allows you to adapt to global trends through the implementation of environmental strategies (Corporate Social Responsibility in Sports : A Case Study in Saudi Arabia, 2024).

Scientific research clearly shows that the practice of social responsibility is a strategic element for sports

organizations. They are directly related to the well-being, sustainability and reputation of employees. CSR can no longer be recognised as an additional activity, it is integrated into everyday culture, management and communication with communities. This reinforces the long-term added value for all stakeholders (García-Sánchez et al., 2023; Lagoudaki et al., 2024; Thormann & Wicker, 2021).

Social responsibility (CSR) in sports organizations has become one of the main pillars of strategic management in recent years, as it is no longer seen as purely promotional or philanthropic activities, but as a systematic, complex practice based on employee well-being, community development, ethical leadership, and sustainable use of resources (García-Sánchez et al., 2023; Lagoudaki et al., 2024). Indeed, the sports industry is one of the most visible sectors of society, which means that the level of transparency, ethics and social responsibility initiatives in organisational activities directly affect the reputation and trust of stakeholders (Inoue & Lee, 2021). In the context of sports organizations, social responsibility practices are often more complex, encompassing areas such as the physical and psychological well-being of employees, community and youth development programs, organizational culture, transformational leadership, and environmental initiatives. Recent research shows that these practices significantly improve employee motivation, engagement, and job satisfaction, reduce employee turnover, strengthen community cohesion, and promote long-term sustainability of the organization (Thormann & Wicker, 2021; Corporate Social Responsibility and Consumer Behavior in Sports, 2024). In addition, in the context of recent international research, the development of social responsibility practices shows a cultural and contextual scale: each of them is shaped by local needs, the type of organization (professional/recreational sports) and the expectations of stakeholders (Taivan, 2024; Azerbaidžan, 2023). This confirms that CSR in the field of sport, it is not an optional short-term, but a more integrated part of organizational work, which in the long run strengthens their reputation, commitment, and trust of the community and the organization in the context of global social and environmental problems.

Employee well-being and psychological support initiatives. Sports organizations make efforts to ensure the physical and psychological well-being of employees, as this directly affects their satisfaction, loyalty and sustainability of the organization. Soler-

Prat et al (2022) indicate that health promotion programs, maintaining a work-rest balance, and psychological support initiatives help reduce employee turnover and increase internal motivation. In addition, Kim et al. (2018) found that employees in socially responsible sports organizations feel safer, more engaged, and emotionally attached to their jobs.

Communities and Social Value Creation Practices. Sports organizations regularly carry out initiatives in communities that promote physical activity, wellness and youth education. Brown, Söderman, and Yukhanaev (2020) note that such initiatives strengthen community bonds and mutual trust. In the field of recreational sports, CSR measures increase the trust and participation of visitors (Lagoudaki et al., 2024). Trendafilova et al (2017) He also emphasizes that projects for the development of communities in sports create social value and local identity.

Integrating Ethical Management and Leadership. Successful SR practice depends on the ability of leaders to integrate socially responsible values into day-to-day management processes. Kim and Walker (2018) argue that transformational leadership in the sports sector increases the effectiveness of SR initiatives. Managers who clearly convey the organization's social mission and involve staff in SR projects create a culture in which social responsibility becomes a natural part of the work. In addition, Babiak and Willem (2020) emphasize that SA initiatives act as "value bridges" between the personal beliefs of employees and the organization's mission, strengthening the emotional connection with it.

Sustainability and reputation building practices. Social responsibility practices contribute to the long-term sustainability and reputational growth of the organization. Thormann and Wicker (2021) found a correlation between the active application of SA principles in sports clubs with greater financial stability and lower reputational risk. Walters (2022) argues that CSR tools allow sports organizations to restore public trust faster after crisis situations. Investments in environmental initiatives also help to comply with global sustainability trends and strengthen long-term competitiveness (Corporate Social Responsibility in Sports: A Case Study in Saudi Arabia, 2024).

Integration and evaluation of measures. The effectiveness of practices largely depends on their systematization and integration into the organization's management structure. Guliyev (2020) notes that

while sports clubs carry out various SA activities, there is often a lack of clear evaluation indicators. As a result, organisations implementing strategic SA programmes with monitoring systems can achieve a significantly greater impact on both staff and communities. Anagnostopoulos and Shilbury (2013) argue about successful SA activities in professional sports organizations as outcomes related to managers' strategic decisions and organizational structure.

Social responsibility practices have become an essential component of strategic management in the sports sector, while shaping organizational culture. They cover a variety of areas: employee wellness programs, community development initiatives, ethical leadership practices, and sustainability strategies along with reputation building. Research shows the benefits of systematic application of SA practices – they increase employee motivation and job satisfaction while contributing to the long-term growth of trust and reputation in communities (García-Sánchez et al., 2023; Lagoudaki et al., 2024; Thormann & Wicker, 2021; Walters, 2022).

Socially responsible human resource management in sports organizations. Socially responsible human resource management (HRM) in the sports sector is increasingly considered a modern management paradigm that integrates employee well-being, ethical norms, sustainability principles, and strategic management of the organization. This concept is especially relevant in the field of sports, where the nature of the work involves high physical exertion, emotional tension, intense publicity and complex social structures (Nite & Nauright, 2023). As a result, HR processes in sports require a sensitive and responsible approach that goes beyond traditional administrative methods.

The working conditions of people working in sports organisations – athletes and coaches – are unique in that there are often no clear boundaries between working hours, rest and personal life. Modern research shows that constant pressure for results, intense training cycles and public evaluation can lead to emotional exhaustion and psychological fatigue. This is directly related to the management of the organization and the personnel policies applied (Arnold et al., 2021). The purpose of the CR HRM is to ensure the physical and psychological safety of employees. Therefore, it is necessary to provide professional psychological services, implement violence prevention programs and ensure confidential assistance along with clear rules of conduct. Social

responsibility in the context of HRM also includes transparent career management strategies. In many sports organizations, the career path can be unstable: athletes risk losing their position due to injuries, age factors, or financial difficulties (Henriksen, 2020). The approach of the CR HRM encourages organizations to take responsibility for the long-term careers of athletes through a variety of programs, from dual career opportunities to professional reorientation and educational initiatives. This helps create a safer environment where athletes can plan their future beyond the boundaries of sports and worry less about career risks.

Another important aspect of HRM is the ethical process of personnel selection and development. Sports organizations often rely on informal networks or subjective evaluations when selecting coaches or athletes. Such methods can lead to discrimination or nepotism and early selection of talent based on imprecise criteria (Christensen, & Sørensen, 2022; Marko & Kasa, 2025). A socially responsible HR policy requires transparent selection procedures and standardization of equal opportunities together with a competency-based evaluation system for candidates. This increases the trust of the organization and reduces the likelihood of conflict situations. Equality and inclusion are also important components of CR HRM. In the field of sport, there is still a gender disproportion in salaries and management positions (LaVoi et al., 2021). Socially responsible HR management seeks to reduce this disproportion by promoting inclusion programmes and applying non-discriminatory communication together with equal opportunities for professional development and transparent remuneration criteria. Such practices not only improve the reputation of the organization, but also drive innovation through diversified teams, allowing them to make more effective decisions (Eime et al., 2022).

Another significant dimension of HRM is the trust-based organizational culture. Sports institutions are often characterized by a strict hierarchical structure and authoritarian management, which gives coaches or managers great power to shape actions in everyday life (Roberts et al., 2023). In this context, there is a greater likelihood of psychological pressure or incorrect behavior. A socially responsible institution strives to create a culture in which employees can freely express their opinions; It ensures secure systems for reporting violations and implements clear codes of conduct along with regular cultural assessment practices.

HRM has a direct impact on the economic sustainability of activities in the organization. A responsible attitude towards employees reduces the level of turnover, increases loyalty and improves public opinion about the institution, which is especially important in a sector that depends on the support of sponsors (Anagnostopoulos & Byers, 2022). Demonstrating an organization's socially responsible HR practices usually helps to attract partners, volunteers, and talented professionals. In addition, sustainable HR management has a direct impact on athletic performance – a favorable psychological atmosphere, an ethical attitude towards employees and the maintenance of their well-being correlate with better team performance (Fransen et al., 2020).

Conclusions. Socially responsible management of human resources is based on the principles of corporate social responsibility and becomes an additional value of the organization, an essential condition for long-term competitiveness and sustainable development, a strategic tool that allows to reconcile economic, social and organizational goals. Socially responsible human resource management is important for organizations that adhere to ethical principles, care for employees, and contribute to the creation of their well-being.

Socially responsible human resource management in the sports sector is a complex field of activity

that combines the principles of employee welfare, ethics, sustainability, transforms existing business models and provides opportunities to create a safe environment and employee satisfaction. The role of people in sports organizations is increasing due to the increased workload and constant contact with young athletes and the community. In such circumstances, the experience of employees and perceived organizational fairness are considered to be the basis for motivation, loyalty and professional stability.

Socially responsible management of human resources in sports organizations is an essential factor that ensures not only physical and psychological well-being, but also the ethical, social and economic sustainability of the organization, as it promotes equality, transparent processes, a culture based on trust and the long-term effectiveness of athletes and coaches. Creating a socially responsible environment involves employee well-being and psychological support initiatives, community and social value creation initiatives, integrating ethical management and leadership, and shaping long-term sustainability and reputation building practices. The effective benefits of CSR practices in human resource management are due to the systematic long-term application of socially responsible measures.

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СОЦІАЛЬНО ВІДПОВІДАЛЬНЕ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ У СПОРТИВНІЙ ОРГАНІЗАЦІЇ

Анотація

Останніми роками було визнано, що соціально відповідальне управління людськими ресурсами є одним із необхідних чинників для забезпечення сталості організації, добробуту її працівників та якості її діяльності. Aguinis і Glavas (2019) підкреслює, що «працівники є основною віссю соціальної відповідальності організації», оскільки саме політика управління персоналом сприяє етичному, справедливому та турботливому середовищу в компанії. Останні дослідження показали, що соціально відповідальні HR-практики пов'язані з високою залученістю працівників, кращим психологічним благополуччям і сильнішою організаційною культурою (Park, Newman & Kim, 2021). Соціально відповідальне управління людськими ресурсами стає не лише додатковою цінністю організації, а й необхідною передумовою сталого розвитку. Соціально відповідальний підхід до управління людськими ресурсами стає стратегічним інструментом для узгодження економічних, соціальних та організаційних цілей. Лі та ін. (2022) зазначають, що «правильно та етично прийняті рішення підвищують довіру працівників до організації», зменшуючи ймовірність вигорання та плинності кадрів. Сьогодні соціально відповідальне управління людськими ресурсами стає не лише додатковою цінністю організації, а й необхідною передумовою для довгострокової конкурентоспроможності та сталого розвитку. У швидких змінах у бізнесі та державному секторі організації стикаються з зростаючими очікуваннями працівників, тиском громадськості діяти етично та відповідально, а також з необхідністю забезпечити високу якість послуг чи продуктів. Тому соціально відповідальний підхід до управління людськими ресурсами стає стратегічним інструментом, що дозволяє узгоджувати

економічні, соціальні та організаційні цілі. Соціально відповідальне управління людськими ресурсами є одним із ключових чинників, що визначають успіх організацій у сучасному середовищі. Такий підхід до управління важливий для організацій, які дотримуються етичних принципів, піклуються про працівників і сприяють створенню їхнього добробуту. Метою дослідження є визначення впливу та впровадження соціально відповідальних практик управління людськими ресурсами у спортивній організації. У спортивних організаціях їхнє значення зростає через збільшення навантаження та постійний контакт із молодими спортсменами та громадою, а також через вищий рівень професійної відповідальності. У таких випадках досвід працівників і сприйнята організаційна справедливість вважаються основою мотивації, лояльності та професійної стабільності. Соціально відповідальне управління людськими ресурсами у спортивному секторі – це складна сфера, яка поєднує принципи добробуту працівників, етики, сталого розвитку, трансформує існуючі бізнес-моделі та надає можливості для створення безпечного середовища та задоволеності працівників.

Ключові слова: соціальна відповідальність, управління людськими ресурсами, спортивна організація.

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