

Thus, the study of the state and development trends of railway transport enterprises allowed us to conclude that there are a number of imbalances in their functioning, which significantly limit the potential of enterprises in the industry to ensure stable development and overcome the digital divide compared to global railway companies.

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SOCIALLY RESPONSIBLE MANAGEMENT IN THE TRANSPORT INDUSTRY AS A FACTOR OF COMPETITIVENESS IN THE GLOBAL ECONOMY

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In the era of globalization, the transport sector plays a vital role in facilitating global economic interaction. At the same time, it faces increasing pressure to meet the demands of sustainable development and social responsibility. Equally important are social challenges related to safety, labor conditions, and the impact of infrastructure on local communities.

Socially responsible management (SRM) is emerging as a strategic approach that shapes the long-term competitiveness of transport companies. International standards such as those developed by the United Nations, OECD, and ISO 26000 provide a global framework for SRM, prompting companies to adapt in order to remain relevant in international markets. The aim of this paper is to substantiate the role of SRM as a key driver of competitive advantage in the transport industry.

SRM involves the voluntary integration of social and environmental priorities into business operations and stakeholder engagement, exceeding minimum legal obligations. According to ISO 26000, the core principles of SRM include accountability, transparency, ethical behavior, respect for stakeholder interests, compliance with the rule of law, adherence to international norms of conduct, and the protection of human rights [1]. In the case of transport, SRM requires special attention due to the industry's significant environmental footprint, high safety risks, complex working conditions, and notable influence on local environments, particularly through noise, emissions, and infrastructure access. Moreover, geopolitical instability creates additional difficulties, intensifying the need for internationally coordinated standards and cooperation through institutions such as the IMO, ICAO, and ILO.

SRM contributes to competitiveness through several interrelated dimensions. Environmentally, companies are investing in greener logistics solutions, including route optimization, multimodal transport systems, alternative fuels such as hydrogen and biofuels, and the use of energy-efficient vehicles. These measures not only reduce emissions and operational costs but also enhance brand reputation, attract investors, and help companies meet regulatory expectations. On the social front, attention to fair compensation, workplace safety, professional development, and inclusiveness contributes to higher employee motivation and productivity. Cooperation with local communities, for example by improving infrastructure access or minimizing noise pollution, helps secure a social license to operate and strengthens public trust [2].

From a management perspective, SRM promotes ethical corporate governance, transparent disclosure, anti-corruption mechanisms, and the integration of ESG factors into risk management systems. Responsible stakeholder engagement and supply chain accountability improve financial sustainability and access to capital, while helping build long-term partnerships.

Leading global companies such as Maersk, FedEx, Kuehne+Nagel, UPS, Delta, and C.H. Robinson are actively implementing SRM by investing in decarbonization technologies, electrified transport solutions, and sustainable infrastructure. However, certain barriers remain. High initial investment costs, limited access to resources – especially for small and medium-sized enterprises – fragmented reporting systems, and low consumer willingness to pay for sustainable services constrain broader implementation. In Ukraine, these challenges are further exacerbated by the consequences of war and structural instability. The future development of SRM in the transport sector is closely linked to the advancement of digital technologies, including big data analytics, artificial intelligence, and blockchain-based solutions. It also relies on the principles of the circular economy and the expansion of cross-sectoral collaboration. At the same time, digitalization brings new ethical dilemmas that necessitate the development of digital responsibility frameworks. Long-term success in SRM depends not only on innovation but also on leadership focused on value creation, a transformation of corporate culture, and systemic stakeholder integration.

In conclusion, socially responsible management should be viewed as a critical factor in strengthening the competitive positions of transport enterprises in the global economy [3]. By addressing environmental, social, and governance challenges in an integrated manner, companies can reduce operational risks, enhance human capital, stimulate innovation, and build trust-based relationships. Ignoring SRM principles, on the other hand, results in reputational losses and diminished competitiveness. As a dynamic process, SRM requires constant adaptation to shifting societal expectations, technological change, and global risks – including climate change, human rights violations, and geopolitical

uncertainty. Further research could focus on sector-specific SRM approaches within various transport modalities, the creation of unified performance indicators, and the role of SRM in increasing crisis resilience across the industry.

[1] Настанови ISO 26000. URL: <https://www.dqsglobal.com/uk-ua/sertifikujte/iso-26000> (дата звернення: 30.05.2025 р.).

[2] The International Transport Forum. Research Report 2024. URL: <https://www.itf-oecd.org/sites/default/files/docs/sustainable-accessibility-for-all.pdf> (дата звернення: 30.05.2025 р.).

[3] Єжелей Ю., Тягунова З. Етичні аспекти управління корпоративною соціальною відповідальністю: теорія зацікавлених сторін, соціальний контракт та інші релевантні теорії. *Європейський науковий журнал Економічних та Фінансових інновацій*, 2025. № 2(16), С. 104–117.

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КОНЦЕПЦІЯ ГЕЙМІФІКОВАНОЇ СИСТЕМИ МОТИВАЦІЇ ПЕРСОНАЛУ ПІДПРИЄМСТВА

CONCEPT OF A GAMIFIED SYSTEM OF MOTIVATION OF ENTERPRISE PERSONNEL

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Гейміфікація мотивації персоналу підприємства є надзвичайно актуальною темою. Гейміфікація пропонує свіжий, інноваційний підхід, який використовує елементи, притаманні іграм, для підвищення залученості, продуктивності та лояльності співробітників. Дослідження показують [1-3], що гейміфікація може підвищити залученість співробітників на 48% і більше, а 72% співробітників вважають, що завдяки гейміфікації вони працюють старанніше та продуктивніше.

На ринку України існують розробники платформ для спрощення та автоматизації роботи HR-спеціалістів з модулями для гейміфікації (наприклад модуль Gamification від SMART HCM & LMS). Такі платформи вибудовують за потребою підприємства певні системи з управління персоналом.

Концепція гейміфікованої системи мотивації підприємства має враховувати його особливості, специфіку роботи тощо. Пропонується концепція такої системи для транспортно-логістичного підприємства. Вона розрахована на весь персонал.

Основними елементами гейміфікації в системі, що пропонується є бали,