

Implementation of social responsibility activities in sport organisations

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ANNOTATION

The article analyses social responsibility (SR) in modern organisations, which is an increasingly integral part of the strategy, covering not only external aspects (e.g., community and environment), but also the internal culture of the organisation, such as relations with employees. It is increasingly emphasised that the benefits of SR activities can also be measured through internal organisational indicators – motivation, loyalty, employee well-being, and engagement (Asante Boadi et al., 2020). However, research analysing these processes in sport organisations is still lacking. SR in sport organisations is close and diverse. Internal SR measures, such as emotional support, ensuring work-life balance or professional development opportunities, strengthen employee satisfaction and engagement. External SR activities contribute to the image of the organisation, and at the same time, employees' pride in their organisation. Sustainable integration of these areas into the organisation's strategy allows creating a favourable psychological environment and promoting loyalty.

Keywords: social responsibility, work environment, employees, sport organisation.

INTRODUCTION

Relevance and novelty of the article. Sport organisations are increasingly faced with growing expectations from society, sponsors, and local communities to contribute to solving social and environmental problems. Fans particularly value corporate social responsibility (CSR) initiatives as an important part of forming their identity and loyalty (Tavares et al., 2023). In addition, CSR activities strengthen the financial stability of sport organisations and improve stakeholder satisfaction, which confirms their strategic value in the context of sustainable development (Chen, 2025). Finally, international standards and national sport strategies require greater transparency and accountability – CSR becomes not only a means of maintaining reputation, but also an essential part of the organisation's operating philosophy. Although comprehensive CSR models are proposed in the global literature (e.g., Yang et al., 2024), in the regional context – especially in Lithuania and organisations in similar markets – there is a lack of empirical studies examining the real implementation of CSR initiatives in everyday practice. In addition, most studies are limited to declarations or retrospective reports and grounded theory (grounded theory – measured theory), which refers to a qualitative research methodology, the essence of which is to derive (“measure”) the theory directly from the collected data, rather than applying an already existing theoretical model in advance. Models that are developed on the basis of which the dimensions of education, health, communication, and ecological responsibility



are distinguished (Zargar & Rynne, 2023) have not yet been practically tested in Lithuanian or Baltic sport organisations. Therefore, the orientation of this study towards the real implementation and evaluation of social responsibility (SR) activities fills a clear scientific gap and provides practitioners with concrete guidelines on how to effectively integrate CSR activities into their strategic management. Despite the increasing attention to this topic on a global scale, in Lithuania (or in the specific region) there is a lack of empirical research revealing the real practice of sport organisations, the content of activities, implementation challenges, and impact. This topic remains insufficiently researched at the local and national levels.

Research problem. Does the implementation of SR activities have an impact on employees in a sport organisation?

Research aim. To investigate how SR activities are implemented in sport organisations and what significance they have for the organisation's activities and stakeholders.

Objectives:

1. To reveal the concept of SR.
2. To discuss the content of SR activities in a sport organisation.

The concept of social responsibility. In modern organisational management models, SR is seen as a key integral part of responsible organisational management, which includes conscious action to achieve a positive impact on society, the environment, and the internal culture of the organisation. The spectrum of SR activities is constantly expanding – from philanthropic initiatives to integrated strategic activities that also include the internal environment of the organisation. The concept of SR has changed over the years. Traditionally, SR was understood as the organisation's voluntary contribution to the well-being of the society by supporting community projects or social initiatives. However, in the modern context, it is considered a comprehensive business model, in which ethics, long-term sustainability, employee involvement, and transparency are important (Visser, 2011).

One of the main foundations of the SR concept is Carroll's CSR Pyramid, which distinguishes four levels: Legal responsibility – complying with legal acts and norms; Ethical responsibility – acting morally right even when the law does not require it; Philanthropic responsibility – to voluntarily contribute to social welfare; Economic responsibility – to seek profit and create value (Carroll, 1991).

This model shows that CSR activities in an organisation include not only the pursuit of profit or compliance with legal acts, but also ethical behaviour and voluntary contribution to society. However, today this model is seen as an initial structure, which is supplemented by new aspects of SR, such as internal SR: Employee involvement in decision-making; Emotional well-being; Ensuring opportunities (Bauman & Skitka, 2012).

Literature often distinguishes between internal and external SR. Internal SR expresses the organisation's orientation towards employees, their safety, development, improvement of working conditions, psychological well-being, ensuring equal opportunities, and maintaining work-life balance (Faeq et al., 2022). These measures have a direct impact on employee satisfaction, loyalty, and the image of their organisation (Asante Boadi et al., 2020). The most important internal SR activities:

- Psychological well-being – providing emotional support, stress management measures.
- Ethical organisational culture – equal opportunities, transparent processes, respect for diversity.
- Training and competence development – continuous professional development and qualification improvement.

- Improving working conditions – ensuring safety, clear work rules, ergonomic workplaces.
- Flexible work organisation – maintaining work-life balance (Faeq et al., 2022).

In the sports sector, internal social responsibility in relations with employees is particularly important, as employees often work in stressful, dynamic environments, thus the well-being, satisfaction and quality of life of employees can have an impact on the organisational climate or the loyalty of employees (Walzel et al., 2018). One of the most important areas of internal SR is ensuring a balance between personal and work life, which can help organisations not only enhance employee satisfaction, but also retain the best specialists. Measures such as flexible working hours, health services, or additional training are becoming increasingly important for employees (Rodríguez-Sánchez et al., 2020).

External SR consists of the organisation's actions directed towards society: social projects, ecological initiatives, and ethical customer service (Asante Boadi et al., 2020). Such orientation of SR helps the organisation to create a positive public image and, in the long term, to strengthen trust among the public, partners, and other external groups. Key examples of external SR:

- Environmental solutions – waste sorting, circular economy principles, carbon emissions reduction.
- Support initiatives – charity, sport and culture sponsorship, social projects.
- Fair partnership – transparent relationships with suppliers and partners.
- Consumer protection – product safety, responsible sourcing, ethical advertising (Bauman & Skitka, 2012).

External SR of sport organisations is often associated with community health, youth education and their involvement in sport.

The context of social responsibility activities in sport organisations. The context of SR activities in the sport sector takes on unique features. Sport organisations, both professional and amateur, are strongly connected to communities, and their activities are usually characterised by a high level of publicity. For this reason, their responsibility becomes visible and assessed not only in terms of financial results, but also in terms of their contribution to society, ethical behaviour, and relationship with employees and athletes (Kolyperas et al., 2016). In the sport sector, SR can be realised at various organisational levels, such as:

1. Micro level – within the organisation, taking care of employees, athletes, coaches, their emotional well-being and professional development.
2. Meso level – by interacting with the local community, involving socially vulnerable residents, organising sport camps.
3. Macro level – shaping national or international advocacy policies, promoting social values through sport and its events (Walzel et al., 2018).

An excellent external SR factor – UEFA's "Respect" campaign is focused on reducing discrimination and respecting different nationalities and genders. At the national level, the Lithuanian Football Federation has implemented social projects related to supporting sport for people with disabilities by including them in an active lifestyle. SR activities of sport organisations can be very specific – not only moral or symbolic initiatives, but also practical solutions, such as additional insurance for athletes, psychological support after injuries, fair contracts with employees (Babiak & Wolfe, 2009).

SR activities for organisations become effective only when they are integrated into strategic planning and management takes an active role in their implementation. Leadership is one of the factors influencing employee engagement (Decuypere & Schaufeli, 2020). Employee involvement in SR activities; Work planning; Periodic assessment and transparency of SR activities; Integration of SR values into the mission, vision, strategic goals; Compliance with international SR standards.

A study conducted in German sport clubs showed that clubs with clear SR strategies and activity directions receive greater public attention and stronger support from sponsors. This shows that SR can not only reflect moral attitudes but can also be a strategic resource (Breitbarth & Harris, 2008).

Diversity of international approaches. SR practices differ in each country due to different cultural, economic, or political conditions. In Nordic countries, such as Sweden or Norway, SR is deeply integrated into the national business culture. Companies are obliged to meet social and environmental indicators. Meanwhile, in other developing countries, CSR initiatives are associated with external requirements, such as increased investor pressure. International federations such as FIFA or the IOC encourage national sport associations to apply SR principles, but their implementation depends on the country's local resources, culture, or governance models (Jamali & Karam, 2018).

Future trends. Looking ahead, the content of CSR activities will only expand. It is observed that the awareness of employees and consumers is increasing in assessing the important activities of organisations. It is also likely that in the future, CSR activities will be more commonly linked to technologies – using IT or AI tools that help ensure transparency and monitor the impact of the community's engagement (George & Schillebeeckx, 2022).

In summary, it can be stated that the concept of SR has grown from a philanthropic perception of activities to a strategically important part of the organisation. The content of CSR activities includes both responsibility for the environment and community, as well as the well-being of employees. The diversity and impact of CSR activities in the sport sector is evident, and it is, therefore, necessary to consistently incorporate these initiatives into organisational strategies. Strong SR effectively improves reputation, builds loyalty and trust, and contributes to the success of organisations.

RESEARCH METHODS

Object of the study. SR activities implemented in a sport organisation.

Research strategy and logic. The quantitative research method chosen for the study is the questionnaire survey. This method is employed to find out how SR activities are implemented in a sport organisation and what impact they have on employees.

Nature of the study. This study was conducted using a questionnaire survey on www.apklausa.lt.

Sample of subjects. 33 employees of a sport organisation participated in the study. Participation in the survey was voluntary, the questionnaire was filled out online. The sample consisted of people of various positions, ages, and genders working in the field of sport. The collected data allowed us to form a preliminary picture of the practice of implementing SR activities and its links to the work activities of the employees.

Characteristics of the subjects. The majority of the subjects were 41–65 years old, which amounted to 42.4% (n = 14), and 26–40 years old accounted for 33.4% (n = 11). A smaller number of participants were from the 18–25 age group (18.2%, n = 6), and respondents over 65 years old

accounted for only 3% ($n = 1$). One participant (3%) did not disclose their age. Respondents who had higher education accounted for 81.8% ($n = 27$), and respondents without higher education who participated in the survey were 12.1% ($n = 4$). Two respondents (6.1%) did not answer the question, nor did they indicate secondary or vocational education, or other categories. The gender distribution showed that the majority of respondents were women, who accounted for 63.6% ($n = 21$), and men accounted for 36.4% ($n = 12$). Considering the position, most respondents indicated that they are employees (97%, $n = 32$), and only one respondent (3%) indicated that they hold a managerial position. The respondents did not indicate other positions. The characteristic of the respondents shows that the survey was mainly filled out by middle-aged, higher educated, and currently employed respondents, which allows us to understand the experience and attitude towards aspects of SR and employee well-being of this specific group.

Research methods. Analysis of scientific literature; Analysis of statistical data; Questionnaire survey.

Justification of the research instrument. The questionnaire used for the study consisted of two main scales: demographic data and the assessment of the implementation of SR activities. Each scale was based on relevant scientific research, which allowed us to justify the appropriateness of the selected questions, considering the purpose of the study – to analyse the implementation of SR activities and their relationship with work in the organisation.

Table 1. **Justification of the research instrument**

1. Demographic data	Gender, age, education, nature of work	Šíma et al. (2018)
2. Evaluation of SR activities	External SR (community, environmental protection), internal SR (employee conditions, health, ethics)	Faeq et al. (2022)

Questionnaire survey. A questionnaire survey was chosen for the study as an appropriate quantitative method that allows for objective collection of data on respondents' attitudes towards SR activities and employee well-being in a sport organisation. This method allows for surveying a large number of respondents, ensures anonymity, and helps to obtain reliable generalised results (Boynton, 2004). *Research instrument.* The questionnaire consisted of two blocks that reflected the main objectives of the research:

1. Demographic questions – the first block is designed to collect basic information about the respondents' gender, age, education, and position in the organisation. These data allow for a description of the research sample and an analysis of the demographic groups.
2. Assessment of the company's relationship with the employees – the second block assesses the measures applied by the organisation related to the implementation of SR towards the employees (Andriukaitienė et al., 2025): employee involvement, emotional support, fair treatment, career opportunities, etc. These questions are based on the concept of internal SR. In this survey, a five-point Likert scale was used, with 5 points meaning “Strongly agree”, 4 – “Agree”, 3 – “Neither agree nor disagree”, 2 – “Disagree”, 1 – “Strongly disagree”.

Organisation of the study. Before conducting the empirical study, the consent of the head of the sport organisation to conduct the study and interview the employees was obtained by communicating with them orally and by e-mail. Each respondent was informed about the purpose of the study, anonymity, and the procedure for completing the study orally or in writing before providing

an electronic survey link. Respondents were provided with the researcher's contact details so that respondents could contact them. The questionnaire presented information about the study, completing the survey, and guaranteed anonymity and confidentiality, in accordance with ethical principles. This study was conducted using a questionnaire survey on www.apklausa.lt. *Statistical analysis methods.* The results of the study were summarised using the MS Excel programme. The results of the study are presented in figures and discussed using the method of descriptive mathematical statistics.

RESULTS

The study used a five-point Likert scale, with 5 points meaning “Strongly agree”, 4 – “Agree”, 3 – “Neither agree nor disagree”, 2 – “Disagree”, 1 – “Strongly disagree”. After reviewing the results, it can be observed that the majority of respondents agreed that all employees in the organisation have equal rights (84.4%, $M = 4.19$) and that they are provided with opportunities to appeal to management (87.9%, $M = 4.03$). The statement that employees are considered an important part of the organisation (84.8%, $M = 4.09$) and the organisation's efforts to ensure compliance with legal acts (84.9%, $M = 4.09$) were also highly rated. Regarding the issue of fair remuneration, the majority of respondents also chose a high rating (4–5 points), this statement was chosen by 87.9% ($M = 4.18$). Finally, the aspect of social guarantees was assessed slightly less favourably, which amounted to 81.3% ($M = 4.06$) (Figure 1).

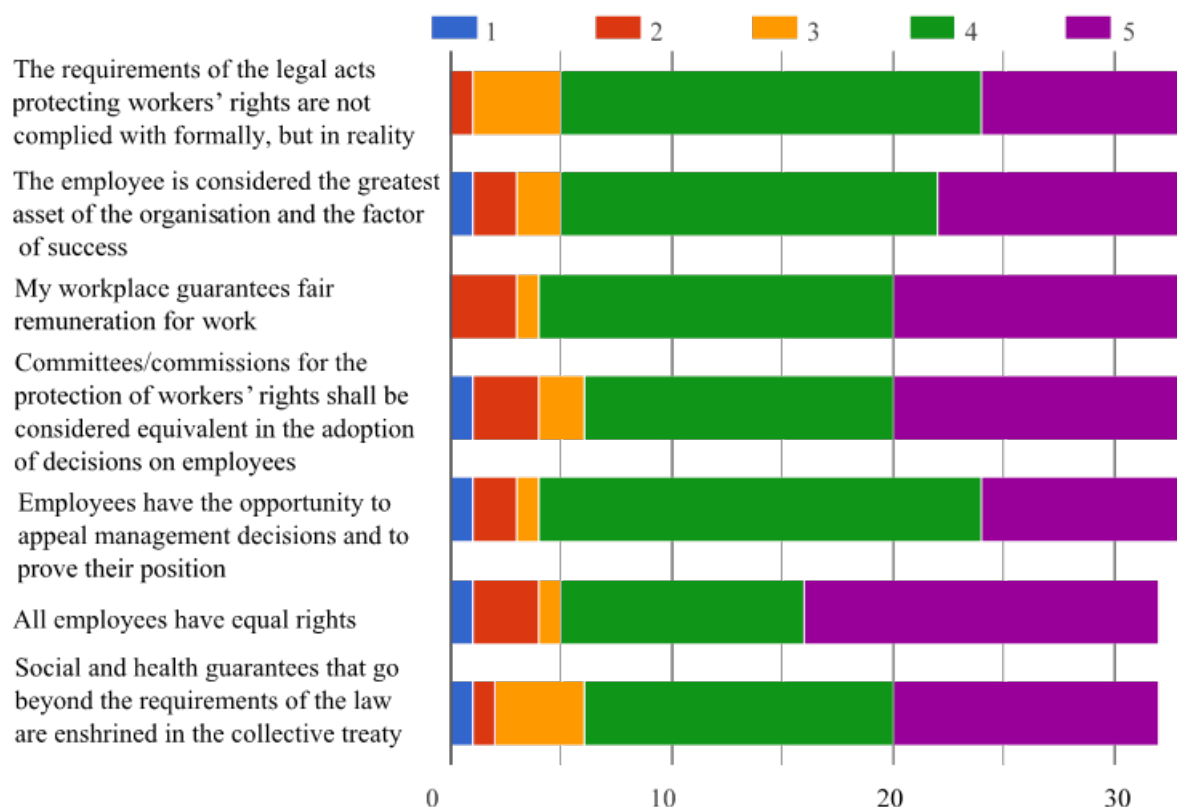


Figure 1. Distribution of attitudes towards SR (points)

The results reveal that employees are positive about the organisation's SR measures, particularly emphasising the importance of equality, employee inclusion, and legal protection.

When reviewing the results of the question about the aspects of organisational SR, clear trends are visible, which reveal the opinions of employees in various areas (Figure 2).

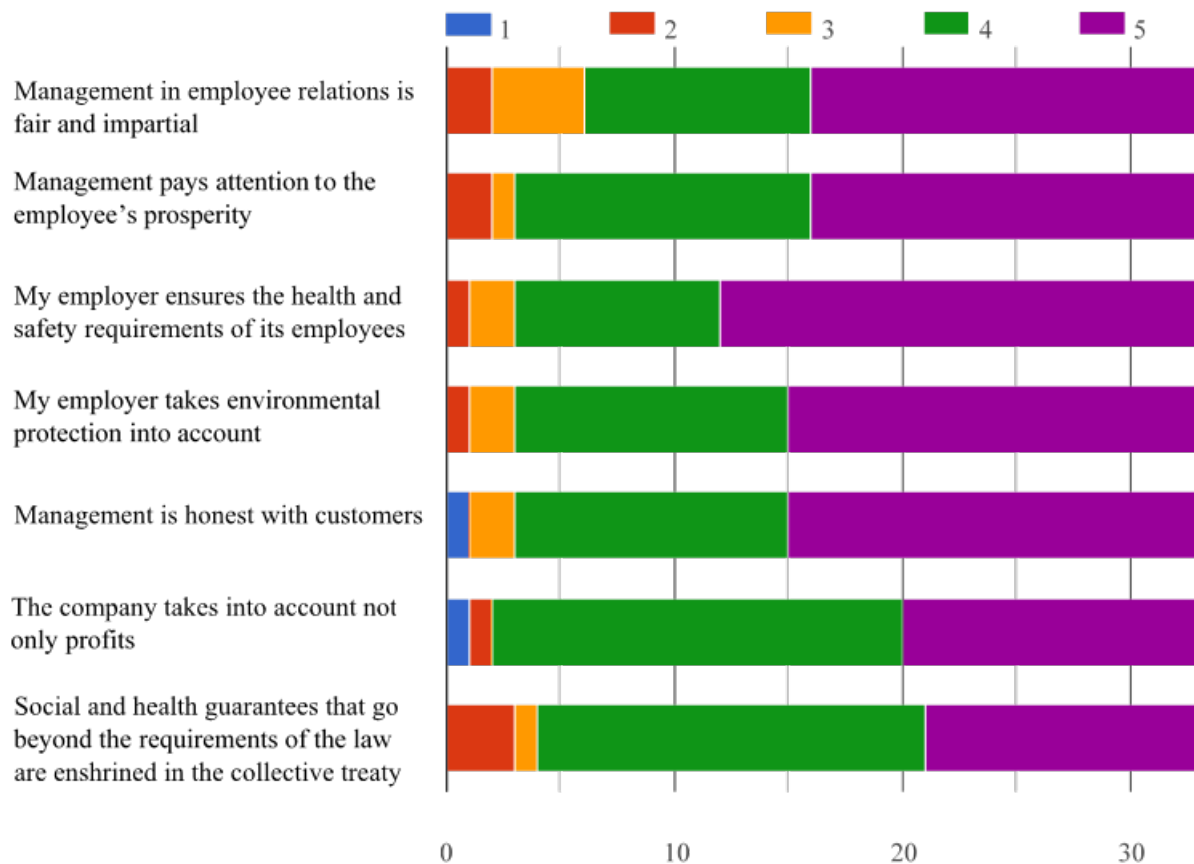


Figure 2. Distribution of the impact of SR on employee well-being (points)

Most respondents indicated that the organisation's management in relations with employees is fair and impartial ($M = 4.27$, 84.8% gave 4–5 points), and the management pays attention to employee well-being ($M = 4.36$, 90.9%). The highest rated statement is that the employer ensures the compliance with employee health and safety requirements ($M = 4.52$, 93.9%). The environmental aspect also received a lot of support ($M = 4.42$, 90.9%), and the statement that the management is honest with customers was rated very similarly ($M = 4.36$, 90.9%). Most employees also agreed that the company takes into account more than just profit ($M = 4.24$, 93.9%). The aspect of social and health guarantees was rated slightly less favourably – 87.9% of the respondents chose 4 or 5 points ($M = 4.15$).

In summary, as can be seen from Figure 2, employees assess the organisation's SR measures positively, with particular emphasis on the areas of employee well-being, health, and environmental protection.

According to the results, most respondents indicated that the organisation ensures social needs related to the nature, conditions and environment of work ($M = 4.27$, 84.8%). Health and safety-related needs were also assessed very positively ($M = 4.30$, 87.9%), and self-expression needs received a similar assessment ($M = 4.21$, 84.9%).

Economic and family-related needs were assessed somewhat less positively, with 4–5 points chosen by 84.8% of the respondents ($M = 4.15$), while knowledge and learning needs received a very

favourable assessment ($M = 4.33$, 90.6% of the respondents chose “Strongly agree” or “Agree”). The statement of ensuring motivation needs received the scores of 4 and 5 by slightly fewer respondents – 78.8% ($M = 4.09$).

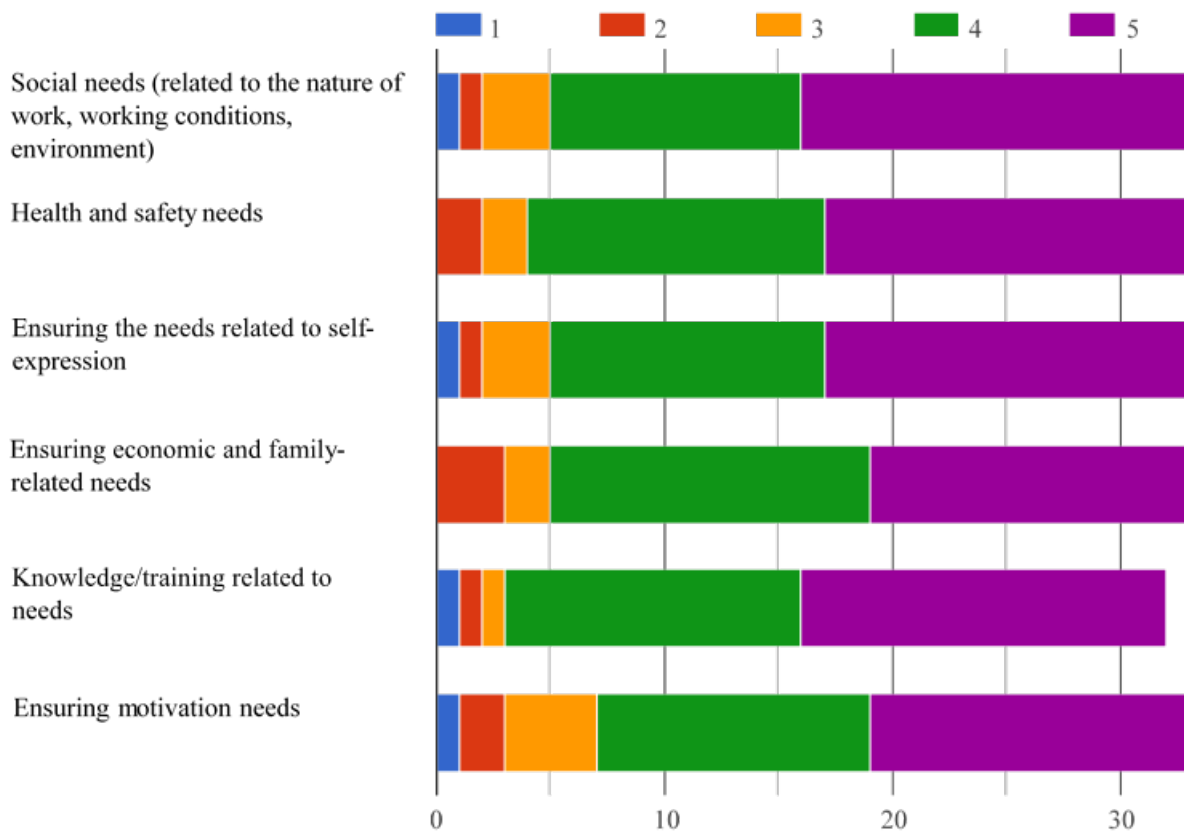


Figure 3. Ensuring employee welfare needs (points)

In summary, as shown in Figure 3, the results of the study reveal that employees positively assess the provision of needs in the organisation, especially emphasising the provision of health, safety, and learning opportunities.

The analysis reveals strong and statistically significant relationships between the provision of employee needs and other aspects of CSR. The indicator of provision of needs significantly correlates with the assessment of the CSR towards employees ($r = 0.721$, $p < 0.001$), socially responsible development ($r = 0.634$, $p < 0.001$), job satisfaction ($r = 0.606$, $p < 0.000$), organisational respect for the employee ($r = 0.765$, $p < 0.000$), and the employer's attitude towards the employee ($r = 0.619$, $p < 0.000$). All results show a close relationship of importance between ensuring employee needs and other aspects of CSR.

DISCUSSION

The results of the study suggest that SR activities in a sport organisation are closely related to employee well-being, especially internal SR measures. Respondents positively assessed the organisation's treatment of employees, their involvement, respect, emotional support, and trust in the managers. Such results confirm the insights expressed in the literature that employee involvement in organisational activities and a respectful attitude help to form a positive organisational culture (Gla-

vas, 2016; El Akremi et al., 2018). An important aspect of the study is the attitude of employees to balance work-life. Although most respondents indicated that leisure time is important to them, only a third agreed that they have an adequate work-life balance. This result is consistent with the observations that employees are increasingly experiencing a lack of leisure time and burnout when organisations do not offer flexible working hours or other family-friendly solutions. SR policies focused on work-life balance increase employee commitment, reduce turnover, and improve psychological well-being (Widawska-Stanisiz, 2024). CSR can have an impact by empowering people to express their values, contribute to the community and society. By meeting their need for a meaningful life, employees should enjoy greater life satisfaction and better emotional well-being (Bauman & Skitka, 2012).

The role of the manager turned out to be extremely significant. Most respondents said that managers listen to them, show respect, and care about their well-being. These results are consistent with the study's findings that manager empathy and support are key elements in ensuring employee well-being, especially in emotionally demanding sectors such as sport (Khattak et al., 2021). It is noteworthy that the employees assessed the organisation's efforts in emotional health, leisure opportunities, and additional beneficial areas differently. This reveals that while a SR policy can be formally implemented, its practical impact on employee well-being depends on specific actions – flexible working conditions, additional benefits, and learning opportunities. These aspects are particularly important for younger employees, who, as researchers note, increasingly value not only salary, but also the meaning of work and the correspondence of values (Rodríguez-Sánchez et al., 2020). Considering the results of the study, it can be stated that in a sport organisation where SR measures are applied, a favourable psychosocial environment, greater satisfaction, and loyalty to the organisation is formed in the employees. However, the study also revealed areas where there is room for improvement – work-life balance and support for emotional well-being.

CONCLUSIONS AND RECOMMENDATIONS

1. The concept of SR in sport organisations has expanded from traditional charity-based activities to a complex strategic approach that includes both external and internal responsibility. Modern SR focuses not only on social projects or environmental protection, but also on employee well-being, emotional state, equal opportunities, work-life balance, and strengthening of the team culture. These measures are becoming an important part of the organisation's strategy, especially in the sport sector, where employees experience greater emotional and physical stress. Analysis of research results shows that integrating SR activities into organisational management helps to create a more sustainable, competitive, and ethical organisation, and the content of SR is constantly expanding in response to the expectations of employees and society.
2. Employee well-being is a multifaceted phenomenon that includes physical, psychological, social, and professional well-being. A review of the research results has shown that areas such as emotional health, work-life balance, career opportunities, and a safe working environment are particularly important in the sport sector. Psychological capital, support from managers, and involvement of organisational representatives in decision-making strengthen employee satisfaction, motivation, and loyalty to the organisation. The links between SR and employ-

ee well-being in a sport organisation are close and diverse. Internal SR measures, such as emotional support, ensuring work-life balance, or professional development opportunities, strengthen employee satisfaction and involvement. External SR activities contribute to the image of the organisation, and at the same time, to the employees' pride in their organisation. Sustainable integration of these areas into the organisation's strategy creates a favourable psychological environment and promotes loyalty.

Recommendations. *Strengthen employee health and safety measures.* The study showed that ensuring health and safety for employees is of paramount importance, therefore it is recommended to constantly update and improve health and safety policies, ensuring their effective application in practice. *Promote the development of managerial competencies.* Given that some respondents expressed a critical attitude towards managers' empathy and division of responsibility, it is proposed to organise training for managers on emotional intelligence, leadership, and fostering employee well-being. *Improve work-life balance.* It is recommended to develop flexible working options, promote psychological well-being initiatives, and create conditions for employees to more easily disconnect from work after working hours.

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ABSTRACT

Relevance and novelty of the article. Sport organisations are increasingly faced with growing expectations from the society, sponsors, and local communities to contribute to solving social and environmental problems. Fans particularly value corporate social responsibility (CSR) initiatives as an important part of forming their identity and loyalty (Tavares et al., 2023). In addition, CSR activities strengthen the financial stability of sport organisations and improve stakeholder satisfaction, which confirms their strategic value in the context of sustainable development (Chen, 2025). Finally, international standards and national sport strategies require greater transparency and accountability – CSR becomes not only a means of maintaining reputation, but also an essential part of the organisation’s operating philosophy. Although comprehensive CSR models are proposed in the global literature (e.g., Yang et al., 2024), in the regional context – especially in Lithuania and organisations in similar markets – there is a lack of empirical studies examining the real implementation of CSR initiatives in everyday practice. In addition, most studies are limited to declarations or retrospective reports, and grounded theory (grounded theory – measured theory), which refers to a qualitative research methodology, the essence of which is to derive (“measure”) the theory directly from the collected data, rather than applying an already existing theoretical model in advance. Models developed on the basis of which educational, health, communication, and ecological responsibility dimensions are distinguished (Zargar & Rynne, 2023) have not yet been practically tested in Lithuanian or Baltic sport organisations. Therefore, the orientation of this study towards the implementation and evaluation of social responsibility (SR) activities fills a clear scientific gap and provides practitioners with specific guidelines on how to effectively integrate CSR activities into their strategic management. Despite the increasing attention to this topic on a global scale, in Lithuania (or in the specific region) there is a lack of empirical research revealing the real practice of sport organisations, the content of activities, implementation challenges, and impact. This topic remains insufficiently researched at the local and national levels.

Research problem. Does the implementation of SR activities have an impact on employees in a sport organisation?

Research object. Implementation of SR activities.

Research aim. To investigate how SR activities are implemented in sport organisations and what significance they have for the organisation’s activities and stakeholders.

Objectives:

1. To reveal the concept of SR.
2. To discuss the content of SR activities in a sport organisation.

Research methods:

1. Analysis of scientific literature.
2. Analysis of statistical data.
3. Questionnaire survey.

The results. The concept of SR in a sport organisation has expanded from traditional charity-based activities to a complex strategic approach that includes both external and internal responsibility. Modern SR 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 are becoming an important part of the organisation's strategy, especially in the sport sector, where employees experience greater emotional and physical stress. Analysis of research results shows that integrating SR activities into organisational management helps create a more sustainable, competitive, and ethical organisation, and the content of SR 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. A review of the research results has shown that areas such as emotional health, work-life balance, career opportunities, and a safe working environment are particularly important in the sport sector. Psychological capital, support from managers, and the involvement of organisational representatives in decision-making strengthen employee satisfaction, motivation, and loyalty to the organisation.

Keywords: social responsibility, work environment, employees, sport organisation.

Socialinės atsakomybės veiklų įgyvendinimas sporto organizacijose

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SANTRAUKA

Straipsnio aktualumas ir naujumas. Sporto organizacijos vis dažniau susiduria su didėjančiais visuomenės, rėmėjų ir vietos bendruomenių lūkesčiais prisidėti prie socialinių bei aplinkosauginių problemų sprendimo. Fanai ypač vertina įmonių socialinės atsakomybės (ISA) (angl. *corporate social responsibility*, CSR) iniciatyvas kaip svarbią tapatybės ir lojalumo formavimo dalį (Tavares et al., 2023). Be to, ISA veiklos stiprina sporto organizacijų finansinį stabilumą bei gerina suinteresuotųjų šalių pasitenkinimą, kas patvirtina jų strateginę vertę darnaus vystymosi kontekste (Chen, 2025). Galiausiai, tarptautiniai standartai ir nacionalinės sporto strategijos reikalauja didesnio skaidrumo ir atsakomybės: ISA tampa ne tik reputacijos palaikymo priemone, bet ir būtina organizacijos veiklos filosofijos dalimi. Nors pasaulinėje literatūroje siūlomi visapusiški ISA modeliai (pvz., Yang et al., 2024), regioniniame kontekste – ypač Lietuvoje ir panašiose rinkose – trūksta empirinių studijų, kuriose būtų nagrinėjamas realus ISA iniciatyvų įgyvendinimas kasdienėje praktikoje. Be to, dauguma tyrimų apsiriboja deklaracijomis ar retrospektyviomis ataskaitomis, netaikant kokybinės grindžiamosios teorijos, kurios esmė yra išvesti („pamatuoti“) teoriją tiesiogiai iš surinktų duomenų, o ne iš anksto taikyti jau turimą teorinį modelį. Modeliai, išskiriantys švietimo, sveikatos, komunikacijos ir ekologinės atsakomybės sritis (Zargar & Rynne, 2023), dar nebuvo praktiškai pritaikyti Lietuvos ar Baltijos šalių sporto organizacijose. Todėl tikimasi, kad šis tyrimas, orientuotas į socialinės atsakomybės (SA) (angl. *social responsibility*, SR) veiklų diegimą ir vertinimą, užpildys aišką mokslo spragą bei suteiks praktikams konkrečias gaires, kaip veiksmingai integruoti ISA veiklas į savo strateginį valdymą. Nepaisant didėjančio dėmesio šiai temai pasauliniu mastu, Lietuvoje (ar šiame regione) trūksta empirinių tyrimų, atskleidžiančių realią sporto organizacijų praktiką, veiklų turinį, jų įgyvendinimo sunkumus bei poveikį. Ši tema lieka nepakankamai ištirta vietos ir nacionaliniu lygiu.

Tyrimo problema. Ar SA veiklų įgyvendinimas turi poveikį darbuotojams sporto organizacijoje?

Tyrimo objektas. SA veiklų įgyvendinimas.

Tyrimo tikslas. Ištirti, kaip SA veiklos įgyvendinamos sporto organizacijose ir kokią reikšmę jos turi organizacijos veiklai bei suinteresuotosioms šalims.

Uždaviniai:

1. Atskleisti SA sampratą.
2. Aptarti SA veiklų turinį sporto organizacijoje.

Tyrimo metodai:

1. Mokslinės literatūros analizė.
2. Statistinių duomenų analizė.
3. Anketinė apklausa.

Rezultatai. SA samprata sporto organizacijoje išsiplėtė nuo tradicinės labdara paremtos veiklos iki kompleksinio strateginio požiūrio, apimančio tiek išorinę, tiek vidinę atsakomybę. Šiuolaikinė SA orientuojama ne tik į socialinius projektus ar aplinkosaugą, bet ir į darbuotojų gerovę, emocinę būseną, lygias galimybes, darbo ir gyvenimo pusiausvyrą bei komandinės kultūros stiprinimą. Šie aspektai tampa svarbia organizacijos strategijos dalimi, ypač sporto sektoriuje, kuriame darbuotojai patiria didesnę emocinę ir fizinę krūvį. Išanalizavus tyrimo rezultatus paaiškėjo, kad SA veiklų integravimas į organizacijos valdymą padeda sukurti tvaresnę, konkurencingesnę ir etiškesnę organizaciją, o SA turinys nuolat plečiamas, reaguojant į darbuotojų ir visuomenės lūkesčius. Darbuotojų gerovė yra daugialypis reiškiny, apimantis fizinę, psichologinę, socialinę ir profesinę savijautą. Tyrimo rezultatai atskleidžia, jog sporto sektoriuje ypač svarbios tokios sritys kaip emocinė sveikata, darbo ir gyvenimo balansas, karjeros galimybės ir saugi darbo aplinka. Psichologinis kapitalas, vadovų palaikymas bei organizacijos atstovų įsitraukimas į sprendimų priėmimą stiprina darbuotojų pasitenkinimą, motyvaciją ir lojalumą organizacijai.

Raktiniai žodžiai: socialinė atsakomybė, darbo aplinka, darbuotojai, sporto organizacija.

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