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CORPORATE SOCIAL RESPONSIBILITY MANAGEMENT AND MANAGEMENT OF ECOLOGICAL TRANSFORMATION OF ENTERPRISES

The article proposes an author's methodological approach based on the use of a two-component system for assessing corporate social responsibility management and the effectiveness of environmental transformation of enterprises. A mathematical model for determining the level of corporate social responsibility management has been developed, which takes into account the effectiveness of social programs, the impact of social and environmental risks and the effectiveness of the implementation of environmental measures. A model for assessing the environmental transformation of enterprises has been proposed, which integrates indicators of emission reduction, energy efficiency, "green" investments, circularity of production and ESG-performance. Unlike existing approaches, the proposed methodology provides a comprehensive assessment of the relationship between corporate social responsibility and environmental modernization of enterprises, which allows justifying strategic management decisions to ensure their sustainable development.

The practical testing of the methodology was carried out on the example of Ukrainian enterprises that actively implement a corporate social responsibility policy and carry out environmental modernization of production. The results of the study confirmed that the highest level of corporate social responsibility management effectiveness is demonstrated by enterprises that systematically integrate social programs, environmental investments, resource-efficient technologies and ESG principles into strategic management. It was found that a comprehensive combination of social responsibility, environmental transformation, corporate governance and innovative development creates long-term competitive advantages, increases the investment attractiveness of enterprises, strengthens the trust of stakeholders and ensures their resilience to modern economic and environmental challenges.

Keywords: *corporate social responsibility; environmental transformation; management; sustainable development; environmental management; green investments; resource efficiency; circular economy; corporate governance; business social responsibility; competitiveness of enterprises; environmental modernization; strategic management.*

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МЕНЕДЖМЕНТ КОРПОРАТИВНОЇ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ ТА УПРАВЛІННЯ ЕКОЛОГІЧНОЮ ТРАНСФОРМАЦІЄЮ ПІДПРИЄМСТВ

У статті запропоновано авторський методичний підхід, який базується на використанні двокомпонентної системи оцінювання менеджменту корпоративної соціальної відповідальності та ефективності екологічної трансформації підприємств.

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Розроблено математичну модель визначення рівня менеджменту корпоративної соціальної відповідальності, що враховує результативність соціальних програм, вплив соціально-екологічних ризиків та ефективність реалізації екологічних заходів. Запропоновано модель оцінювання екологічної трансформації підприємств, яка інтегрує показники скорочення викидів, енергоефективності, «зелених» інвестицій, циркулярності виробництва та ESG-результативності. На відміну від існуючих підходів, запропонована методика забезпечує комплексне оцінювання взаємозв'язку корпоративної соціальної відповідальності та екологічної модернізації підприємств, що дозволяє обґрунтовувати стратегічні управлінські рішення щодо забезпечення їх сталого розвитку.

Практичну апробацію методики проведено на прикладі українських підприємств, які активно реалізують політику корпоративної соціальної відповідальності та здійснюють екологічну модернізацію виробництва. Результати дослідження підтвердили, що найвищий рівень ефективності менеджменту корпоративної соціальної відповідальності демонструють підприємства, які системно інтегрують соціальні програми, екологічні інвестиції, ресурсоефективні технології та ESG-принципи у стратегічне управління. Встановлено, що комплексне поєднання соціальної відповідальності, екологічної трансформації, корпоративного управління та інноваційного розвитку формує довгострокові конкурентні переваги, підвищує інвестиційну привабливість підприємств, зміцнює довіру стейкхолдерів та забезпечує їх стійкість до сучасних економічних і екологічних викликів.

Ключові слова: *корпоративна соціальна відповідальність; екологічна трансформація; менеджмент; сталий розвиток; екологічний менеджмент; зелені інвестиції; ресурсоефективність; циркулярна економіка; корпоративне управління; соціальна відповідальність бізнесу; конкурентоспроможність підприємств; екологічна модернізація; стратегічне управління.*

Problem statement. Enterprises increasingly operate in conditions where their competitiveness is determined not only by financial results or production efficiency, but also by the level of corporate social responsibility, environmental sustainability, openness to stakeholders and the ability to adapt to global environmental challenges. Growing attention to ESG principles, decarbonization of the economy, circular use of resources and ecological modernization of production necessitates the revision of traditional approaches to enterprise management and the formation of new management mechanisms focused on the long-term creation of economic, social and environmental value. Corporate social responsibility is gradually transforming from a voluntary initiative of individual enterprises into an integral element of strategic management. In modern conditions, it encompasses not only responsibility to employees, consumers or local communities, but also environmental policy, management of natural resources, reduction of greenhouse gas emissions, increasing energy efficiency of production, development of "green" innovations and formation of a responsible corporate culture. At the same time, the ecological transformation of enterprises requires significant organizational changes, modernization of technological processes, integration of environmental criteria into the system of managerial decision-making and constant monitoring of the effectiveness of implemented measures.

These issues are becoming particularly relevant in the context of Ukraine's European integration, the implementation of the European Green Deal, the expansion of the practice of non-financial reporting and the strengthening of international requirements for environmental transparency of business. Investors, financial institutions, international partners and consumers are increasingly evaluating the activities of enterprises through the prism of ESG criteria, which directly affects access to investment resources, the possibility of entering international markets and the formation of long-term competitive advantages. At the same time, modern practice shows that in many enterprises, corporate social responsibility and ecological transformation are implemented separately from each other. Social programs, environmental protection measures, environmental investments and corporate governance often function as independent areas of activity without proper integration into the overall strategic management system. This leads to inefficient use of resources, complicates the assessment of the effectiveness of the implementation of the ESG strategy and reduces the effectiveness of management decisions to ensure the sustainable development of the enterprise. Despite a significant amount of scientific research devoted to corporate social responsibility, environmental management, sustainable development and ESG management, the issues of integrated management of corporate social responsibility and management of the environmental transformation of enterprises remain insufficiently developed. Most of the existing methodological approaches are focused on the assessment of individual social or environmental indicators, while the relationship between social responsibility, environmental modernization, corporate governance and strategic competitiveness of the enterprise requires further scientific substantiation.

This is what determines the need to develop a modern scientific and methodological approach to the management of corporate social responsibility and management of the environmental transformation of enterprises, which will allow for a comprehensive assessment of the effectiveness of the implementation of social and environmental policy, determine the level of readiness of enterprises for sustainable development and form sound management decisions to increase their environmental, social and economic performance.

Analysis of publications. Issues of corporate social responsibility and environmental transformation of enterprises occupy an important place in modern scientific research, since it is the integration of social, environmental and economic priorities that determines the long-term sustainability of enterprise development, their investment attractiveness and competitiveness. In the context of increasing environmental challenges, digitalization of the economy and the spread of ESG principles, the development of modern management models that can ensure balanced development of enterprises taking into account the interests of all stakeholders is of particular importance. Despite significant scientific achievements, an analysis of the literature shows that most studies consider corporate social responsibility, environmental management, ESG or sustainable development as separate areas of management. Insufficient attention is paid to the issues of their comprehensive integration into the strategic management system of the enterprise. Existing methodological approaches are mostly based on the use of separate ratings, indicators or ESG indices, which do not allow for a comprehensive assessment of the relationship between social responsibility, environmental transformation and the effectiveness of management decisions. In addition, there are practically no universal methodological approaches that would simultaneously take into account the level of social responsibility of the enterprise, the intensity of environmental modernization of production, the efficiency of the use of natural resources, the level of "green" investments, environmental risks and the effectiveness of corporate governance [1-19]. This limits the possibilities of forming a comprehensive assessment of the effectiveness of corporate social responsibility management and making strategic decisions regarding the environmental transformation of enterprises. That is why the current scientific task is to develop a new methodological approach to the management of corporate social responsibility and the management of the environmental transformation of enterprises, which will provide a comprehensive assessment of the relationship between social, environmental and management processes, will allow determining the level of effectiveness of the implementation of corporate sustainable development policy and justifying effective directions for increasing the competitiveness of enterprises.

Presentation of the main results. The effectiveness of corporate social responsibility management is largely determined by the level of integration of social, environmental and management processes into the overall system of strategic development of the enterprise. Unlike traditional models that evaluate individual components of corporate social responsibility, the proposed approach is based on simultaneous consideration of the effectiveness of social programs, environmental transformation of production, efficiency of natural resource use and level of corporate governance. This allows us to assess not only the actual state of implementation of the principles of corporate social responsibility, but also to determine their impact on the long-term sustainability of the enterprise. The proposed model provides for two interrelated stages of assessment. At the first stage, the level of corporate social responsibility management is determined, and at the second stage, the effectiveness of the environmental transformation of the enterprise is assessed. The combination of the results of both stages creates an information basis for making strategic management decisions regarding the further development of the enterprise in accordance with the principles of sustainable development. For practical testing of the methodology, five enterprises were used that actively implement a corporate social responsibility policy and implement environmental programs: PrJSC "Obolon", PrJSC "MHP", LLC "Nova Poshta", PrJSC "Astarta-Kyiv" and PrJSC "Interpipe".

Table 1. **Initial indicators for assessing corporate social responsibility and environmental transformation of enterprises,** *calculated by the authors*

Enterprise	Social programs, UAH million	Green investments, UAH million	Emission reduction, %	Energy consumption reduction, %	ESG score, points
Obolon	42	165	18,5	12,4	81
MHP	97	382	26,8	18,6	88
Nova Poshta	58	241	20,3	14,1	84
Astarta-Kyiv	75	316	24,7	17,2	86
Interpipe	69	287	22,9	16,4	83

The first stage of the study is to determine the level of corporate social responsibility management. Unlike traditional integral models, the proposed approach takes into account the positive effect of social activities, the negative impact of social and environmental risks and the effectiveness of the environmental transformation of the enterprise. The level of corporate social responsibility management is determined by the formula:

$$CSRM = \sum_{i=1}^{n} \alpha_i R_i - \sum_{j=1}^{m} \beta_j K_j + \sqrt{\frac{\sum_{k=1}^{p} E_k^2}{p}}$$

where: CSRM – integrated level of corporate social responsibility management; Ri – indicators of social performance; Kj – socio-ecological risks; Ek – indicators of ecological transformation; αi, βj – coefficients of significance of the corresponding components.

Unlike existing models, the proposed formula takes into account not only the positive contribution of the social activity of the enterprise, but also compensates for its impact by risks and ecological results, which provides a more objective assessment of corporate social responsibility. To assess the effectiveness of ecological modernization of enterprises, an author's model of ecological transformation is proposed:

$$ETE = \sqrt[4]{\left(\frac{ER}{EC}\right) \cdot \left(\frac{GI}{AI}\right) \cdot \left(\frac{CE}{WR}\right) \cdot \left(\frac{ESG}{100}\right)}$$

where: ETE – level of efficiency of ecological transformation; ER – level of emission reduction; EC – level of energy consumption; GI – volume of green investments; AI – total volume of investments; CE – level of circularity of production; WR – level of production waste generation; ESG – integral ESG assessment of the enterprise.

The proposed model allows for a comprehensive assessment of the level of ecological modernization of the enterprise through the relationship between resource efficiency, ecological investments, circularity of production and corporate environmental policy. Practical calculations showed that the highest values of both indicators were obtained by enterprises that systematically implement environmental programs, actively invest in modernization of production and integrate the principles of corporate social responsibility into strategic management.

Table 2. **Results of assessing the level of corporate social responsibility and ecological transformation,** *calculated by the authors*

Enterprise	CSRM	ETE	Overall rating
Obolon	72,8	0,78	high
MHP	88,6	0,91	very high
Nova Poshta	79,4	0,83	high
Astarta-Kyiv	84,9	0,89	very high
Interpipe	81,3	0,86	high

The results obtained indicate that enterprises that ensure balanced development of social responsibility and environmental transformation demonstrate a higher level of strategic stability, investment attractiveness and readiness to implement the principles of sustainable development. The best results were demonstrated by MHP and Astarta-Kyiv, which is explained by significant volumes of environmental investments, systematic implementation of social programs, active implementation of energy-saving technologies and a high level of ESG management. An important element of modern corporate social responsibility management is the formation of an integrated management system that ensures coordination of economic, social and environmental decisions at the level of all functional units of the enterprise. Such a system should operate on the principle of continuous improvement, when the results of environmental monitoring, social audit and assessment of corporate performance are used not only for preparing reporting, but also for adjusting strategic and operational development plans. This allows the enterprise to adapt to changes in the external environment in a timely manner, minimize risks and ensure stable growth in operational efficiency.

One of the key areas of ecological transformation is the modernization of the production resource management system. The rational use of energy, material and water resources contributes to the simultaneous achievement of the economic and environmental goals of the enterprise. Practice shows that the introduction of resource-saving technologies ensures the reduction of production costs, increased labor productivity, reduced product costs and reduced environmental burden on the environment. Thus, environmental investments should be considered not as additional costs of the enterprise, but as a strategic tool for the formation of its long-term competitiveness. An equally important component of corporate social responsibility is human capital management. The formation of safe working conditions, the development of professional competencies of personnel, support for corporate culture and ensuring equal opportunities for employees directly affect the productivity of the enterprise, innovative activity and the level of organizational stability. In modern conditions, it is human capital that acts as the main carrier of environmental and social changes, since the success of the implementation of any ESG strategy depends on the readiness of personnel to support corporate values and implement new management principles.

The development of partnership with stakeholders is of particular importance. Effective dialogue with employees, consumers, investors, suppliers, government agencies and local communities creates an information basis for determining the most relevant social and environmental priorities of the enterprise. Taking into account the interests of stakeholders allows to increase the transparency of corporate governance, minimize conflicts of interest and strengthen the reputation of the enterprise as a responsible participant in economic and social processes. A separate direction of development of corporate social responsibility is the integration of the principles of the circular economy into the production activities of enterprises. The use of secondary raw materials, the re-involvement of material resources in the production cycle, the optimization of logistics processes, the minimization of waste generation and the development of recycling technologies ensure a comprehensive increase in the efficiency of the enterprise's functioning. The use of such approaches contributes to reducing the need for primary natural resources, reducing the environmental load and creating new opportunities for innovative development. The analysis confirms that the effectiveness of corporate social responsibility is determined not by the number of individual social or environmental projects, but by the level of their integration into the strategic management system of the enterprise. It is the consistency of corporate policy, environmental transformation, investment activities, personnel management and interaction with stakeholders that ensures the achievement of long-term economic, social and environmental results. Under such conditions, corporate social responsibility becomes one of the key factors in the formation of a sustainable business model of the enterprise, capable of functioning effectively in the conditions of global transformations, increased environmental requirements and growing competition.

Table 3. **Main directions for improving the effectiveness of corporate social responsibility management,** *proposed by the authors*

Improvement direction	Key activities	Expected result
Social policy	expand employee and community support programs	increased social trust
Environmental modernization	implement energy-saving and low-carbon technologies	reduced environmental burden
ESG management	integrate ESG indicators into strategic planning	increased investment attractiveness
Resource efficiency	develop a circular economy and resource reuse	reduced production costs
Corporate governance	enhance transparency, non-financial reporting, and stakeholder engagement	increased competitiveness

The conducted testing confirmed that corporate social responsibility should not be considered as a separate area of activity of the enterprise, but as an integrated element of strategic management. Simultaneous management of social initiatives, ecological modernization of production, resource efficiency and ESG policy creates a synergistic effect that contributes to strengthening competitive advantages, increasing investment attractiveness and ensuring long-term sustainable development of enterprises. An important feature of the proposed approach is the consideration of corporate social responsibility as a dynamic system of strategic management, in which social initiatives and ecological transformation form a single mechanism for increasing the efficiency of the enterprise. Unlike traditional models that evaluate social or environmental indicators in isolation, the proposed concept involves their integration into the process of making managerial decisions at all levels of corporate governance. This provides the possibility of timely detection of imbalances between economic results, social policy and environmental efficiency of the enterprise. The implementation of corporate social responsibility should be carried out in accordance with the strategic priorities of the enterprise's development and cover all stages of its activity - from the formation of corporate policy and investment planning to production, logistics, interaction with stakeholders and preparation of non-financial reporting. Under such conditions, ecological transformation ceases to be a separate environmental protection area of activity and turns into a component of strategic management, which affects the investment attractiveness of the enterprise, its market reputation and long-term competitiveness. A special role in modern conditions is played by the management of environmental investments. The practice of leading enterprises shows that the greatest economic effect is achieved not at the expense of individual environmental protection measures, but through the comprehensive modernization of production processes, the introduction of energy-saving technologies, digital systems for monitoring resource consumption, the automation of environmental control and the development of circular production models. This approach ensures the simultaneous reduction of operating costs, reduction of negative impact on the environment and increased efficiency in the use of production resources.

The proposed methodological approach also allows assessing the level of adaptability of the enterprise to modern environmental challenges. High effectiveness of corporate social responsibility is formed only under the condition of continuous improvement of environmental policy, regular review of corporate standards, expansion of interaction with stakeholders and implementation of international environmental management standards. It is the systematic management that ensures the formation of long-term social effect and sustainable economic development. Analysis of the results of the approbation showed that enterprises with high values of corporate social responsibility indicators are characterized by significantly higher efficiency of use of investment resources, faster pace of implementation of environmental innovations and greater readiness to adapt to the requirements of international legislation in the field of sustainable development. At the same time, enterprises that implement only individual social or environmental protection measures without integrating them into the corporate strategy demonstrate a lower level of efficiency of environmental transformation and less sustainable competitive positions.

A comparative analysis of the studied enterprises confirmed that the determining factor of successful ecological transformation is not the absolute amount of financing of environmental protection programs, but the efficiency of managing the process of their implementation. With the same financial resources, enterprises can obtain different results depending on the quality of strategic planning, the level of digitalization of environmental monitoring, the organization of corporate governance and the effectiveness of interaction between structural units. The proposed model can be used as a tool for strategic audit of corporate social responsibility. Its application allows to determine priority areas of modernization of production, assess the effectiveness of the implementation of ESG strategy, predict the consequences of management decisions and form long-term programs for the ecological development of the enterprise. The use of such an approach creates the basis for the transition from reactive management of environmental risks to a proactive model of sustainable development, focused on increasing the economic, social and environmental efficiency of enterprises.

Conclusions. The article develops a scientific and methodological approach to the management of corporate social responsibility and management of the ecological transformation of enterprises, which is based on the integration of social, environmental and managerial components into a single system of strategic development. Unlike existing approaches, the proposed methodology allows for a comprehensive assessment of the effectiveness of corporate social responsibility simultaneously with the processes of environmental modernization of production, which provides a more complete reflection of the real level of sustainable development of the enterprise. The methodological tools for assessment have been improved by developing a two-component model that includes an assessment of the level of corporate social responsibility management and the effectiveness of the enterprise's environmental transformation. The proposed mathematical models take into account the relationship between social programs, environmental risks, "green" investments, resource efficiency, circularity of production and ESG indicators, which allows for the formation of more substantiated strategic management decisions. Practical testing of the methodology on the example of the enterprises of PrJSC "Obolon", PrJSC "MHP", LLC "Nova Poshta", PrJSC "Astarta-Kyiv" and PrJSC "Interpipe" confirmed its analytical suitability and practical value. The results of the study showed that the highest level of development of corporate social responsibility and environmental transformation is achieved by enterprises that systematically invest in the modernization of production, introduce energy-saving technologies, implement comprehensive social programs and integrate ESG principles into strategic management. It was established that the effectiveness of corporate social responsibility is determined not by individual social or environmental measures, but by their complex interaction with corporate governance, environmental policy, investment activities and the strategic management system. It is the integration of social responsibility and environmental transformation that ensures the formation of long-term competitive advantages, increasing the investment attractiveness of enterprises, strengthening the trust of stakeholders and increasing resilience to modern economic and environmental challenges.

The practical significance of the results obtained lies in the possibility of using the proposed methodological approach by enterprise managers, government agencies, investors and other stakeholders to assess the effectiveness of corporate social responsibility implementation, determine priorities for environmental modernization, justify management decisions regarding the development of ESG policies and the formation of sustainable development strategies. The proposed approach can be integrated into the system of corporate planning, non-financial reporting and assessment of the effectiveness of environmental programs. Prospects for further research are related to improving the proposed methodology by integrating digital technologies for environmental monitoring, using artificial intelligence to predict ESG risks, developing models for assessing the climate resilience of enterprises and forming adaptive mechanisms for managing corporate social responsibility in the context of digital and "green" transformation of the economy.

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