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особливо негативної реакції – суспільство сприймає це як допустимі витрати за забезпечення добробуту. Невідворотними наслідками такого підходу є деградація аграрного виробництва та низька якість аграрної політики. Остання набула в Україні стійких ознак спорадичності, відсутності принципів системності та комплексності. Прикладом об'єктивності такої оцінки аграрної політики є ситуація в тваринницьких галузях, у виробництві плодів, ягід та винограду – попри щорічне декларування їх державної підтримки та виділення на цю підтримку бюджетних ресурсів, криза в молочну та м'ясному скотарстві, виноградарстві та садівництві триває досі. Це капіталоємні галузі з тривалим періодом окупності та підвищеними ризиками. Вони не представляють інтересу для приватного агробізнесу, який зосереджений на виробництві 4-5 товарних культур (пшениця, кукурудза, соняшник, ріпак, соя), що користуються стабільно високим попитом на світовому ринку.

Список використаних джерел

1. Стратегія сталого розвитку України до 2030 року. За підтримки Програми розвитку ООН в Україні та Глобального екологічного фонду в рамках проекту «Інтеграція положень Конвенцій Ріо в національну політику України». URL: https://www.ua.undp.org/content/ukraine/en/home/library/sustainable-development-report/Sustainable-Dev-Strategy-for-Ukraine-by-2030.html
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BEHAVIOURAL ECONOMICS IN THE CONTEXT OF BUSINESS DIGITALISATION

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Large-scale processes of change in social life, driven by the rapid development and spread of digital technologies, require appropriate responses from the business side. Digitalisation not only increases the efficiency of individual processes or activities. It significantly changes the style, rhythm and nature of life. As a result, thinking, behaviour, and interaction in those relationships traditionally associated with the economy and business are changing: production, distribution, exchange, and consumption of goods. Economic motivation is also changing - it is increasingly influenced by factors arising in the online environment. New opportunities and new risks are emerging.

In these conditions, business is forced to change to meet new challenges and, in general, to ensure its own existence. The digitalisation of society leaves no chance for

enterprises trying to continue implementing traditional business models, since the volume of critical information needed to make the right decisions no longer allows it to be processed quickly. As a result, the search for ways to improve enterprises' adaptation to the new requirements imposed by global digitalisation is relevant.

The purpose of the study is to identify opportunities to use behavioural economics tools to address the challenges of adapting an enterprise to changes driven by digitalisation.

The ability of a business to adapt to changing customer needs is a feature that has probably been inherent in business throughout its existence. Therefore, the task of once again changing priorities and reviewing the principles and standards of activity does not seem difficult and can be solved by analogy. But in the case of digitalisation, several features prevent the enterprise from fully applying its previously accumulated experience. Despite the fact that people's lives are constantly changing and many strive for novelty and new impressions, in the professional sphere, they more often feel an aversion to change than satisfaction. This aversion is formed for many reasons, the main of which is that these changes are initiated from the outside and are not determined by the person themselves. These changes force us to abandon the usual ways of doing things and master new ones, in which skill and the quality of results must be developed anew. These changes destroy not only habits and self-esteem, but also the system of human values and needs: as if in primitive times, security and survival come to the fore, forcing us to forget about respect and self-realisation. The situation becomes even more threatening if changes occur quickly, in a cascade, and there is almost no ability to influence at least some of their aspects. It is precisely this complexity, interconnectedness, speed, and uncontrollability of the change process that are observed in modern digitalisation.

In human resource management, this phenomenon has long been known as “personnel resistance to change” [1; 2]. It can, of course, be overcome only through economic means, such as increasing motivation. However, creating motivation is usually a slow process. It requires not only financial resources but also significant psychological skills to convince employees of the feasibility of changing old habits for new, more productive ones. Demonstrating such skill in a limited period of time while accounting for a significant number of individual differences can be extremely difficult.

In these conditions, ensuring the proper pace of organisational transformations without excessive effort in working with enterprise personnel is possible in another way: behavioural economics. Behavioural economics recognises that real people act under the influence of emotions, social contexts and cognitive errors, showing limited rationality when making economic decisions [3]. Instead of trying to convince employees of the need for change, behavioural economics creates an environment in which people choose the best course of action that best suits their interests. This allows companies to successfully predict and guide the outcomes of business transformation.

Traditional approaches to digitalisation often assume that implementing information systems or artificial intelligence tools will automatically lead to improved operational efficiency. But this is not the case. To unlock the potential of digitalisation, employees must learn new standardised behaviours, among which data-driven decision-making is key [2].

The combination of behavioural science and digital technologies allows an enterprise to shape a new financial and operational reality. Digital tools can analyse individual user behavioural patterns to predict market trends, while behavioural insights directly inform interface design. Integrating psychological factors into digitalisation processes can enable organisations to create sustainable competitive advantages by transforming abstract technological capabilities into real, everyday user habits.

One of the leading concepts in behavioural economics is choice architecture. Formulated by Richard Thaler and Cass Sunstein, it draws attention to the formation of features and conditions that lead people to make choices without limiting their freedom of action [3]. The choice architect structures alternatives so as to push the individual toward the most rational and profitable decision, while maintaining the possibility of refusal [3]. The introduction of new technologies in business often ignores these principles, relying on the assumption of employees' absolute rationality.

A review of scientific works proves that the root cause of resistance is the subjective feeling of job vulnerability [2]. Employees often perceive the latest digital technologies not as assistants, but as a threat to personal income, a tool for strengthening disciplinary control, or a factor of social isolation in the workplace [2]. According to the theory of technostress, constant technological changes provoke the emergence of technostress, which is directly transformed into active or passive forms of resistance to change. Organisations can significantly reduce technostress by fostering employees' digital literacy.

However, overcoming resistance and reducing technostress are not enough to ensure the successful adaptation of enterprises to changes in the conditions of digitalisation. To successfully adapt to the conditions of digitalisation, companies must solve a complex of strategic, technological, organisational, and psychological tasks. The key areas of work are:

1. Strategic planning and prioritisation. Companies should define strategic priorities and identify the most promising opportunities where implementing technologies (for example, artificial intelligence) will have the greatest impact [4]. Digital strategy should be fully integrated into the enterprise's overall strategic management system, not limited to individual departments.

2. Formation of new competencies and digital literacy. Insufficient skills are the main functional barrier to implementing digital technologies [2]. Therefore, it is important for companies to invest in retraining and upgrading of personnel. Training should be continuous and contextual, tailored to the specifics of each role, and not a one-time event.

3. Development of infrastructure and ensuring cybersecurity. Successful adaptation is impossible without a solid technological foundation: investments in modern infrastructure (cloud services, 5G networks, data centres) are necessary [5]. Ensuring cybersecurity and protecting confidential information from leaks and attacks is a priority.

4. Transforming leadership and organisational culture. The ability of management to lead change is a critical factor. Companies need to demonstrate top-level support as leaders become active users of technology themselves [4]. Encourage bottom-up initiatives that

empower employees to find their own ways to use digital tools [4]. Change the role of HR departments from a purely administrative one to a strategic partner [6].

5. Bridging the gap between positive attitudes and real behaviour (ABG). Often, employees approve of digitalisation in words, but continue to work in old ways. To address this problem, companies need to: simplify the design of tools and ensure their deep integration into existing work processes; use "nudge" methods, such as setting digital options as "default" [6].

6. Ethical and social responsibility.

Digital transformation should be guided by ethical principles and social responsibility [7]. Companies should address issues of digital equality and consider the interests of all stakeholders to create an inclusive digital environment.

To solve the tasks of adapting to digitalisation and implementing new technologies (in particular, artificial intelligence), behavioural economics offers a wide arsenal of tools based on the concept of "nudge" and managing the "choice architecture" [3].

Key behavioural tools can be systematised by the areas of their influence:

1. Optimisation of the choice architecture and simplification.

"Defaults" options. Setting digital tools as the standard way to perform tasks (for example, automatic connection to cloud services) leverages the inertia of thinking and the "status quo effect" that favours change [4]. The most effective choice architecture tool remains the default effect, based on the natural human tendency to avoid active actions [3]. If the right behaviour is set as a default option, then the level of its adoption by the person increases significantly. In addition, the business should radically simplify the user journey [6]. Creating a path of least resistance is much more important for success than launching complex technological solutions. If a new digital procedure contains a large number of steps, employees will, with high probability, sabotage it, preferring familiar, albeit outdated, methods. A simple interface for charging stations for electric vehicles provides a higher level of user engagement than additional technical features.

Friction reduction. Integrating technologies directly into existing workflows [4]. The fewer clicks or transitions an employee needs to make, the higher the likelihood of adopting a new tool.

UX Design. Creating intuitive interfaces that minimise cognitive load and help avoid errors [4].

Framing bias is another important tool of choice architecture. The way information about digital transformation is presented has a critical impact on its perceived level. Consumers' attitudes towards a product positioned as "inexpensive" will be significantly more positive than towards a product positioned as "cheap". In internal communications, framing digital change as an exciting journey towards professional growth and the development of creative potential will foster an adaptive mentality and optimism among employees.

In addition, choice architects need to consider the cognitive biases associated with their choices. For example, a bias known as "inattention blindness." This effect manifests as important information about significant changes not being perceived by a person and being lost in everyday information noise. The use of bright visual cues and

integrated triggers in the workspace helps keep attention focused on priority areas of transformation. To neutralize another bias – confirmation bias, – which forces people to look for evidence of the ineffectiveness of new systems to justify their own unwillingness to learn, businesses should demonstrate real examples of success within the organization and create an atmosphere of transparency and trust.

2. Communication and motivational tools.

Framing. Presenting information through the prism of specific benefits (for example, "AI saves 23% of your time") or through loss aversion – an emphasis on what benefits will be lost if you do not start using the technology now [4].

Social Proof. Demonstrating that colleagues or other departments are already successfully using new tools [4]. This creates a "bonding effect" and reduces psychological resistance.

Messenger Effect. Choosing the right person to announce changes [4]. Support from direct managers or authoritative "digital change champions" within the team is more effective than purely formal orders.

3. Self-regulation and planning tools.

Implementation Intentions. Encouraging employees to create clear "if... then..." plans [4]. This breaks the overall goal into specific actions and reduces the decision-making system's workload.

Commitment Devices. An employee's public announcement of their intention to master a new technology. Fear of reputational damage encourages commitment to the promise.

Timely Prompts. Providing context-sensitive information at the exact moment when the employee needs to make a decision or perform an action [4].

4. Organisational and game mechanics.

Gamification. The introduction of game elements (scores, ratings, awards) into the process of learning and mastering digital systems. This makes the process less stressful, increases staff confidence and engagement [2].

Sludge audits. Systematic identification and elimination of unnecessary bureaucratic or technical steps ("slag") that hinder effective work with new systems [4].

Allocating "time for experiments": Providing employees with officially authorised time (following the example of Google – 20%) to independently explore the possibilities of new technologies, which removes the fear of making mistakes [4].

Using these tools allows companies to transform not through coercion, but by creating a favourable environment in which a rational choice in favour of digitalisation becomes the easiest and most natural for employees.

To effectively use behavioural methods (including nudge technologies) in the digitalisation process, an enterprise needs a set of resources that include human capital, methodological tools, financial support, and specific organisational conditions. The most important characteristics of these resources are listed below.

1. Human and competency resources.

Enthusiasts and top performers who have high authority in the team and are able to spread knowledge through informal networks.

Leaders with socio-emotional skills: managers who are able to exercise interpersonal emotional regulation, as well as build trust and eliminate psychological threats, such as the fear of replacing people with robots.

Specialists with digital skills: It is necessary to have personnel who cannot only use but also develop innovations and adapt digital interfaces to users' behavioural characteristics.

2. Methodological and information resources.

Behavioural frameworks: scientific models with proven effectiveness (e.g., Nudge theory) for designing interventions.

Diagnostic tools: resources for conducting surveys, “slag audits” (identifying bureaucratic obstacles), creating “heat maps” of technology adoption, and conducting workshops to identify specific barriers.

Big Data Analytics: collecting and processing data sets about real-world employee behaviour to generate personalised prompts and optimise the choice architecture.

3. Organisational and time resources.

Psychological safety: creating an environment where employees feel safe experimenting with new tools and openly discussing problems.

Experimentation time: providing staff with formalised time to learn new digital tools and help colleagues.

Choice architecture: designing workflows and digital interfaces that include “default” options, visual prompts, and gamified elements.

4. Financial and infrastructure resources.

Investments in Upskilling/Reskilling: financing training programs that should not be burdensome, but game-like and contextual.

Incentive funds: resources for paying bonuses for active implementation of technologies or holding innovative tournaments.

Digital infrastructure: availability of high-speed Internet, cloud services and cybersecurity tools as a basic prerequisite for the functioning of any digital methods.

Thus, the enterprise's implementation of the specified digitalisation tasks using behavioural economics tools will accelerate adaptation processes, improve the socio-psychological outcomes of adaptation, and create opportunities to maintain and strengthen competitive positions. For the effective use of behavioural tools, four-component resource provision according to the considered structure is considered necessary.

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ТЕОРЕТИЧНІ АСПЕКТИ ВПЛИВУ ЕМОЦІЙНОГО ІНТЕЛЕКТУ НА УПРАВЛІННЯ КОНФЛІКТАМИ В ОРГАНІЗАЦІЇ

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У сучасних умовах швидких змін, високої конкуренції та цифрових перетворень, ефективна взаємодія між співробітниками стає ключовим фактором успішності бізнесу. Особливу роль при цьому відіграє емоційний інтелект, який впливає на прийняття рішень, рівень мотивації, продуктивність роботи, здатність управляти конфліктами і створювати сприятливу атмосферу в колективі.