



Organizational Behavior of Entities Engaged in Foreign Economic Activity of the Eurasian Economic Union (EAEU)

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Abstract

This article explores the organizational behavior of entities involved in the foreign economic activities of the Eurasian Economic Union (EAEU), focusing on the Eurasian Partnership initiative grounded in the EAEU framework and the Chinese transport corridor. The project is portrayed as a representation of a new global order founded on regional and interregional integration groups. The author emphasizes that this initiative exemplifies the emerging world architecture based on economic and integration group systems and is open to expansion, potentially including countries such as India, Pakistan, Iran, additional CIS members, and other states in the future. The study concludes that by 2025, the EAEU aims to establish unified markets for energy, hydrocarbons, and finance. The EAEU has the potential to evolve into a key hub along a broad integration route, attracting new partners to address technological and economic challenges. The research relies on official EAEU documents, statements from authorized officials, media monitoring, and economic data analysis.

Keywords: Eurasian economic union (EAEU), Organizational behavior, International cooperation, Greater Eurasian Partnership, China (PRC), European union (EU)

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Introduction

This article is dedicated to examining the evolving patterns of organizational behavior among entities participating in the foreign economic activities of the Eurasian Economic Union (EAEU). The research focuses on two primary objectives: first, to delineate the institutional framework that supports cooperation within the EAEU; and second, to analyze the Eurasian Partnership initiative—rooted in the EAEU strategy and the Chinese transport corridor—which is regarded as an expression of a new global architecture founded on regional and interregional integration groups.

Materials and Methods

The study employs a multidisciplinary approach combining the concept of Eurasian civilization with theories of economic integration. Eurasianism, as an ideological, cultural, and academic movement, encompasses diverse interpretations. The research draws on data from various forums and conferences, as well as the author's direct observations. The foundational sources include: (1) official documents released by international bodies such as the EAEU; (2) public statements and interviews with authorized officials; (3) continuous monitoring of media reports; and (4) evaluation of socio-economic statistical data. Methodologically, the research utilizes empirical statistical analysis, regression models, visual data



interpretation, comparative and analogical reasoning, the comparative-historical method, expert-analytical techniques, among other approaches.

Results and Discussion

Organizational behavior involves the process of learning and developing effective actions within an organization [1–3], and the core principles of this field are often applied to enhance cooperation efficiency. This article examines organizational behavior in the context of improving collaborative effectiveness within the EAEU, focusing on increasing satisfaction and fostering innovation. Each member country applies its strategies, such as restructuring groups, revising compensation schemes, or modifying performance evaluation techniques to achieve these goals.

The Eurasian Economic Union (EAEU) is an international economic union and free trade zone that spans Eastern Europe, Central, and Northern Asia. It was established in 2014 by Russia, Kazakhstan, and Belarus through a formal treaty, officially coming into effect on January 1, 2015. The union encompasses nearly 200 million people, with a combined GDP estimated at \$5 trillion [4]. Organizational behavior within this framework is often viewed from a managerial perspective. Eurasian integration operates through three principal cooperation forums: the Commonwealth of Independent States (CIS), the Eurasian Patent Organization (EAPO), and the Eurasian Economic Union (EAEU) [5]. The EAEU is a regional economic integration organization founded by the Treaty on the Eurasian Economic Union, possessing international legal status.

The creation of the EAEU partially responds to the political and economic influences of the European Union (EU) and other Western trade agreements. Its primary goals include strengthening economic collaboration among member countries, enhancing their competitiveness, and promoting sustainable development to improve living standards. The EAEU facilitates the free movement of labor, capital, goods, and services among its members and establishes unified policies across sectors such as energy, technical regulation, industry, agriculture, macroeconomics, antitrust regulation, customs, transport, competition, foreign trade, and investment [6]. Unlike the eurozone agreement, the EAEU has not introduced a common currency [7].

Governance within the EAEU includes the Supreme Eurasian Economic Council, which acts as the highest decision-making body, and the Eurasian Economic Commission, which functions as the executive agency similar to the European Commission. The EAEU Court serves as the judicial authority. European territorial cooperation, central to constructing a unified European space, plays a crucial role in European integration by transforming borders from barriers into connectors that enable cooperation, idea exchange, and joint problem-solving [8].

The EAEU is currently recognized as a rapidly advancing integration alliance with ongoing development needs. Advancing the union's priorities, including the implementation of a digital agenda, remains essential. Attracting and maintaining appeal for the integration project is vital for mutual benefits, which requires building a cooperative alliance that respects all parties' views and coordinates decision-making closely. The cooperation within the EAEU should be more advantageous compared to partnerships with non-member countries.

A significant step toward equalizing workers' rights across the union would be the adoption of an agreement on pension benefits. Continuing to refine the union's legal framework to create favorable conditions is necessary [9]. During recent summits, member states signed over 18 agreements addressing coordination of macroeconomic policies, liberalization of some services, regulation of natural monopolies and customs fees, and monitoring imports.

Expanding cooperation within the EAEU is a key focus. Due to the union's strategic geographic position, accelerating the execution of major joint projects is essential [10]. The union's foreign relations are also under development, including agreements on information exchange concerning goods crossing EAEU-China borders and establishing a free trade zone between the EAEU and Serbia [11]. Enhanced external cooperation with other regional alliances such as the European Union (EU), Shanghai Cooperation Organization (SCO), and Association of Southeast Asian Nations (ASEAN) is critical for deeper collaboration [12]. Importantly, the Eurasian space aims to remain open and facilitate global interaction rather than isolate itself [13, 14].

The current EAEU Customs Code has created a unified market for services and labor, while administrative procedures are continuously improved under a supranational legal framework. Industrial and technological collaboration among member states is increasing, with 16 Eurasian technological platforms already operational and efforts underway to develop Eurasian brands. The EAEU welcomes cooperation with all countries in the region, prioritizing favorable business conditions for trade with CIS partners. Over 40 countries have recently expressed interest in enhancing trade and economic ties with the EAEU. Looking ahead, the EAEU seeks to broaden economic cooperation by inviting new member states to help establish a large, economically resilient Eurasian region in the foreseeable future.

Conclusion

Organizational integration represents a complex and essential process whose full effects often unfold gradually over an extended period. Looking ahead to the next decade, we identify several critical objectives: the full establishment of a unified market for EAEU goods and services, including the removal of existing barriers, with particular emphasis on integrated markets for electricity, financial services, oil, petroleum products, and gas. The coordinated development of EAEU and SCO activities, alongside China's initiatives to enhance transport infrastructure within the industrial sector, must proceed with a spirit of intergovernmental accountability, carefully considering Russia's interests. It is strategically important for Russia to leverage its transit potential and enhance its overland routes, which offer advantages in terms of transit time, though further momentum is needed to fully capitalize on these opportunities. Notably, Russia and China function as both partners and rivals in the transportation and energy markets across Central Asia, the Middle East, and South Asia [15].

Within this framework, the SCO has the potential to evolve into a robust institution that simultaneously engages many prospective members of the Great Eurasian Partnership and holds significant international influence. The foundation of the Great Eurasian Partnership will undoubtedly require organizational restructuring and the advancement of its institutional framework. Moreover, some cooperative efforts among Eurasian Partnership participants might be realized through alternative channels, such as bilateral trade negotiations between the EAEU and individual states.

In summary, the union aims to establish a financial market, as well as integrated energy and hydrocarbon markets by 2025. We foresee the EAEU emerging as a pivotal hub within a broad integration trajectory, attracting new collaborators to address technological and economic challenges.

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