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REVIEWER

The collection of scientific articles published is the scientific and practical publication, which contains scientific articles of students, graduate students, Candidates and Doctors of Sciences, research workers and practitioners from Europe and Ukraine. The articles contain the study, reflecting the processes and changes in the structure of modern science.

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9.6 Modern organizational culture: essence, typology, functions

Organizational culture in the practice of entrepreneurial activity acquires the features of a well-coordinated and priority strategy, becomes the most important along with such factors as production capacity, technology, staff.

Personnel management is a multifaceted process that has its own specific features and patterns, knowledge of which is necessary for managers at all levels, specialists in personnel and other services to constantly increase efficiency and quality of work, increase productivity in a market economy.

The basis of the modern concept of personnel management is the idea of the growing role of the employee's personality, the need to know his motivational attitudes, the ability to form and guide them in accordance with the challenges facing the organization. The best companies in the world have developed new approaches to the priority of values: the main thing inside the organization - the worker, the main thing outside the organization - consumers of goods and services. Managers set a necessary condition - to return the consciousness of the employee to the consumer, to the realization of the mission and goals of the organization, to make him the initiator, not just the executor.

T. Peters and R. Waterman, for the first time drew attention to the importance of organizational culture, formulated two fundamental principles of modern behavior of the organization. The first is to ensure the quality of products and services, continuous innovation and improvement quality of products and services. The second principle is the awareness that people are the main links in any of its companies, not just "interchangeable parts of the corporate machine." [525, 526] .

New business conditions, dynamism, improving the educational level of staff, changing motivation, civic maturity of employees have given a powerful impetus to the development of organizational culture in all its diversity and require managers to reconsider their attitude to organizational culture. It is believed that the starting point was the clash of Western companies with the so-called Japanese challenge - the success of the Japanese concept of socio-economic life, which is based on a specific

organizational culture based on the traditions of society. It became clear that traditional management theories based on the use of "rigid" tools (organizational structures, plans, budgets, etc.) have ceased to justify themselves. Means and methods of management are largely determined by traditions and cultural characteristics.

In recent years, management services have not only changed their attitude to the culture of the organization, but also taken an active position in using it as a factor in increasing competitiveness, adaptability, efficiency of production and management [527].

Harrison Tris, a professor at Cornell University (USA), said that the first attempt to study the corporation's activities in the cultural aspect was made by a group of American scientists led by E. Mayo in the early 1930s during the Hawthorne Experiment at Western Electric. The five-year experiment (1927-1932) aimed to identify the impact on the productivity of workers of various factors. According to the results of the experiment, the erroneousness of some postulates of the "classical" theory of management was established, because previous studies did not take into account hidden psychological and social factors [528, 529].

Foreign and domestic researchers and scholars have made an important contribution to the development of the problem of organizational culture. Numerous definitions of the concept of culture in general and the culture of the organization directly are given in various literature sources [530, 531, 532, 533, 534, 535, 536]. M. Semikin, a specialist in corporate culture, offers the following definition based on the systematization of basic approaches to the study of corporate culture: "Corporate culture is a specific form of interconnected system, which contains: first, the hierarchy of values; secondly, - a set of ways to implement them, which prevail at a certain stage of enterprise development"[525, 527].

Shane E. defines the following: "Organizational culture is a set of core beliefs that are self-developed, mastered, or developed by a group as it learns to address issues of adaptation to the environment and internal integration that are effective enough to be considered valuable, and therefore passed on to new members as the correct way of perceiving, thinking and relating to specific images"[538].

Cameron K. and Quinn R. believed that the culture of an organization opens up in what is valuable to it, what its leadership style is, the language and symbols, procedures and everyday norms, and how success is determined. In other words, everything that determines the uniqueness of the nature of the organization [539].

E. Jacques noted that "enterprise culture is something that has become a habit, a way of thinking that has become a tradition, and a way of action that is more or less shared by all employees of the company and must be mastered and at least partially accepted by newcomers to new members of the team became "their" [525, p.67]. D. Eldridge and A. Crombie understand the culture of the organization as a unique set of norms, values, beliefs, patterns of behavior, etc., which determine how to unite groups and individuals in the organization to achieve its goals.

According to Vikhansky and Naumov, the culture of the organization is a set of the most important assumptions that are accepted by members of the organization and are expressed in the values of the organization. The values of the organization set people guidelines for their behavior and actions. These value orientations are transmitted to individuals through the symbolic means of spiritual and material internal organizational environment [540].

The culture of the organization is a holistic system of values, symbols, relationships, technological culture, management culture, education, social policy and (or) other interconnected subsystems that embody the content and purpose of the activity, show in the name of what, as well as what the organization works for. This system is formed during the activities of the organization, characteristic of it, adopted by the majority of employees and relatively stable.

Modern organizations see culture as a powerful strategic tool that allows to orient all units and individuals to common goals, mobilize the initiative of employees and ensure productive interaction.

Some aspects of organizational culture are studied by Ukrainian scientists: L. Dovhan [541], Z. Shershneva [542], A. Kolot [532], E. Panchenko [533], M. Doronina [543], M. Semikina [537]. There are several approaches to determining the impact of

organizational culture on the effectiveness of the firm. The main two methodological approaches are:

rational-pragmatic (I. Ansoff, T. Peters, R. Waterman, E. Shane);

phenomenological (P. Berger, M. Louis, A. Lettigrew, S. Robbins, D. Silverman, etc.).

According to the first approach, organizational culture can be used as a factor in increasing the competitiveness of the enterprise, according to the second - it acts as an expression of the content of the organization and in this regard can not be a source of competitive advantage. But today, situational and systemic approaches are beginning to prevail, according to which many scholars argue that organizational culture is a key factor in a firm's success, but along with a whole host of other factors.

The approach of Ukrainian scientists to the formation of the culture of the organization today is based mainly on the models of countries with developed markets and has a pronounced innovative aspect. Improving the competitiveness of domestic production requires not only increasing the technological level of production, attracting investment, but also the formation of corporate culture, worthy stimulation of persistent creative work of managers and staff to improve innovation management, creating conditions for continuous enrichment and renewal of knowledge, introduction of new projects and technologies. Also important are the issues of determining indicators of organizational culture in the new management paradigm based on innovation management, and the priority role of the employee in the production process [534].

Analyzing the above definitions, we propose the following: organizational culture is a holistic system that has its own specific features and patterns in the form of traditions, norms and rules of conduct, knowledge of which is needed by employees at all levels to increase efficiency and quality, achieve common goals and maintaining the organization's favorable internal climate.

There are several models of corporate culture. The most common is the model proposed in 1980 by E. Shane [538] and hereinafter referred to as the ABC (ABC) of corporate culture. Model E. Shane consists of the following three structural elements in:

A (Artifacts): visible elements of culture, such as the manner of communication of employees, uniforms, open or closed office space, etc. Element A is the surface level of corporate culture;

B (Behaviors and Actions): stereotypes of behavior of employees of the organization, including decision-making methods, teamwork and attitudes to problems. Element B is the next, deeper, level of corporate culture;

C (Core morals) – morality, beliefs, values: the judgments of employees from the standpoint of such concepts as "true-false", "fair-unfair", "good-evil", "legal-illegal". This Element is the core of corporate culture.

On the other hand, the model of organizational culture may consist of the following elements: mission, vision, core values, organizational policy, organizational structure.

The mission of the organization shapes its social purpose. In the mission, the organization is presented as it wants to look in the eyes of all stakeholders. Thus, the organization consciously positions itself in society and in the markets where it operates or intends to operate. As a factor of organizational culture, the mission allows all employees of the organization to feel as part of the common cause of opportunity.

The vision of the organization reflects its imaginary future. This is the desire of the organization to look "beyond the horizon" for 10, 20, and maybe more years ahead and try to imagine what it will be. The vision paints a picture of the plausible impressive future of the organization. "It should be such that people literally catch their breath when they understand what this achievement will cost and what level of commitment will be needed" [544]. In the context of organizational culture, the vision is to unite, guide and inspire employees.

The basic values of the organization are the basis of organizational culture. They are remarkably stable, permanent. Each organization purposefully or spontaneously establishes its own system of core values.

The organization's policy determines the general intentions and activities of the organization in various fields (quality, environment, finance, security, etc.). The organization's policy is formally formulated by management, but applies to each employee. It allows you to identify guidelines for decision-making that facilitate the

achievement of goals in various areas of the organization. One of the main features of the organization's policy is its publicity, openness to the public.

Organizational structure – it is the relationship of structural elements that establish the distribution of responsibilities, powers and interactions of employees of the organization and ensure its development as a whole, has a significant impact on the culture of the organization. Organizational structures are characterized by a great variety of forms, in particular, size, production profile, degree of financial and economic independence, centralization (decentralization) of management. Any organizational structure is sensitive to internal and external changes and is therefore periodically subject to partial or large-scale transformation. Note that since the structural structure of the organization must correspond to its culture, attempts to blindly copy the organizational structures of successful organizations with a different culture do not guarantee the desired result.

In addition to external regulations, legislation, which are declared at the state, regional and local levels, the main provisions of organizational culture are reflected in internal documents of various kinds. An important role is played by the corporate code, which is a summary of the principles and rules of desirable behavior of employees of the organization. The code establishes the basic rules of conduct for employees of the organization. The rules set out in the code are protected by the public opinion of the organization.

The organization's code may reflect general norms and rules of conduct in the business sphere. The general norms of business conduct most often include compliance with the law, fair competition, rejection of unfair forms of business, friendliness, social responsibility of business, fulfillment of contractual obligations.

Some researchers argue that organizational culture directly affects the quality of innovation processes. It can both restrain and, conversely, promote innovation, it all depends on the level of development of enterprise culture. 35% of executives of the world's largest companies believe that the low level of organizational culture and inorganic organizational climate slows down their implementation. Organizational culture permeates the entire enterprise both vertically and horizontally, is both a result

of lifecycle and a factor that determines the parameters of the effectiveness of such activities. Thus, organizational culture affects both the internal economic and social processes of the enterprise and the position of the enterprise in society.

The purpose of organizational culture – to ensure high profits of the company by maximizing the efficiency of production management and improving the activities of the enterprise by the following means:

improving human resource management to ensure workers' loyalty to management and the decisions they make;

educating employees to treat the company as their home;

ability to rely on established norms of behavior in business and personal relationships, to solve any problems without conflicts.

The importance of culture for the lifecycle of the enterprise is determined by many factors, the main of which are two groups: environmental factors and internal factors (fig. 1).
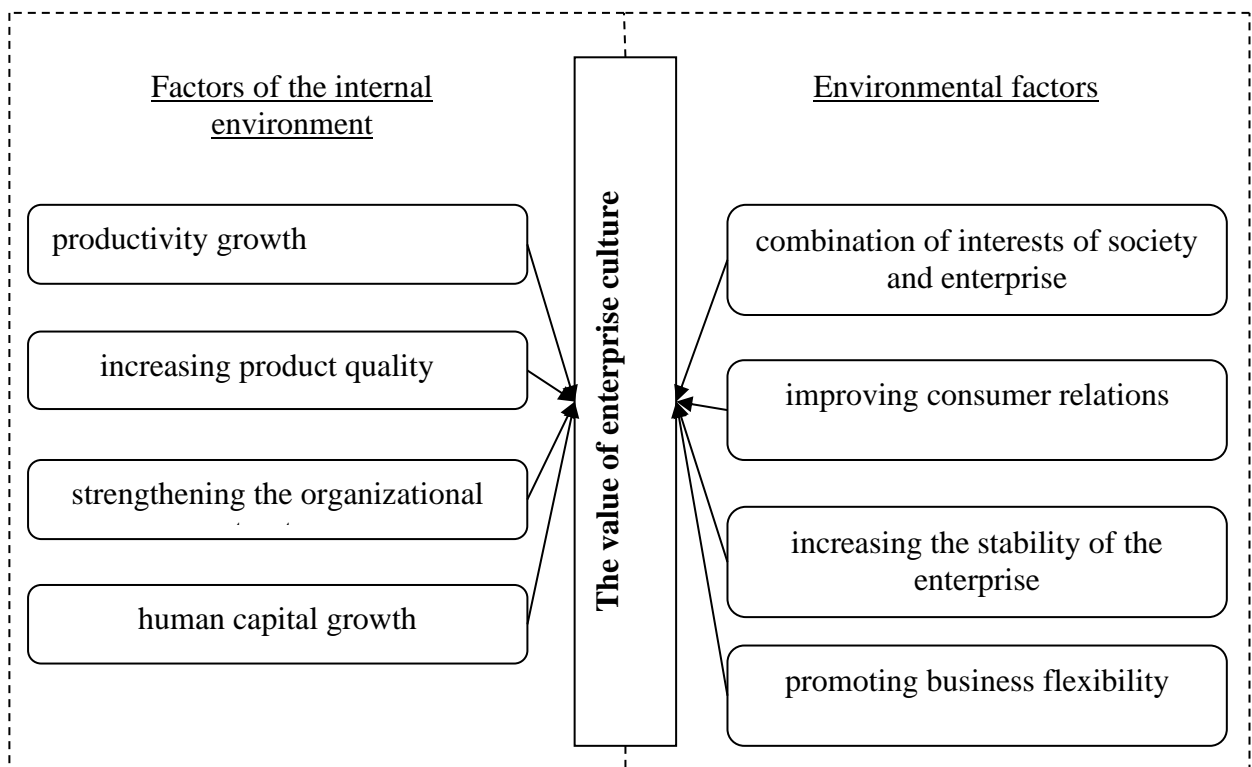
Fig.1. Factors that determine the importance of enterprise culture

The essence of the culture of the organization is reflected in its functions, through the implementation of which culture is one of the social mechanisms for managing socio-economic processes of the enterprise.

A review of the literature [527, 528, 529, 533] showed that there is no generally accepted classification of these functions. Almost all authors who study culture, most often provide a list of functions, and not always the same and ordered by certain characteristics.

We can identify general criteria that determine the functional orientation of organizational culture:

establishing a coordinate system that explains why the organization operates in this way and not in another way;

simplification of the problem of coordination of individual goals with the general purpose of the organization;

formation of a common cultural space that includes values, norms and behavioral patterns that are shared by all employees;

reproduction of social experience that helps people to live and develop in a certain social environment, while maintaining the unity and integrity of their community;

ensuring organizational efficiency, which allows to focus all departments and individuals on common goals, mobilize the initiative of employees and ensure productive interaction [545].

Generalization of views on the functions of organizational culture makes it possible to present the main functions in table 1.

Table 1.

Functions of organizational culture

Function	The content of the function
1	2
Meaningful	Organizational culture is a repository of patterns of behavior adopted for the organization and the basis for the retransmission of these models, fills the content of work in the organization.
Educational	Culture is always associated with educational, upbringing effect. Means of improving organizational procedures that take place in the organization through trial and error should be quickly passed on to future generations, as this is a necessary condition for progress.
Motivational	Encourages employees to actively participate in the affairs of the organization. The adequacy of organizational culture to the individual's ideas about work, the structure of the organization, the level of wages, etc. has a motivating effect on him.
Integrating	The tasks set, the company's generally accepted procedures, history and norms of relationships of its employees determine the nature of the relationship of elements of the system, thus performing an integrative function. By instilling a certain system of values that synthesizes the interests of all levels of the organization, organizational culture creates a sense of identity in individuals and groups - its members. It unites the actions of all members of the organization.
Security	Organizational culture includes a specific system of values, a special climate, and thus creates a unique account of the organization, which allows to distinguish it from others. This feature serves as a kind of barrier to the penetration of undesirable trends and negative values that are present in the external environment.
Regulatory	Provides support for the rules and norms of conduct of members of the organization.

1	2
Changing	In practice, the function is manifested in mergers and acquisitions, the transition of teams of specialists from one team to another, the emergence of new leaders and management decisions dictated by shareholders, and other similar situations. A strong organizational culture, which is capable of effectively replacing formal, formal mechanisms, allows the organization not to complicate the formal structure and increase the policy of official information and regulations.
Adaptive	Facilitates the mutual adaptation of people to each other in the organization. Adaptation is carried out through a set of measures called specialization. But the opposite process is possible - individualization, when the organization carries out its activities in such a way as to maximize the personal potential and capabilities of the individual to solve their own problems. Provides entry of new employees to the organization.
Communicative	Connects people and organizations with similar cultures and its elements, allows to solve problems not only of external communication (which is connected with all contact audiences - suppliers, competitors, clients), but also internal (which is connected with divisions of the organization and separately
Selective	Natural elimination of disloyal workers and selection of loyal bearers of culture takes place at the level of interaction of individual and organizational cultures.
Stabilizing	Able to bring the organization to a normal, natural state in extreme, crisis conditions.
Optimizing	Organizational culture also determines the mission and strategy of the organization, restrains management practice within certain regulatory frameworks in the implementation of a particular strategy.
Reproductive	With the help of formal procedures, symbols, rituals, real practice, as well as the commitment of organizational leaders at the value level to reproduce the procedures is the retransmission of the historical experience of the organization, the means of solving regularly emerging problems.

End of the table 1

1	2
Predictive	Organizational culture allows you to predict the reaction, certain behavior of the organization and its members in the face of possible changes in the internal and external environment. Aimed at developing certain actions that, based on team spirit, can solve emerging problems in the process of conflict-free activities. Allows to avoid possible threats, not to lose image and authority in unstable or crisis situations.

In modern conditions, the predictive function of organizational culture is one of the most important, because almost all companies operate in conditions of risk, economic instability and uncertainty.

Since one of the goals of organizational culture is to form and maintain a strong team spirit, explain to employees their importance as members of a team, and the role in the mission, organizational culture predicts the reaction, certain behavior of the organization and its members in possible internal changes. and the external environment. Based on this, it can be argued that the system of functions of organizational culture should be introduced predictive function.

Most of the functions of organizational culture are valuable to both the organization and its members. They harmonize relations within the organization and with the external environment. But organizational culture cannot be too rigid, constant. An organization that has a consistent internal culture tends to ignore signals from the external environment. The organizational culture of enterprises is not static, it is constantly changing. Crises in the economy often lead to the search for new methods of doing business, new behavioral standards. Change of leaders and management of the enterprise in new areas of business, the conquest of new markets or their rapid growth, accompanied by a change in the number of staff. The conditions of the external environment and internal requirements are changing, so companies need to constantly form new goals and values, revise the system of regulation of relations, use new strategies.

Management of the formation and development of corporate culture allows you to form a new business community, whose activities will meet the modern requirements of society, which will be perceived not only as a mechanism for extracting maximum profits, but also part of society. At this time, the image and reputation of the enterprise are becoming increasingly important in the overall efficiency of production and economic activities of the enterprise. In addition, in the event of a possible crisis, frequent bankruptcies, it is very important to unite the company's staff, to make them loyal to their company.

Thus, modern organizations need a new ideology of management, a new nature of relations and relations with the external and internal environment of the organization, organizational culture that more appropriate to the forced conditions of firms.

The internal environment of any enterprise is influenced by factors that characterize various areas: production (goods or services), personnel management, organization of labor relations, finance. In addition, the company interacts with the external environment: the state, suppliers, customers and the public. However, each company is both unique and inimitable. The peculiarities of the culture of each of them are determined not by different combinations of forms and elements, as they are all inherent in any enterprise, but by the intensity of a particular type of culture, the level of which is formed by certain elements. The integrated influence of all elements that reflect the level of culture in a given area, forms the type of culture of the enterprise, which has certain features. This means that the basis of a comprehensive study of the culture of the enterprise is the study of the state of its structural elements, and only then consider different options for their interaction. At the same time, the selection of structural elements of culture is a difficult task, so in this case at least two approaches can be used. First, the approach from the essence of culture, in which the structural elements include ethics, philosophy, traditions, rituals and values, and secondly, the approach of establishing the functional structure of the enterprise, in which I should talk about the culture of management, production or some other.

Analysis of western and domestic literature shows that researchers have proposed a wide range of approaches to the typology of organizational culture [531, 533, 539, 545, 546].

Each typology classifies organizational culture, highlighting different features and characteristics.

Modern researchers of organizational culture use its classifications, which are based on various characteristics. For example, F. Luten, L. Mallins [547, 548] use the classification of T. Deal and A. Kennedy. Its advantages are that it was developed based on a study of the experience of several hundred commercial organizations. Risk level and speed of feedback were chosen as parameters. Based on these two parameters, the following types of organizational culture were identified.

1) The culture of high risk and quick feedback is inherent in construction, cosmetics, radio and television companies, business, management and consulting companies. Characteristic rigid settings, recognized risk type "either all or nothing". Everything in the organization is short-term. The value of cooperation is ignored. Employees of the organization with such a culture follow fashion, try to live in prestigious areas, love verbal disputes.

2) The culture of low risk and rapid feedback is inherent in computer firms, firms in the car trade, real estate, consumer goods stores, large trading companies. Workers use a team approach to solving problems, taking little risk. High quality customer service, the desire to please him – is the essence of this culture.

3) The culture of high risk and slow feedback is inherent in airlines, manufacturers of means of production, architectural firms, investment banks, metal mining, military enterprises. Workers make decisions for a long time, they are carefully checked; have good technical training, respect the authorities who are able to make discoveries of a scientific nature. Such organizations are prone to short-term economic fluctuations.

4) The culture of low risk and slow feedback is inherent in banks, insurance companies, utilities, pharmaceuticals, financial, industrial enterprises. Workers are very careful about work, well-organized and punctual, attentive to details, always

follow the established rules. In organizations with such a culture, there are problems with working capital. A lot of attention is paid to the registration of documents, various records. Strive for technical improvement of the labor process.

The typology of C. Cameron and R. Quinn, which covers the key characteristics of cultures and allows to obtain their qualitative and quantitative assessments, is of the greatest interest for the practical diagnosis and study of organizational culture. The basis of the typology is the framework design of competing values. The development of a framework for competing values was primarily supported by the study of key indicators of effective organizations, for instance 39 indicators were identified, which determine a comprehensive set of measures of organizational efficiency. Each performance indicator was subject to statistical analysis, which allowed to identify two main indicators (horizontal and vertical), according to which the proposed indicators were in one of four main groups: clan, adhocracy, bureaucracy, market.

With a clan organizational culture, the organization is seen as a very friendly place to work, where people have a lot in common. Leaders are perceived as educators, parents. Emphasis is placed on the improvement of personality, the importance of a high degree of team cohesion and moral climate. The organization encourages teamwork, participation of people in business, training of employees.

With an adhocratic organizational culture, the organization is a dynamic and creative place of work: people are willing to take risks, leaders are considered innovators, lack of centralized power and relationships, emphasis on individuality, high dynamism, the production of new, unique products and services is considered a success.

Hierarchical (bureaucratic) organizational culture is inherent in a formalized and structured workplace. There is a clear adherence to rules, standardized procedures, official policies. The long-term task of the organization is to ensure the stability and smooth running of cost-effective operations. Success is defined in terms of reliability of deliveries, smooth calendar schedules and low expenses.

With a market organizational culture, the focus is mainly on results, the main goal is to fulfill the task: employees are purposeful and compete with each other,

leaders are strict and demanding, perspective strategy is aimed at competitive actions, solving tasks and achieving goals, success is determined by the timing of market penetration and increasing market share, competitive pricing and market leadership are important.

R. Daft's classification is based on the factor of environmental influence [549], which defines four categories of culture: adaptive (entrepreneurial), strategic, clan, bureaucratic.

In the adaptive (entrepreneurial) culture, the focus is on the external environment, of great importance is the flexibility and adaptability of the corporation to market requirements. Culture creates and maintains such norms and beliefs that improve the organization's ability to identify and interpret signals from the environment, and then form an appropriate response, changing its behavior in some way. Companies of this type not only respond quickly to changes in the environment, but they themselves are actively changing it. Innovation, creativity and the ability to take risks are the main features of this type of culture.

Strategic culture requires the organization to clearly adhere to its own strategic goal by achieving intermediate goals with a focus on a specific range of consumers in the external environment. Corporations with this type of culture can work in a more stable environment, so managers can express their vision of the future state of the organization through specific goals, as they are achieved, the performance of employees is evaluated.

Clan culture is characterized, as mentioned above, by the interest of all members of the organization in participating in the common cause.

Bureaucratic culture aims to achieve strategic goals of the organization and consistent action in a stable environment. Organizations with a similar culture thrive on their internal integration and cost-effectiveness.

Dutch scientist, social psychologist G. Hofstede studied the national cultures of 70 countries. He proposed five measures of culture, as they were found in almost all possible combinations:

1) Individualism/collectivism (this is the degree to which people act as individuals and not as members of a group, and vice versa);

2) distance of power (large/small) – the degree of inequality between people, which they consider acceptable or normal;

3) avoidance of uncertainty (strong/weak) – the degree of desire of people to avoid uncertainty;

4) masculinity/femininity – the distribution of roles by gender;

5) orientation (long-term/short-term) – the period of orientation of people's activities.

In a collectivist culture, interaction in the organization is based on a sense of duty and loyalty, a moral commitment to the company; managers adhere to traditional views on forms of support for the activity of subordinates, do not encourage employee initiative and group activity; social ties in the organization are characterized by cohesion.

In an individualistic culture, employees defend their interests, rely only on themselves, managers seek leadership, put their independence first. Managers are aware of the latest developments and methods, try to put them into practice, adhere to modern views on stimulating employee initiative or group activity. Promotion is based on the competence and "market value" of the individual and evaluates the activities of the individual.

In an organizational culture with a low level of power distance, there is a tendency to decentralize, managers tend to consult with subordinates when making decisions; employees are not afraid to disagree with management, show a great willingness to cooperate. Strong control is assessed negatively by subordinates. In an organizational culture with a high level of power distance, on the contrary, there is a tendency to centralization. Such a culture is characterized by a more directive and motivating leader; workers are less likely to trust each other; there are many management staff.

Organizational culture with a low level of uncertainty avoidance is characterized by a strong motivation to achieve goals, hope for success; strong focus on individual

achievements. The presence of conflict in the organization in such a culture is a normal situation, as well as rivalry and competition between employees. Sympathy is given to individual and authoritarian decision. Full delegation of authority to subordinates is possible.

Organizational culture with a high level of uncertainty avoidance is characterized by low motivation to achieve goals, low risk appetite, less strong focus on individual achievement. Preference is given to clear tasks and instructions. Impossible violation of the rules, conflict in the organization is undesirable. Competition and competition between employees is not encouraged. Low willingness to compromise with opponents. As a rule, high positions are held by elderly people.

The fundamental issue in defining male or female culture is the distribution of roles between the sexes. This parameter of organizational culture reflects the motivational focus of staff to achieve a goal or task. As a rule, a man, demonstrating strength, should ensure the life of the family, and a woman - to improve the quality of life. The male role implies "life for work" focusing on achieving the goal, and the female role – work "for life" focusing on the task. Thus, in men's organizational cultures, the humanization of labor is understood as an opportunity to be recognized, namely to be realized, to make a career. In women's organizational cultures, the humanization of labor is seen primarily as the presence of constant attention to employees, good relations between members of the organization. In general, the dominant culture in organizations is often formed under the influence of senior management and determines the behavior of both women and men.

S. Handy, based on the ideologies of S. Harrison's organization, identified four types of organizational culture [538]:

1) the culture of power – organizational culture, where the leader plays a special role, his personal qualities and abilities. The resources available to the head are used as a source of power. An organization with such a culture has a hierarchical structure, recruitment and promotion are often based on criteria of personal commitment. This type of organizational culture allows the organization to respond quickly to change, quickly make decisions and organize their implementation.

2) role culture – is characterized by a strict distribution of roles and specialization of participants. This type operates on the basis of a system of rules, procedures and standards of activity, the monitoring of which should ensure its effectiveness. The main source of power is not personal qualities, but the position that is dealt with in the hierarchical structure. Such an organization is able to work successfully in a stable environment.

3) task culture – a type of culture in which the focus on solving problems, project implementation. The effectiveness of the organization with such a culture is determined by the high professionalism of employees and cooperative group effect. This culture is effective when the situational requirements of the market are decisive in the activities of the organization.

4) culture of personality – organizational culture, which unites people not so much to solve certain problems, but so that they can achieve personal goals. Power is based on proximity to resources, professionalism and the ability to negotiate. Power and control are coordinating.

One of the most modern is the classification of types of culture, proposed by D. Cole, who identified the following types: organic, entrepreneurial, bureaucratic and participatory [535].

The values of organic culture are close, as a rule, to bright individuals. It is these employees who determine the longevity and development of the organization. Although they use the organization to achieve their goals, these goals do not conflict with the goals of the organization in which they work. In such a culture, only the general consent of employees will create the preconditions for the use of formalized norms and control mechanisms. Creativity, novelty and development are the essence of this culture. Such a culture provides rapid and spontaneous change. A characteristic feature of organic culture is the presence of strong motivation as a creative process. The weak point is the high degree of risk in decision-making and procrastination in obtaining the result.

Entrepreneurial culture unites individuals who seek risky actions and expect quick results. In an organization with such a culture, everything depends on the top

management, which concentrates power. The exchange of information in the presence of such a culture is through personal contacts. There are few rules and regulations. Because members of an entrepreneurial culture value their relationships, their motivation can be enhanced by recognition rather than money.

Bureaucratic culture is a clear role culture. The main feature is the stability of norms and rules. In organizations with such a culture. People with a high level of individuality and creative potential do not stay long. Organizations with this type of culture find it difficult to adapt to the external environment, as any change in the task requires a change in the professional responsibilities of the employee.

In an organization with a participatory culture, the activities of employees are focused on specific results and the search for resources to achieve them. The scheme of management in such a culture is organized in the form of a network in which resources from different parts of the organization are concentrated in a particular node, and power in the cells of this network. In participatory culture, high status is enjoyed not so much by managers as by specialists-experts with a high level of professionalism. Changes in culture occur quickly, because if the goals of the activity change, the old groups are eliminated and new ones are formed.

According to R. Blake and D. Mouton in the cultures of the organization there are two possible vectors of value orientations:

1) focus on products (services), efficiency, economic results;

2) orientation on the personality, satisfaction of its needs, realization of its possibilities and abilities.

Accordingly, they identified the possibility of the existence of four types of cultures:

1) the most viable, which combines a strong focus on the individual and a strong focus on economic efficiency. The key to doing work in such orientations is the devotion of people. The interdependence of employees as a result of the "common attitude" to achieve the goals of the organization leads to an atmosphere of trust and mutual respect.

2) the most unviable, which combines a weak focus on the individual and a weak focus on economic efficiency. It is characterized by the application of the least effort required to perform a specific volume work and sufficient to maintain collectivism in the organization.

3) intermediate, which combines a strong focus on the individual and a weak focus on economic efficiency. The result of attentive attitude to the needs of people in establishing relationships with colleagues is a friendly atmosphere and high rates of work in the organization.

4) intermediate, which combines a weak focus on personality and a strong focus on economic efficiency. The efficiency of work is a consequence of the creation of working conditions in which the human factor is of minimal importance [550].

The management of almost every modern company, realizing that corporate culture significantly affects the efficiency of activities, seeks to create a strong organizational culture. Each of the above types of culture can be described as positive or negative, strong or weak depending on the degree of influence on workers, attitudes to their professional activities, the company as a whole and depending on internal functional and interpersonal relationships in the team. Strong or weak, high or low organizational culture are qualitative features of one or another type of organizational culture.

D. Arnold and L. Capella proposed a typology based on the strengths and weaknesses of culture and its internal and external orientation [540].

Strong culture is characterized by the indisputability of principles and norms, which are an important point of motivation, pride in their company and a sense that based on the established style of communication you can feel competent, independent and respectful. This is expressed in the desire to achieve the goal, to be first in the market or the best in a particular field, or, if this has already been achieved, in the desire to expand and maintain their position. A strong culture actually establishes an organizational paradigm that dictates how to look at things, what problem-solving methods to use, and what problems to consider important. This minimizes uncertainty and creates the preconditions for effective teamwork. Strong organization can also be

a major obstacle to change organization, so it is considered better to have a moderately strong culture.

Weak culture is characterized by unpreparedness for conflict, inability to discuss opposing views, dissatisfaction. There are no clear ideas about values and general beliefs about how to achieve some success in a particular situation. Only short-term production goals are set. Leaders are motivated and do not make any effective decisions to improve the level of organizational culture. Subcultures of different divisions are not bound by common values and beliefs and are in constant conflict.

Analysis of western and domestic literature shows that researchers have proposed a wide range of approaches to the typology of organizational culture, so it is very important systematization, which aims to improve the efficiency of various typologies.

It is proposed to consider the classification of types of organizational culture depending on the stages of the life cycle of the enterprise.

Thus, a spontaneous organizational culture, the justification of which is needed very quickly, spontaneously, in connection with the emergence of a new direction, the creation of a new branch, department, or significant changes in the environment. It is based on the superficial feelings and interests of the team, has no clearly defined rules and norms of behavior, has no traditions and rituals, only general provisions. This culture is subject to change, rethinking. Managers do not have time to set clear goals, set goals that many employees cannot achieve. We need employees with a creative approach who can make their own decisions, act on their own intuition, offer their vision of solving problems. Material motivation prevails. Conflicts often arise as a result of misunderstandings in the professional sphere.

A stable organizational culture that has developed over the years has its own long traditions, has a certain prestige among consumers, and is known among competitors. Senior positions are held by elderly people who have their traditional vision of solving all issues. The main problem is the complete unpreparedness for the changes that are needed in connection with the new needs of consumers , hired new young staff and market requirements in general. There are many conflicts among team

members that are based on both personal and professional misunderstandings that senior management does not notice or does not want to notice. Promotion is slow, as a result of years worked at this company, and not due to personal habits and contribution to the development of activities. As a result, young professionals are laid off, the image is gradually falling, competitors are winning due to new methods of effective management of organizational culture.

Dynamic organizational culture – a culture with which most members of the team agree. Everyone is familiar with the basic rules and norms of behavior. The goals are clear, well thought out, and achievable. The staff identifies itself with an integral part of the organization, feels its contribution to the development of the enterprise, because it constantly participates in the development of many issues, receives awards, bonuses for good work and creativity. Many corporate events are held, but the leader maintains his distance from subordinates. This organizational culture is liked by many employees, because it provides an opportunity for active communication, self-realization. It is able to change, always based on the main strategic goals of the company.

The survival of organizations in a rapidly changing environment is a very acute problem in Ukraine, given the current stage of formation of market economic relations. The organization, like any system of other origin and purpose, regardless of ownership, industry and scale of activity, is subject to the cyclical laws of life. The ability to modify, move to higher stages of development or, conversely, to get into crisis, requires the organization to change goals, strategies and ways to implement them.

The general strategy of development of the enterprise is connected with activity of the enterprise as a whole, use of all resources and is focused on performance of its main purpose. Production (of auxiliary) types of strategies ensure the implementation of the general strategy of the enterprise in certain areas of its activities (marketing, finance, production, etc.), activities (strategy of the main activity related to the sale of goods and customer service, non-trading strategy - repair- construction, transport, production, etc.) the use of certain types of resources (strategy for the formation and use of labor resources, material and technical base, financial resources, etc.).

Strategic plans must be designed not only to remain intact over long periods of time, but also to be flexible enough to allow for modification and reorientation if necessary. The overall strategic plan should be seen as a program that directs the activities of the firm over a long period of time, realizing that the conflicting and ever-changing business and social environment makes constant adjustments inevitable.

The company's activities in the consumer market are aimed at achieving certain strategic goals and tactical objectives that ensure effective economic activity, survival and competitiveness in the market. Under the purpose understand qualitative and quantitative characteristics of functioning of the enterprise to which achievement it aspires. Traditionally culture is put by the founder (or the head) of the organization.

Thus, the culture of the organization arises from the interaction between:

1) the system of ideas and preferences of the founder (manager) and

2) available experience of employees.

Such factors have a significant impact on the implementation of the strategy:

1) the presence of a strong leader who sets the principles, determines the core values, norms of behavior, which is quite justified in terms of meeting the needs of the buyer, the conditions of competition and strategy;

2) the firm intention of the management of enterprises to act in accordance with established traditions, while decision-making is based on the values of organizational culture;

3) constant care for employees of enterprises [15, pp.209-210].

Change the culture of the organization as a whole can only change the behavior of specific people . For such a transformation, a "Cultural Building Program" is being developed, which covers the main areas of cooperation in the company:

management (relationship manager-subordinate);

communications (interactions between employees);

service – relationships between employees, customers and suppliers (table 2) [551, p. 24 - 25].

The formation of organizational culture at the enterprise activates interpersonal communication, creates a highly productive and efficient workforce, provides a sense of

belonging to the organization, participation in common results. According to statistics, corporate culture is formed and normalized in 10% of British companies, 20% - the United States and 50% - Japan [28, p . 77]. In this regard, it is important to identify and use the princes that underlie the formation of organizational culture.

Table 2

Principles of formation of organizational culture

Principle	Content of the principle
1	2
Complexity of ideas about the purpose of the organization	Culture should express not only the relationship between members of the organization, but also a comprehensive view of the purpose of the system as a whole and its members, in particular its goals, nature and market, which determine the effectiveness of the system
The priority of defining the values and philosophy of the organization	The process of forming culture in any system must be preceded by the definition of values and philosophies that will be relevant and desirable for this system
Historicity	The culture of the organization is not subject to manipulation, it takes years and
Denial of force	It is impossible to artificially plant in any economic system with a weak culture a strong one, and vice versa, or to correct it. A strong culture, like a weak one, can be effective in another - it all depends on certain conditions.
Complexity of assessment	Assessment of the impact of culture on the efficiency of the economic system should be based on a comprehensive approach, which takes into account not only the means of direct influence of culture on the efficiency of this system, but also taking into account unprecedented indirect ways.

The structural elements of the organizational culture of the enterprise are: clarity of goals and focus on their achievement; management style; value system management; participation of workers in the decision-making process; commitment to common goals; delegation of powers; focus of production activities; internal integration; ability to resolve conflicts; staff orientation; consumer orientation; focus on training and qualification of workers; working conditions and labor discipline; organization of

production; technical level of production; focus on change; level of formality; reward system.

The specificity of the culture of managerial work is that it is based on certain rules, which must be strictly adhered to by the manager:

legal norms of managerial work, which are reflected in state and legal regulations. The culture of the manager in this sense is the knowledge and observance of legal norms;

moral norms – norms that regulate the behavior of the leader in such an important area as morality and ethics;

organizational norms – establish the structure of the organization, composition and procedure functional units and their heads; internal regulations and other rules of the organizational plan, adopted and used in any organization;

economic norms – regulate the economic activities of the organization.

There are other types of norms (technical, aesthetic, etc.) that in some way shape the management culture. As a result, a set of elements is formed that characterizes the activity of the work of the entrant within the culture of managerial work.

In today's conditions of fierce competition, the formalization of processes in the company, the development and implementation of internal corporate standards of work is a necessary condition for the survival of every enterprise.

Corporate standards are the principles and rules governing the company's activities and the regulations that establish these rules. Corporate standards allow to reproduce the set technology of works, help to reveal typical errors, to form desirable corporate culture. Employees receive ready-made solutions to typical tasks, and company executives receive clearly defined, formalized requirements for employee performance.

Normative documents – procedures and regulations – describe the main processes that exist in the organization; they can be called operational standards. They answer the question: what to do? when? who does where? what do you need for this? It is possible to allocate the standards defining the relation to the client, colleagues, partners of the company regulating performance of professional duties, registration of

a workplace. The standard formulates the skills and competencies that should be possessed by a person holding a certain position. In addition, the level of quality of the performed duties is fixed and the external circumstances in which the quality of his work will be assessed are described.

Norms of organizational culture are generally accepted standards of individual and group behavior that are acceptable in the organization and have developed over time as a result of the interaction of its members. Norms of organizational culture determine the attitude to important organizational phenomena and to work in general. It is formed by shared attitudes, values and expectations. The more a person values his affiliation with an organization, the more his behavior will coincide with its norms. In many cases, the norms of organizational culture are not announced at all and are not regulated by the organization, but I somehow become known to its members. They can be presented orally and in writing.

by group members are often different . This can lead to contradictions in interaction and communication. Standards can be different (often the case) for all employees or only for individuals. They are designed to tell members of the organization what behavior and what work is expected of them. The norms adopted by the group have a strong influence on the behavior of the individual and on the direction in which the group will work: to achieve the goal of the organization or to counteract them.

Norms of organizational culture can be positive and negative. Positive norms of organizational culture are those that support the goals and objectives of the organization and encourage behavior aimed at achieving this goal. These are the norms that encourage the diligence of employees, their commitment to the organization, concern for product quality or concern for customer satisfaction. Negative norms have the opposite effect: they encourage behavior that does not contribute to the goal of the organization. Examples of negative norms of organizational culture are those that encourage unconstructive criticism of the company, bribes, extortion, gifts, various offerings, conflicts based on personal interests, disclosure of company secrets, theft, absenteeism, low productivity, etc.

Standards of corporate culture must be documented. In a small company, their development is the responsibility of the "first person" and personnel manager. Large firms in most cases have to invite external consultants. It is necessary to create a single corporate culture for the whole organization and avoid the formation of local subcultures with opposite values. If the company does not have a purposeful policy of forming a corporate culture, then each structural unit tends to form its own system of values. It is believed that the target audience of corporate culture is exclusively the staff of the enterprise. Meanwhile, it also covers customers, strategic partners, shareholders, local authorities and even the population of the region in which the company is represented.

Corporate culture performs two main tasks [530]:

1) adaptation of the corporation as a single organism to the environment;

2) ensuring the unity of the organizational environment through the integration of members of the organization.

There is also a very effective tool for forming a corporate culture – corporate rules (norms).

Corporate rules (norms) are a system of obligatory rules (norms), formally defined, enshrined in official documents and supported by organizational force.

Norms developed for the implementation of corporate culture can be classified by entities involved in the activities of the organization:

1) individual norms are rules of conduct developed by individuals that express their own will and are maintained by collective coercion. Individual norms should not contradict the current legislation; violate the interests of the organization and others.

2) internal organizational norms – rules, management of enterprises developed by the bodies, apply only to their employees and are aimed at regulating the relations that develop in the enterprise. On the basis of these norms administrative, labor, financial, organizational questions are regulated. These norms give a great deal of freedom in regulating the activities of the enterprise and complement the centralized norms. Unlike individual norms, they have no personal certainty and operate until they

are repealed by the governing bodies of the enterprise. Internal organizational rules are usually written and used to streamline internal organizational activities.

3) contractual rules – rules of conduct established by agreement between two or more entities of mutual interest. The scope of contractual norms can extend both to the organization itself (collective agreement, employment agreement) and to the organization's relations with external partners or owners.

4) centralized (state) norms are developed and adopted by various state bodies (Laws of Ukraine, Presidential Decrees, decrees of the Cabinet of Ministers of Ukraine, instructions of ministries and departments).

If the corporation's charter and memorandum of association are, in a sense, its constitution, then the corporate code is a declaration. It contains rules of internal conduct for corporations and rules of relations with external partners.

In a market economy, the development and adoption of a Corporate Code is a matter of honor for every company that claims a high reputation in the market. The presence of the company's corporate code and its observance significantly increases its investment attractiveness. It is important that this is a living document developed by the company itself. The Corporate Code is a set of norms and rules that describe the patterns of behavior and uniform standards of relationships and joint activities that exist in the company.

Corporate Codes are adopted primarily to improve corporate governance. Adequate level of such management significantly reduces the risk of disagreements leading to corporate conflicts. In addition, according to representatives of Western companies, the existence of a Corporate Code that guarantees transparency of governance, transparency of the corporation and the possibility of its control, is one of the main arguments "for" for potential investors.

The Corporate Code is the embodiment of the company's philosophy. In particular, it enshrines voluntary obligations to employees and the outside world, which the company assumes in excess of those required by law. The Code declares the highest level of business culture, implies adherence to high ideological principles and norms, promotes a clear positioning of the company in relation to its customers and employees.

The Code is used as:

management tool – to regulate the behavior of employees in the workplace;

tool for the development (support) of corporate culture – to clearly identify the main goals and values of the company and strengthen the corporate identity of corporations at all levels (shareholders, management, staff);

tool to increase investment attractiveness.

Corporate Codes are adopted primarily to improve corporate governance. Adequate levels of such management significantly reduce the risk of disagreement. For effective management, a modern manager must take into account the whole set of interests (customers, employees, suppliers, competitors, government).

Corporate Code sets priorities, determines the "rules of the game" for all employees of the company, sets regulations for the company's work process, explains why it is necessary to act in a certain way, encourages the creation of a unique corporate culture.

Adoption of the Corporate Code helps to strengthen the positive image of the company. Today, the leadership of many large organizations understands that reputation is a way to capitalize, invest in someone you trust. Currently, codes of corporate ethics are in place in many companies, but due to implementation difficulties, they often remain a formal declaration. When developing a document, it is important not only to create a code of corporate ethics that will meet the requirements of all levels of documents, but also, most importantly, to make it work. To do this, the code must be adopted by all employees of the company, become an integrative document, a cause for corporate pride.

The structure of the Corporate Code may be different, but its main goal should be to combine all the company's resources to achieve this goal. Of course, the content of the company's code is determined primarily by its features, structure, development objectives, and attitudes of company leaders.

As a rule, corporate codes contain the following information:

company official title;

goals of the company (strategic, tactical, operational, local, private);

company values;

basic principles of the company;

information on the structure of the company;

information on the basic principles of management in the company;

information about what the company expects from its employees and what it does not encourage is available;

norms of conduct during working hours in the workplace;

norms of interaction with colleagues, managers and subordinates;

information on the incentive and punishment procedures adopted by the company;

the company's relationship with the external environment;

the company's image;

rules of observance of a trade secret of the company, use of official position;

work and personal life of employees.

Information about the company's accepted style and behavior, communication, uniform.

It is important to remember that the Corporate Code is a document that reports:

newcomers and employees of the company – what and how to do in the company;

the company's top management – what ways to achieve this goal are desirable and acceptable;

to the client of the company – what and how the company does for him, what is guided by what the price is, in addition to its profits;

partner companies – how honest and fair the company is to its partners, whether it is interested in a long-term relationship;

society – about the benefits that the company brings to this world, about the social responsibility that the company has taken on.

Thus in different companies creation of the Corporate Code solves various problems: