

Organisational culture as factor of effectiveness in team building

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Abstract. The problem of the personnel's influence on the productivity of enterprise has become more and more discussed in recent years. In most cases, this is caused by the need for a deeper study of the human factor, which is the main driving force on the way to achieving enterprise efficiency. The purpose of this study was to analyse the factors and components of organisational culture that can influence the formation of a team, and by means of a comparison of features to determine the points of contact between these concepts. The main scientific methods that were used for this are the methods of analysis and synthesis, modelling, specification and system analysis. The importance of team building, its relationship to organisational culture, and the possible benefits that can be achieved through the interaction of these components have been analysed. In addition, the theoretical foundations of this topic, which were previously examined by scientists, were considered, and some inconsistencies in the IPO model were revealed, which prompted the essence of this study and the construction of the concept. It has been proven that internal and external factors of organisational culture affect team building factors, and that with the help of successful team building it is possible to achieve higher KPIs and job satisfaction. As a result, a study was conducted and conclusions were drawn that organisational culture does affect team building due to some factors and that before creating teams, it is necessary to bring the culture to a high level. Otherwise, all attempts will fail due to the lack of components and a clear understanding of how teams work. The research found that not only team building can achieve higher KPIs and job satisfaction – it can also be achieved with a well-defined organisational culture, prioritisation and clear organisation of work flow. The practical significance of the obtained results lies in the possibility of their use at enterprises to improve organisational culture and team building

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● INTRODUCTION

The world's economy is exposed by transformation due to influence of different factors, such as: social, finance, cultural, environmental and others. And because of this organisations try always to implement different techniques which will increase motivation of personnel and therefore productivity. Thus, competitive advantage will be increased and the achievement of strategic goals will become more controlled.

And one of the most important factors which guide organisation to success is the presence of strong organisational culture which leads to stabilisation of internal relations and increasing prosperity of external communications.

Actually, team formation is one of the components of organisational culture, which exists as a part of behavioural dispositions (Melnik *et al.*, 2021). K.O. Barkova (2021)

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researched that organisational culture is considered as an important strategic element that directs all units of the enterprise to achieve common goals. To fulfil this influence, organisational culture implements two main functions: internal integration and external adaptation. And exactly internal integration is responsible for creating new teams and their future developing as this function means formation of a team and transformation of individuals into an effective one.

When establishing a connection and influence between organisational culture and team building it is very important to speak about communication. In research (Beer, 2020) it was mentioned that it is a part of organisational culture, but there is no data concerning its (and other factors') influence on team building. In the context of this study, it should be mentioned that important components of team building are not only organisational culture and its elements, but also various reward systems. The principle of operation of such a system was described in detail in the article (Blyznyuk *et al.*, 2021), but in such a context it was not clear if eventually job satisfaction was achieved with the help of organisational culture. An item of employees' relation to team building was considered in (Zhang & Losekoot, 2021), but it was not discussed if organisational culture took part in this. Other important issues were discussed in the article (Khymych *et al.*, 2021), but among all variety of assumptions, nothing was told about why organisational culture played an important role in team building. Recently, it has become important to investigate behaviour of organisational culture and team building in multinational organisations (Miao, 2022), and no less important has been the understanding of why this is happening, for example, the KPI (key performance indicator) is higher, which is not always considered in the research. As it can be seen, there are a lot of issues needed to be clarified.

In this case, the following hypotheses have been formulated in order to fill in these gaps and delve into why organisational culture is one of the most important factors influencing team building and what additional conditions can affect this connection.

Hypothesis 1: External and internal factors of organisational culture can influence on team building.

Hypothesis 2: As a result of effective team building the higher KPI is achieved.

These hypotheses proof will deepen knowledge about how organisational culture is really a success factor and what is a precondition for this.

The purpose of this study was to identify factors and constituents of organisational culture which influence on team building and lead it to success by building a correlation model between these values. This will help to organise existing knowledge concerning this topic and make some improvements according to modern requirements.

To achieve the purpose, it is needed to implement such tasks:

The first task is to clearly understand (prescribe, formulate) the leading values, priorities, attitudes designed to support a promising organisational strategy.

The second task is to clarify which cultural values will help (or hinder) the achievement of the strategic goals of the organisation.

The third task is to assess the existing gap, that is, the degree of compliance of the existing organisational culture with the organisation (business) influence on other enterprises' factors.

● LITERATURE REVIEW

Today, there is no doubt about the importance of organisational culture and its significance as one of the most important tools that allows building the most effective and competitive teams at enterprises of all spheres of activity and forms of ownership. Foreign experience shows that institutions, that pay attention to the issue of organisational culture and look at it as a key link for team building, function more effectively than their competitors.

That is why it is necessary to pay weighty attention to the organisational culture in order to prevent difficulties in building an effective and strong team, which would be comprehensively ready for any challenges and achieving business goals in its environment.

A wide range of problems of studying the organisational culture and its significance as efficiency factor in team building was considered in many works of foreign and Ukrainian scientists.

The concept of organisational culture is comprehensively presented in the scientific literature in works (Kubariyeva *et al.*, 2017; Bannikova, 2018; Melnik, 2021), the authors paid consequential attention to the analysis of the concept of organisational culture, for further deepening of its study.

T. Blyznyuk (2019), in her work paid compelling attention to the main results of assessing the level and development of a multinational company, and also determined the peculiarities of personnel management of a multinational company according to the stage of the life cycle of the company.

V. Nikiforenko & V. Kravchenko (2017) defined their interpretation of system-forming interrelationships of organisational culture and human resources management as defining components of strategic management. The approaches of foreign and Ukrainian scientists regarding the importance and place of organisational culture in achieving the goals of the organisation in the market environment were studied, as well as the important issue of the system-forming interrelationship of organisational culture and human resource management as defining components of strategic management was examined.

R. Waterman *et al.* (1980) studied the relationship between the success of the company as a whole and the culture that could lead the company to success and noted that faith in action, connection with the consumer, autonomy, flexibility and simplicity were the main factors for this.

O. Yatsenko & M. Horbunov (2020) substantiated the use of technologies and team building methods for the formation of the corporate culture of the organisation and the improvement of team efficiency. They also emphasised that the formation and development of organisational culture is an innovative tool for improving the quality of work and managing human resources.

Ye. Makovoz & U. Storozhylova (2009), L. Nikiforova & Ya. Bilokon (2012) generally described the importance of team building and its magnitude in modern conditions. Also, R. Zhang & E. Losekoot (2021) studied in detail the attitude of employees to team-building activities.

K. Cameron & R. Quinn (2011) clearly stated that organisational culture was manifested through leadership style, symbols, and norms. H. Abuzid & M. Abbas (2017) proved the effectiveness of influence on organisational performance, as well as a positive relationship with organisational support and the willingness of the team leader to make teams effective, and ultimately improve organisational performance. Ye. Makovoz & U. Storozhylova (2009) were engaged in proving the importance of team building at all stages of collective development in their work, the authors singled out measures related to team building as the main ones for team cohesion.

M. Körner *et al.* (2015) analysed in detail the relationship between organisational culture, interprofessional teamwork and job satisfaction, which allowed to once again confirm the importance of organisational culture for building an effective team that would be satisfied with its work, which would increase the main factors for decent competitiveness in the modern market.

It is also worth paying attention to the importance of team effectiveness and the role of the leader in the team based on the IPO model (Input-Process-Output), noting the effectiveness of the model, the authors were B. Gibbon *et al.* (2002). It can be seen that a lot of scientists in different periods of time considered and are still examining this issue because some concepts have stayed unchangeable, and some of them need to be improved due to changes in internal and external factors.

● MATERIALS AND METHODS

In order to get qualitative research results different methods were used. First of all, authors applied methods of analysis and synthesis. Thanks to the analysis, it was possible to gain knowledge about individual elements of organisational culture in various aspects of their existence which helped to determine that team building was an integral part of organisational culture. At the level of synthesis, an idea of its structure and systemic characteristics, the relationship of its essential characteristics was formed. The next important method was modelling: visual representation of the IPO model helped to understand how organisational culture influenced team building, their relationship and what could be got as a result of this connection. As to specifications, they specified the tasks which were necessary to achieve the goal; generalisation of the collected data and their interpretation; setting these as the basis of this study.

The role of system analysis was to look at the object of study as a set of elements that make up the system. That is, organisational culture is a part of such a big concept as management; team building, in turn, is impossible without a stable and successful organisational culture. So, it is also part of a large management system. Only having fully understood all the constituent elements, it was possible to form a unanimous opinion regarding the structure of the system and to draw the right conclusion respecting the research topic, as well as to achieve the goal and solve the problems.

Moreover, one of the main research bases was informational one. It consisted of articles in periodicals, training manuals and dissertations on the presented top-

ic, which helped fill our work with already existing facts and identify gaps. Systematic study of the literature was an integral part of this kind of work and the foundation of successful research. Most of the resources used to write this article were primary documents, which allowed the authors to work with raw information that had original data. Scientific publications which were used in this article came from different years which allowed to look at the problem through the prism of time, and to understand which directions had changed during this period and which ones stayed the same. Besides, such an approach helped to analyse changing the rhetoric of the established problem through the years and set the direction towards its solution.

● RESULTS AND DISCUSSION

The result of this research based on three main principles: “organisational culture is a factor of effectiveness in team building”; “other factors influence on organisational culture, so they should be displayed in this system”; “organisational culture with effective team building can influence on KPI”. They were formulated on the basis of previous researches (Körner *et al.*, 2015; Romanovskiy *et al.*, 2017; Bannikova, 2018) and presented statements that had not been discussed earlier.

The importance of these topics is that a lot of managers, CEOs and people who are in some way connected with business underestimate significance and influence of organisational culture on team building. In addition, it can be argued that organisational culture potentially affects all internal and external behaviour (reactions) of an enterprise, and these enterprises respond to environmental changes taking into account their own cultural characteristics. To achieve and maintain organisational success, culture must be adapted to the changing environment. As long as the teams and personnel ensure that, the enterprise adapts to the environment, the business continues its life. So, the relationship between organisational culture and team building is a phenomenon that is quite difficult to see “on the surface”. As already has been mentioned, many features are associated with organisational culture, such as structure, behaviour, decision-making, etc., which are directly related to team building. However, despite the fact that this topic has been studied in various sectors, both international and domestic societies, and it continues to develop, the specific relationship between variables (organisational culture-team building) still remains insufficiently disclosed. And this can be considered a gap in terms of literature and research.

Hypothesis 1: External and internal factors of organisational culture can influence on team building.

Hypothesis 1 claims that external and internal factors of organisational culture can influence on team building. In order to prove that it is necessary to mention that organisational culture performs two functions: external adaptation and internal integration, which are fighting with the influence from outside and inside. Summarised information is presented in Table 1.

The next stage of proving Hypothesis 1 is to analyse main functions of team building in order to show that these two concepts are connected (Table 2).

Table 1. Functions of organisational culture

Functions		
#	Name	Essence
Functions of external adaptation		
1	Innovative	Constant search for innovations that provide a competitive advantage.
2	Formation of a positive image of the organisation	Creating a favourable impression of the organisation in society.
3	Orientation to the consumer	Implementation of the principle “the customer is always right”.
4	Regulation of partnership relations	Formation of a respectful attitude towards business partners (including competitors).
5	Adaptation of the organisation to the needs of society	Ensuring the organisation’s integration into social structures.
Functions of internal integration		
1	Security	The functioning of a specific system of organisational values, which recognises and rejects negative values of the external environment that are harmful to the organisation.
2	Integrating	Uniting the interests of the members of the organisation, forming a sense of belonging, identity, involvement in the organisation’s affairs.
3	Normative and regulatory	Ensuring controllability and predictability of the behaviour of members of the organisation.
4	Substitute	Functioning as a management tool and replacing formal and official management mechanisms.
5	Adaptive	Acquisition of cultural values by new members of the organisation, involvement in the climate of the organisation and working environment.
6	Educational and cognitive	Orientation of employees to continuous development and professional self-improvement to increase the human capital of the organisation.
7	Motivating	Development of a sense of belonging and involvement in the noble mission of the organisation, which increases the level of work motivation of employees.
8	Communicative	Knowledge of norms of behaviour and means of communication, which will contribute to quick mutual understanding, perception of information and uniformity of its interpretations.
9	Quality Management	Formation of a sense of responsibility for the quality of the product or service through a sense of involvement and belonging to the mission of the organisation.
10	Recreational (“therapeutic”)	Helping to create psychological comfort and recovery of employees’ mental strength.

Source: prepared on the basis of research data O.H. Romanovskiy *et al.* (2017)

Table 2. Functions of team building

#	Name	Essence
1	Strengthening team communications	Acquiring theoretical knowledge about team building; development of team interaction competencies; improvement of inter-team communications; development of informal horizontal connections; development of informal communications with clients and partners of an organisation.
2	Improvement of role distribution (higher efficiency)	Participants’ awareness of their roles and functions; development of delegation skills; development of responsibility acceptance skills; development of skills to perform various roles.
3	Development of leadership potential	Leadership development in extreme conditions; formation of responsibility of personal contribution to the team’s victory; development of situational and distributional leadership skills; acquiring the skills of stable and cohesive work in crisis situations; development of individual leadership potential among participant.
4	Increasing self-esteem and self-awareness	Growth of self-esteem because of achieving results; obtaining information about yourself and characteristics of your interactions; getting information about strengths and weaknesses in team work.
5	Disclosure of internal reserves of team members	Finding hidden opportunities due to unusual circumstances and the opportunity to evaluate colleagues in a new way; formation of teams for ambitious projects; disclosure of team’s internal reserves, the brightest and most positive aspects of the participants; disclosure of employees’ internal individual reserves.
6	Optimisation of decision-making	Development of non-standard search skills; development of risk-taking abilities and readiness for them; development of conflict resolution skills; development of decision-making skills in stressful situations.
7	Increasing the efficiency of interaction in the team	Higher efficiency of business teams; higher employees’ productivity; development of abilities to use the differences of team members for the benefit of teams’ higher effective vital activity; developing the skill of accepting oneself as a team.

Source: prepared on the basis of research data O.H. Romanovskiy *et al.* (2017))

From the tables above it can be seen that both organisational culture and team building has similar functions (highlighted in grey colour). This is primarily due to the fact that team building is a part of organisational culture and they operate in the same area of influence. So, it is an important and approving fact: adaptation of the organisation to the needs of society influences on the optimisation of decision-making in the way of building solutions based on customer requirements. In this way, teams can react on customers' needs or ignore them and make decisions based on their own preferences. Adaptive and communicative functions influence both on strengthening team communications and increasing the efficiency of interaction in the team. In this case, these functions of internal integration affect team building's functions directly through leaders and managers, who deploy these processes. And motivating function influence on strengthening team communications, because if personnel is motivated then it

will be easier to assemble a team to achieve common goals. Summarising, the conclusion can be made that hypothesis 1 is true, and external and internal factors of organisational culture can influence on team building.

Hypothesis 2: As a result of effective team building, the higher KPI (key performance indicator) has been achieved.

Then it is needed to proceed to the justification of hypothesis 2. And for this it is needed to show that KPI (key performance indicator) increase has been achieved as a result of effective team building. It is important for current research because the aim of each modern enterprise is to increase profit and everything which can lead to this result must be used on the way to achieving this goal. In order to prove this, it is necessary to build IPO model (Input-Process-Output) to illustrate this relationship.

Figure 1 shows a model of the impact of organisational culture on team building and possible influence on it.

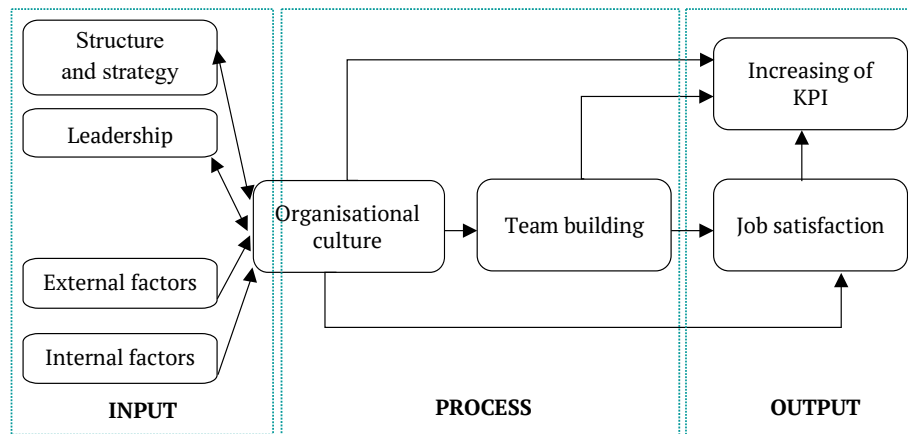


Figure 1. Model of factors' influence on organisational culture and distant reflection on team building

Source: developed by the authors on the basis of M. Körner *et al.* (2015)

Based on previous researches and according to this figure it is clearly seen that as a result of effective team building, the higher KPI (key performance indicator) has been achieved. But also, a conclusion can be made that not only after effective team building this result can be achieved, but also only because of existing of working organisational culture, as not always teams are needed. The same with job satisfaction: it can be achieved directly after determination of organisational culture or after introduction of teams and providing team building. But it should be noticed that according to world practices teams are useful when a clear goal is set; all team members have their own tasks; and responsibility is both collective and individual (Romanovskiy *et al.*, 2017).

Besides, it can be seen that structure and strategy, and leadership have bilateral connection with organisational culture. It happens because they can influence on each other: if organisational culture changes, so leadership style can also vary; and changes in leadership lead to transformation in some internal functions of organisational culture. And the same with structure and strategy: shifts in the steady state can work in two directions. This is due to the dependence of these organisation's components on one another.

The results can expand knowledge in the field of organisational culture and team building, which gives advantages in the field of personnel management. Despite the fact that this issue was considered by a certain number of scientific figures, it was not fully disclosed; and it was not confirmed that organisational culture is a factor of success in team building. This topic was revealed in more detail in the work (Romanovskiy *et al.*, 2017), where step by step it was considered in detail what organisational culture is and how team building is poured into this large system. Despite the fact that the data is very superficial, it is able to highlight the following significant mention: among the main components of organisational culture, it is possible to emphasise rituals, traditions and events. And it is precisely the conduct of different types of events that determines team building. The authors (Romanovskiy *et al.*, 2017) did not focus on this, but it could be allocated as the main evidence that the organisational culture is associated with commanding and has a significant impact on it. In this work, this connection was analysed in more detail and was provided with examples that team building really largely depends on the organisational culture established at the enterprise. But despite the completeness of the stated facts regarding organisational culture and team building, there

is a statement in this work with which the authors do not agree. Namely: a statement that organisational culture is a part of corporate culture. From authors' point of view, the concepts of "organisational culture" and "corporate culture" are similar. Their main difference is the environment of origin: the concept of "corporate culture" came from America, where corporations rule and only they are considered as the highest object of power at the market, and "organisational culture" is more about European concept, where the market considers as various forms of manifestation of the organisation as a dominant object.

The next important contribution to this topic has been made recently in the article (Miao, 2022). This work examines the fact that organisational culture is the core of organisation and has an impact on various processes: management of a multinational company, an increase in labour productivity, competitiveness, and takes an important part in the adaptation and organisation of production. The correctness of these judgments is not in doubt. In this study, the author considers organisational culture from the point of view of different approaches: value, socio-psychological aspect and economic one. And in each of them you can trace the relationship with team building. It is also very important that the author, among all definitions, emphasises the increase in labour productivity because this article also talks about an increase in KPI. Despite the fact that the question was not completely disclosed in relation to the subject of this article, this study (Miao, 2022) has helped to make sure that organisational culture has an impact on commanding.

Also, the work (Zhang & Losekoot, 2021) should be noted as one which revealed the topic of team building from practical point of view. In particular, it can be noted that the authors of this article considered a situation where the organisation's managers simply confronted the fact that they would carry out a team building putting apart the opinion of the staff. And despite the fact that this is not the main theme of our study, it is quite interesting to consider this from the point of view of organic culture. Thus, it is possible to conclude that if the organisation has a poorly developed organisational culture (this conclusion follows from the fact that the leaders do not ask the opinions of employees), then the expected effect of the team building may not be achieved. And since the holding of such measures requires financial investments, then, in this case, the organisation suffers a loss without the possibility of its compensation (since the purpose of the event will not be achieved at this outcome). And this is another confirmation that a correctly configured organisational culture is the basis of the team's cohesion.

Another work (Perwira & Widarnandana, 2022) has considered such important hypothesis as "team building is functioning only in effective organisations". And as it is known that effective organisations cannot exist without successful organisational culture, so despite the fact that it was not mentioned directly, such conclusion can be made: "organisational culture and team building are two interdependent factors in the organisation". There is no proof of that, but authors take it as a fact, although no research has been done. This has become one of the reasons for writing this article. Besides, they highlight that team performance

cannot be avoided from task performance which, from our point of view, also emphasises the importance of team building at organisation.

It is important enough to note the work (Abbas, 2021) where authors considered influence of teamwork on job performance. The research was about the factors connected with the idea of cooperation in the workplace. Although this work examined similar problem as ours, resources which were the basis for it are rather old and in this way results cannot be fully reliable. Particularly, authors claimed that collaboration of individuals increased chances for successful work results, but this affirmation already had been discussed during the last years. So, the problem of organisational culture still influences team building and the represented hypothesis is open.

As it can be seen, there are different points of view about the same subject, but still the main principles stay alike. It is necessary always to be aware of modern directions in order to understand how management is changed and which new principles can be implemented at the organisation.

● CONCLUSION

The result of the study of organisational culture as a factor of effectiveness in team building has shown that both of these concepts are interconnected and as team building is a part of organisational culture, it is under the influence of it. With the help of comparison of organisational culture and team building functions it has been found that these two concepts have some similar ideas which prove their interconnection and dependence. This important finding helps to understand how one of the key constituents of the organisation works. Moreover, presented IPO model shows that influence of leadership and structure and strategy on organisational culture can be bilateral. That means that they depend on each other and each of these concepts work inextricably by one another, and when one part of this system changes, others will change too. Beside this, eventually from the proposed model and proved hypotheses such practical recommendations can be formulated:

1. When implementing team building the level and condition of organisational culture should be taken into account, as its internal and external factors directly influence on team building ones.

2. Team building directly depends on the level and structure of organisational culture.

3. The higher KPI and job satisfaction depends either on organisational culture or team building as organisations can exist without teams.

These principles can be a foundation for the next researches in the area of organisational culture and team building. Particularly, further research of the authors is aimed at a deeper study of team building as a component of a modern organisation and the conditions of functioning during the period of the online format of working.

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● CONFLICT OF INTEREST

The authors declare no conflict of interest.

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Організаційна культура як фактор ефективності в командуванні

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Анотація. Питання впливу персоналу на продуктивність підприємства в останні роки стало все більш дискусійним. У більшості випадків це викликано необхідністю глибшого вивчення людського фактору, який є основною рушійною силою на шляху досягнення ефективності підприємства. Мета цього дослідження полягала в аналізі факторів і компонентів організаційної культури, які можуть впливати на формування команди, і за допомогою порівняння ознак визначити точки дотику між цими поняттями. Основні наукові методи, які були використані для цього, це методи аналізу і синтезу, моделювання, конкретизації та системного аналізу. Було проаналізовано важливість командування, його зв'язок з організаційною культурою та можливі переваги, яких можна досягти за допомогою взаємодії цих компонентів. Крім цього, були розглянуті теоретичні основи даної теми, які раніше розглядалися науковцями, та виявлено деякі неузгодженості в моделі ІРО, що підштовхнуло до суті цього дослідження та побудови концепції. Було доведено, що внутрішні та зовнішні чинники організаційної культури впливають на фактори командування, а також, що за допомогою успішного командування можливо досягти підвищення КРІ та задоволеності роботою. В результаті було проведено дослідження та зроблено висновки, що організаційна культура дійсно впливає на командування через деякі чинники і що перед створенням команд необхідно вивести культуру на високий рівень. В іншому випадку всі спроби будуть невдалими через брак компонентів і чіткого розуміння того, як працюють команди. Під час дослідження було виявлено, що не тільки за допомогою командування можна досягти підвищення КРІ та задоволеності роботою – цього також можна досягти за допомогою добре сформульованої організаційної культури, встановлення пріоритетів і чіткої організації робочого процесу. Практична значущість отриманих результатів полягає у можливості їх використання на підприємствах задля вдосконалення організаційної культури та командування

Ключові слова: соціальна підсистема; лідер; підприємство; менеджмент; ефективність