

Tetiana Chebakova

Kyiv National Economic University named after Vadym Hetman, Ukraine

METHODS OF THE EFFECTIVE IMPLEMENTATION OF THE ORGANIZATIONAL CULTURE OF UKRAINE'S ENTERPRISES

The article, based on the objective definition of the essence of the enterprise organizational culture, establishes a connection with the culture of the organization and the importance of the activity of firms. A model of organizational culture of an industrial enterprise that is adequate to the peculiarities of the Ukrainian national economy is developed. The ways of effective implementation of this organizational culture model, which are appropriate to apply individually in the transformation business processes of enterprise activity, are offered. The peculiarities of perception of changes in the organizational culture of enterprises by their employees are analyzed.

Keywords: organization, culture, organizational culture, organizational culture of the enterprise, implementation of the model, model of organizational culture of the enterprise.

Introduction. In modern conditions of the functioning of enterprises the organizational culture is one of the leading categories, the most actively discussed by domestic and foreign scientists and practicing scientists of management. This situation describes, firstly, the sharp increase in competition against the background of the downturn in economies and most countries of the world, and secondly, the role played by the organizational culture of the enterprise in achieving its goals. On the one hand, culture is a source of information about generally acceptable and unacceptable behavior, what we expect to know about certain actions, management style, and employee social relationships. It provides an opportunity to explore the organization more broadly from the middle, striking a balance between the individual and the general interests of employees. The organizational culture of enterprise clearly defines great forks and regulations which formed relations between employees vertically and horizontally, and attitude to the customers, clients, sponsors, stakeholders and others. Analyzing the experience of leading domestic firms directing effort (mental and physical) in collaboration with necessary material and immaterial resources on the development of organizational culture of enterprise enhances competitive's advantages, including by creating a unified system of adoption in management decisions. However, inadequate study of the organizational culture as a whole or of its individual components causes unpredictable consequences and results down to disintegration, loss of control over the production process, financial flows, and in the worst cases, bankruptcy. So, after analyzing all the above listed we note the importance of the study claim practical and theoretical aspects of the abovementioned problem of formation and development of organizational culture of the enterprise.

Target setting. The representation for comprehensive scientific discussing of the research results effectively implementation the model of organizational culture of enterprise in all contexts and determine its impact on the functioning of enterprises.

Analysis of recent research and publications. This issue was the focus of leading foreign and domestic scientists, among whom should be distinguished N.Ya. Pitel¹, V.P. Kukoba², V.A. Anischenko³, L. A. Pashko⁴, K.O. Lopukhov⁵, A. A. Rozkoshna⁶ and so on. Researching the works of leading scientists of the world and analyzing the results of monitoring of culture at enterprises, it should be noted that the issue

¹ Пітель, Н.Я. (2012). Корпоративна культура підприємства в умовах глобалізації. *Інформаційна економіка*, 6, 62-65.

² Кукоба, В.П. (2016). Упорядкувальний аспект організаційної культури підприємства: сутність, складові, основні атрибути. *Стратегія економічного розвитку України*, 39, 20-30.

³ Аніщенко, В. О. (2009). Роль корпоративної культури у прийнятті управлінських рішень. *Актуальні проблеми економіки*, 3, 64-71.

⁴ Пашко, Л. А. (2003). Організаційна культура як передумова ефективності управління людськими ресурсами. *Вісник НАДУ*, 3, 170-176.

⁵ Лопухова, К.О. (2010). Вплив корпоративної культури на соціальні процеси підприємства. *Вісник економіки транспорту і промисловості*, 31, 216-219.

⁶ Розкошна, О. А., Гордієнко, В. П., Матюшенко А. В., (2012). Корпоративна культура як інструмент ефективного менеджменту організацій. *Інноваційна економіка*, 9 (35), 96-99.

of improving organizational culture is relevant and needs formation and development. The development of any society or separate organization is determined first of all by the level of culture in this group of people, which is explained by their shared goals, ideas, values towards themselves and the environment, principles, approaches and levers for solving everyday tasks.

However, a unified approach to defining the essence of the concept of "organizational culture", the content of its components and the peculiarities of its perception by employees of organizations, institutions, firms, factories and enterprises have not yet been defined or developed. Without solving this problem, it is not possible to form an understanding of the relationships of organizational culture with other key elements of the company, in particular, its structure and incentive system, to develop effective measures for the implementation and improvement of organizational culture, to predict the development of other elements of the internal cultural environment in general (business culture, professional culture, commercial culture, business ethics, professional ethics, etc.).

Research result and discussion. The current state of the Ukrainian economy is characterized by economic transformations in the sphere of production, which requires improvement of the organizational culture of the enterprise. Therefore, special attention should be paid to improving the formation and development of the organizational culture of enterprises in complex industries with significant characteristics. At present it is not fully understood what constitutes the organizational culture of the enterprise, which segment and its activities as it is formed and developed.

In the general typology of the sedentary type of enterprise culture is organizational. It refers to the system of material and spiritual values that are accepted by the members of the organization, shape their relationship to themselves, the organization and the environment and reflected in their behavior and actions to achieve the goals of the organization. Behavior is considered by many scholars to be the only basis for more or less correct conclusions, since it, unlike motives, intentions, even words, can be objectively observed. Employees are the bearers of the organizational culture of the enterprise. But in an organization with a culture already formed, it seems to separate itself from the people and become an attribute of the organization, its part, which has an active influence on the members of the organization, their behavior in accordance with those norms and values that form its basis. The organizational culture of the enterprise regulates interpersonal relations in teams, relations between management and subordinates, the nature of relations with the external business environment of the organization, as well as activities in the technological environment. It finds coverage in the strategies and structures of enterprises and organizations, management principles, which in turn are seen as tools of organizational culture. Therefore, if culture plays a particular role in the life of an organization, then it must be the subject of close attention by top management. Management not only meets the organizational culture of the enterprise and highly dependent on it, but may in turn have an impact on its formation and development. To do this, managers must be able to analyze the organizational culture of the company and influence its formation, strengthening and further development in the desired direction of the company.

At present, it is quite important that almost every successful company has its organizational culture – a set of the most important provisions of the organization's activities, determined by the mission and strategy of development, which are reflected in the social norms and values of most employees. Such a culture distinguishes an organization, creates an atmosphere of identity for its members, enhances social stability and is a controlling mechanism that guides and shapes employee attitudes and behavior.

The organizational culture of the enterprise allows to solve two key problems: to establish optimal relations of the enterprise with the external environment (external adaptation) and to promote stable and productive work of staff on a partnership basis (internal integration). Due to their specific functions and orientation (positive or negative), the organizational culture of the enterprise can significantly influence the work behavior, motivation of employees' self-development, as well as the degradation of the work potential of the enterprise. Thus, in terms of the depreciation of many social values and human reasons, the appearance of distrust most of the working population in the state, organizations and employers brewing urgent need for a meaningful system formation models of organizational culture of the company, which would have raised the effectiveness of the role of human factor positive influenced the development of its qualitative characteristics and motivated the high quantitative and qualitative results of professional activity of employees of companies.

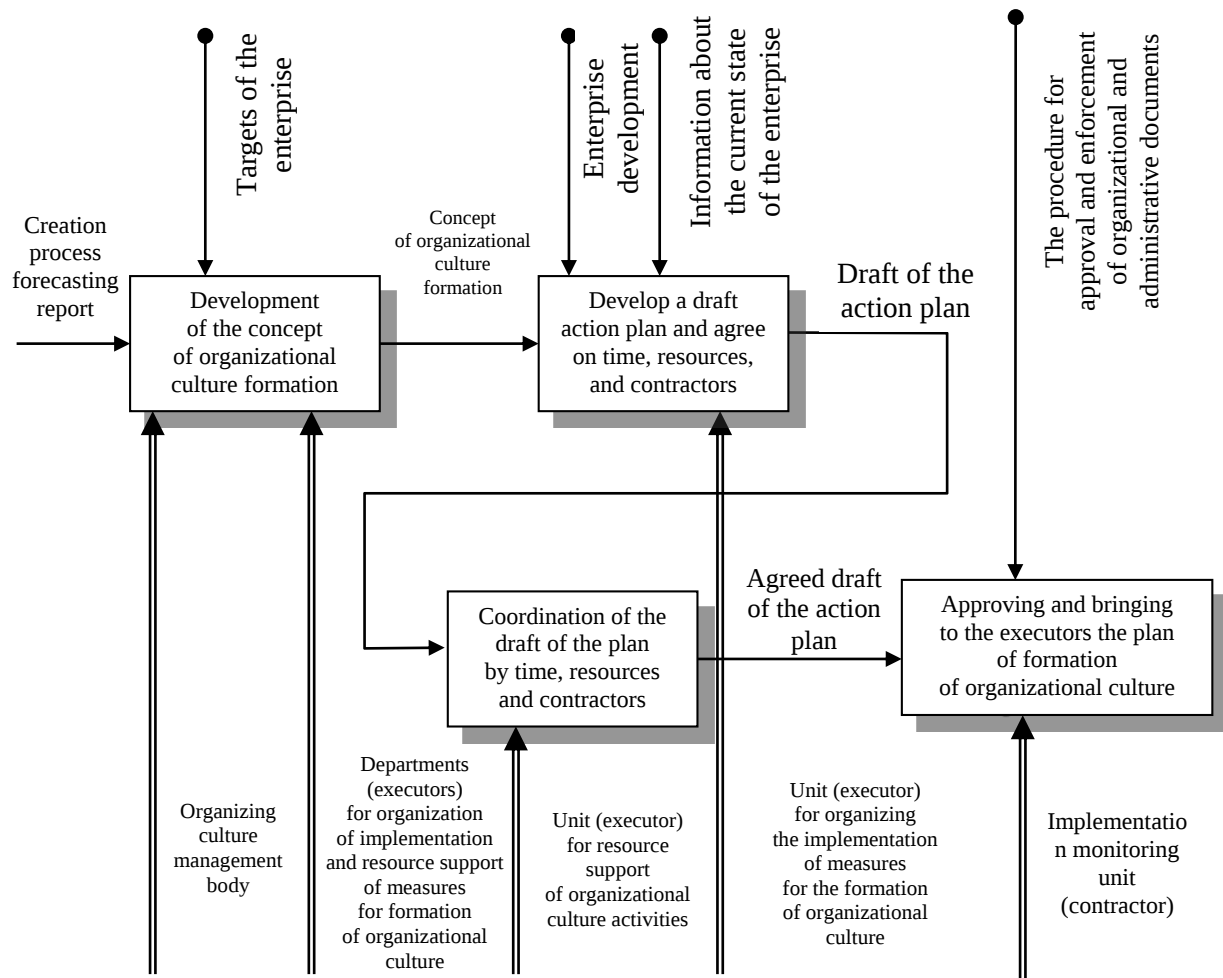
The decisive role in the effective economic maintenance of the functioning of the organizational culture is played by the order and sequence of the works - the organization of execution of the formation procedures. Since the scientific and applied literature and descriptions of scientific researches do not specify the ways and methods of organization of works on formation and further development of organizational culture of the enterprise, in addition to the procedures for determining corporate and business culture during the creation of the enterprise, this part of the work will pay attention to the aspects of rational organization of work execution,

formation and development of organizational culture of the enterprise. The main and directions of actions for forming the organizational culture of the enterprise are defined by us: works on forming the organizational culture at the enterprise and a set of works on the development of organizational culture at the enterprise.

Actions of formation of the organizational culture of the enterprise that describe aimed at determining the real extent of spread and penetration depth organizational processes, implementation of procedures to enhance the activity of the positive impact of organizational culture manifestation and expansion of areas of its distribution - the direction " formation of organizational culture in the company";

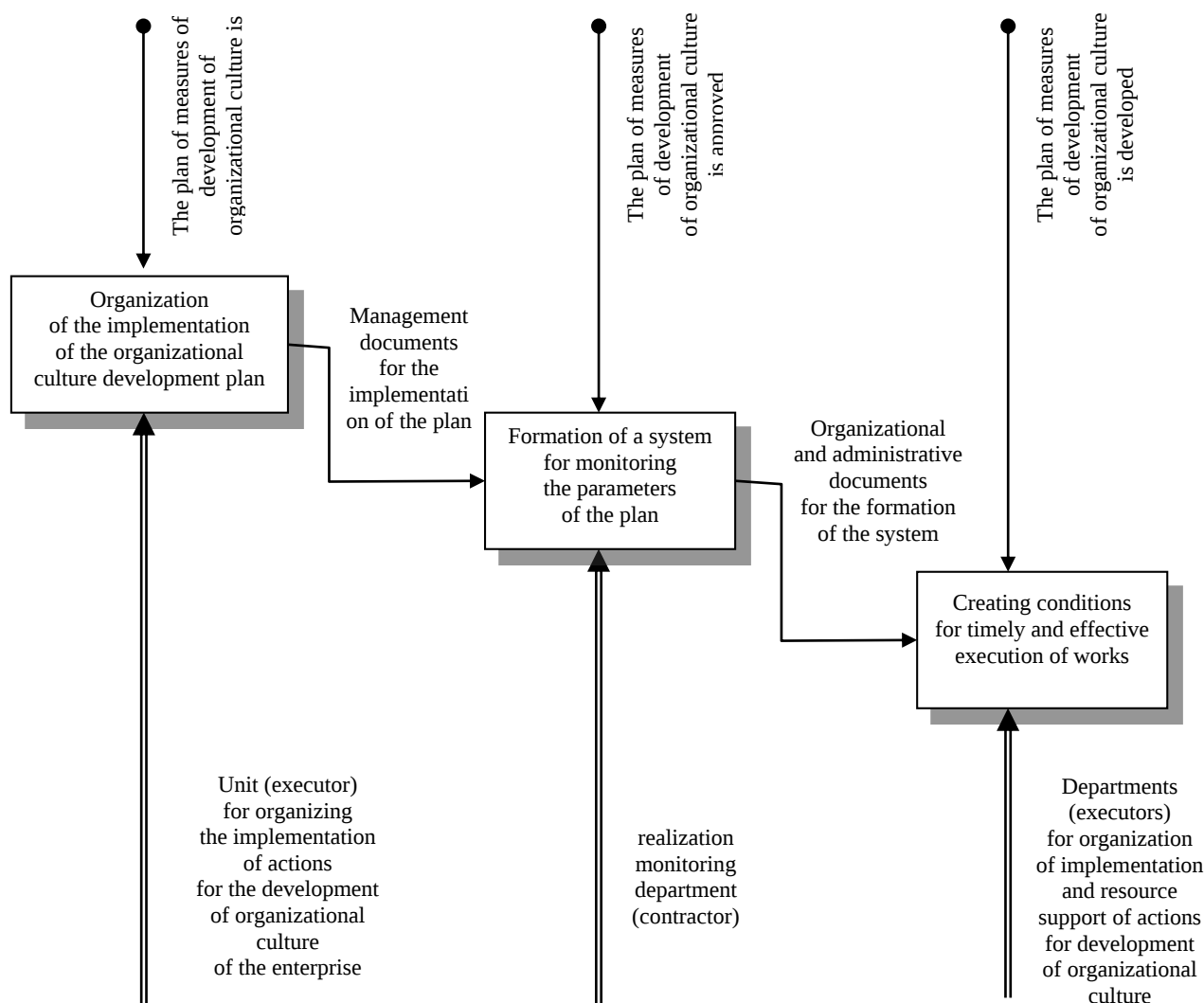
With the amount of actions on the development of organizational culture at the enterprise carried out in the framework of the extension of procedures of organizational, technical and financial-investment direction, and in the presence of effective results the extension of procedures of local and general direction for the enterprise - the direction of "Development of organizational culture at the enterprise".

Compressed by the number of stages (complexes of work), but the most innovative and one of the most time consuming is the process of developing measures for the formation of organizational culture in the enterprise. Within this framework it is necessary to develop and approve the concept of creating activities in the directions. On the basis of this concept a project plan for the formation of measures should be developed, coordination of its components in time, according to resources and contractors. The developed project plan should be approved by the management and communicated to the executors of the organization in the order established by the enterprise. A generalized model of the process "Development of measures for the formation of organizational culture at the enterprise" in graphical form is presented in Pic1.1.



Pic. 1.1 Graphical representation of the model of the process "Development of measures for the formation of organizational culture in the enterprise"

The process of implementing the plan's activities is an active phase in the formation and further development of organizational culture of the enterprise. It organizes the implementation of the organizational culture development measures at the enterprise, to form a system for monitoring the parameters of the implementation of the destabilization prevention plan under the influence of various manifestations or processes, as well as to create conditions for timely and effective implementation of the organizational culture development plan. The model of the process "Development of organizational culture in the enterprise" is presented in Pic. 1.2 in graphical form.



Pic. 1.2 Graphic model of the process "Development of organizational culture in the enterprise"

The final stage of forming a model of organizational culture at the enterprise is the procedure of its implementation. The sequence of work on the implementation of the organizational culture of the enterprise is sufficiently differentiated and depends on the state of the enterprise itself, the method of implementation of the system, the composition of participants in the implementation processes, etc. In view of this, we summarize the existing practical approaches to the implementation of different organizational systems and proposed the following sequence of works: 1) the situational analysis of the enterprise; 2) the determining the composition of management decisions to be adopted (approval); 3) the setting limits on the costs of time, money, material and labor resources; 4) the planning the implementation of management decisions in time and space; 5) the realization of implementation procedures in accordance with the decisions taken; 6) the control of performance of works on implementation of decisions; 7) the analysis of the results of the

implementation works; 8) the assessing the effectiveness of implementing the appropriate model of organizational culture of the enterprise; 9) the making decisions on adjusting the implementation work. A graphical interpretation of this algorithm is presented in Pic. 1.3.

The first stage of the implementation works provides analysis of the company as a whole. In the process of this determine its directions of activity, scale of production, status and level of utilization of the potential of the firm, availability and sufficiency of material and intangible resources, level of organizational culture, activity and orientation of environmental impact, etc. After the analysis with and its results a report is prepared that provides information on the status and prospects of the organization's development in the near term.

In the second stage and implementation work is planned to develop a set of design solutions that can effectively introduce a new system of management of organizational culture in the real environment of a particular enterprise. At this stage, the composition and content of such decisions are determined, as well as their selection and approval of the most reasonable ones for the further development of organizational culture.

In the third stage, restrictions are put on the use of material and immaterial resources in the implementation of design decisions. Considering that the most scarce resources are first identified and based on this choice, the cost levels of other resources are modeled. In our view, particular attention should be paid to time, manpower and financial resources when imposing restrictions on implementation resources.

The planning and realization of the implementation operations (the fourth and fifth stage of the stage) should be carried out in accordance with the approved regulations of the implementation works, as it is controlled within the stage of "Control of the execution of works in the implementation of design decisions".

At the beginning of the implementation of the design decisions of the organizational culture management system, it is advisable to train staff who will perform new management procedures. It will provide timely adaptation of the system in real conditions of the enterprise in the short term. Methods of personnel training, professional development and ways of their realization are chosen by the firm independently, on the basis of its available resources.

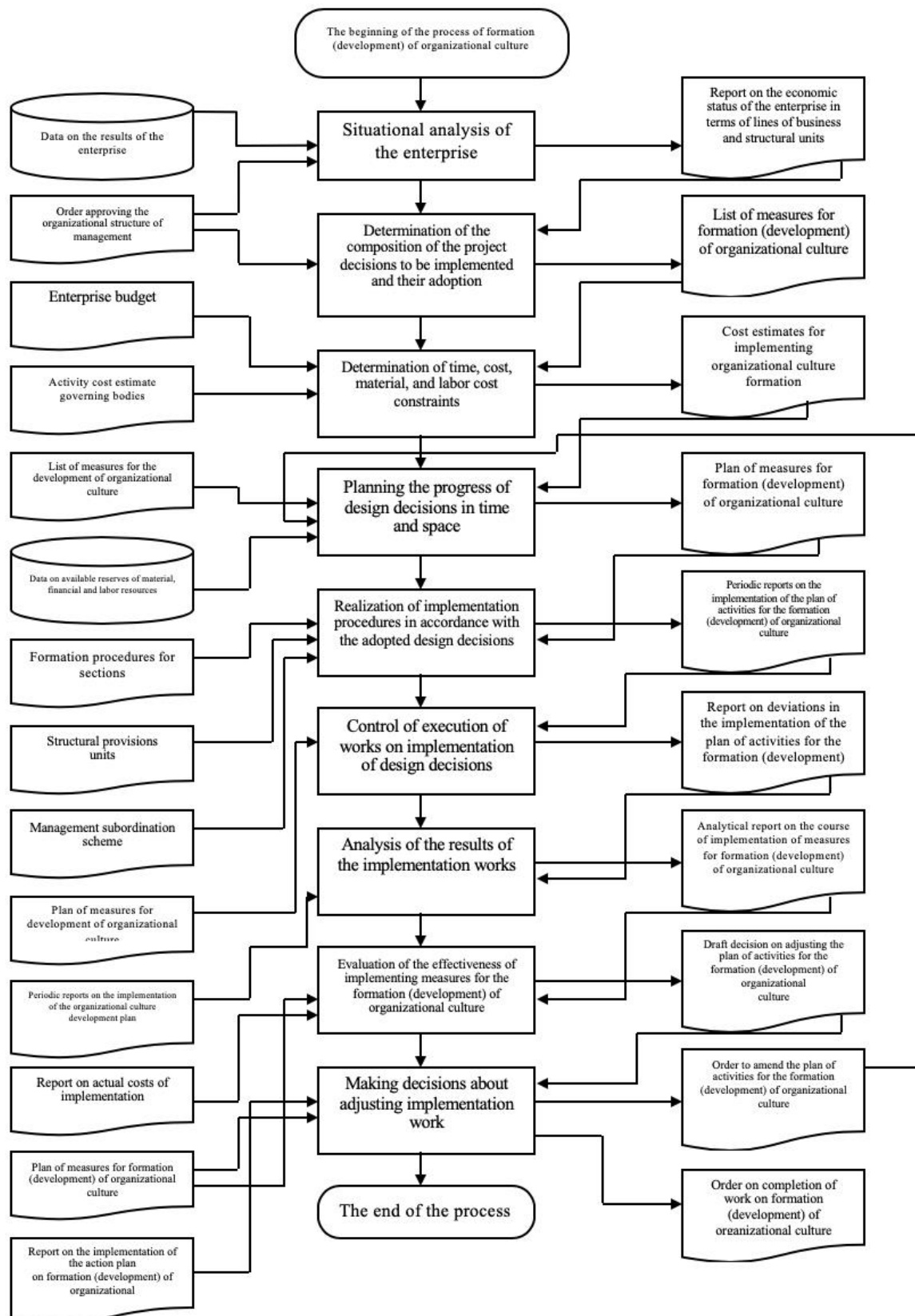
When implementing the components of the organizational culture management system, it is necessary to identify the relationships between them, as well as formalize and optimize the subordination of the elements of the system. In a formalized way, the interconnections and subordination of the elements of the organizational culture management system are represented in the organizational structure.

The appropriateness of the implementation activities to the goals and objectives of the procedure for implementing the organizational culture management system is determined at the control stage. To ensure the systematic and regularity of the controls, the timing and procedure for carrying out the control measurements should be pre-determined. It is advisable to determine the terms and procedure of control over the implementation of the organizational culture management system in the control charts and grid schedules of the implementation of the implementation works, which are developed individually for each enterprise.

The key consideration in implementing the organizational culture formation (development) system should be to analyze and evaluate the effectiveness of the implementation work and management system. For this purpose it is necessary: to carry out horizontal and vertical analysis of indicators of activity of the enterprise, the level of organizational culture; the effectiveness of the elements of the control system; diagnose the condition of components and the system in general; analyze the stability of systems and the like.

Conclusions. Evolution of types of organizational culture is directly related to the development of social and labor relations. Strategic implementation of management of modern models of organizational culture is the most effective way of transformation of social and labor relations in enterprises.

The article proposes a fundamentally new technology for the formation and development of an organizational model of organizational culture that is optimal for the enterprise, which includes the following main stages: 1) the development of a strategy for the formation and development of the organizational culture of the enterprise; 2) the determining the best option for the process of forming and developing the organizational culture of the enterprise; 3) the technology marketing; 4) the choice of mechanisms of realization of formation and development of organizational culture of the enterprise; 5) the implementation of legal and logistical operations of formation and development of organizational culture of the enterprise; 6) the administration of business processes after formation of organizational culture of the enterprise. A detailed description of the main works for each of these steps is provided. To streamline the sequence of implementation of the projected processes, to regulate the information exchange between their participants and to determine the ways of interaction of these participants, these procedures are formalized in the form of a model of organizational culture of the enterprise and a model of development of organizational culture of the enterprise.



Pic. 1.3. The algorithm of the process of formation (development) of organizational culture of the enterprise
(developed by the author)

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