

# EVALUATION OF ORGANIZATIONAL CULTURE ON THE ENTERPRISES OF UKRAINE

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Today, the organizational culture of the enterprise becomes a management phenomenon because it affects the formation of its development strategy. Modern management betrays the meaning of study and research problems of organizational culture as well as the formation of the correct corporate spirit of the company increases the efficiency and competitiveness, which is responsible for the relevance of the research.

Among the domestic and foreign scientists who studied the culture of the organization and its types should allocate Weber, A. Vihanskogo, M. Vinogradski, I. Gurov, Emile Durkheim, V. Vesnin, F. Hedouri, Milton R., A. Naumov, Parsons, J. Palekh, T. Peters, G. gull, L. Shmorgun and others.

The purpose of article of research is definitions of the basic types and elements of organizational culture taking into account their realization at the domestic enterprises.

Classification of organizational culture is an extremely important aspect of its analysis as to determine the types of organizational culture determines the efficiency dimension of culture, therefore, and management.

As is common for all characteristics can be identified that almost all popular theory or were based on empirical research (this can be considered a manifestation of "intangibility" organizational culture), or were subsequently tested for practical applicability. In any case, based on the efficient and proper identification of the type of culture of the organization, managers can use the methods and technology dimensions of culture (calculations, description of calculations, grading results with recommendations) and use them in practice.

Classification of elements of organizational culture is carried out by various characteristics, and usually depends on the aims of the research. "Reactive" part of the culture of the organization – that part of it that is divided into elements according to the sources of origin and forms of organizational culture. Then the "proactive" elements of culture are considered to be its carriers - individuals, groups and subgroups of individuals.

For the description of the form of display of organizational culture some authors address to such categories, as traditions, perceptions of a reality, time and space, the form leadership of the organization and others. Since both the source and form of display of organizational culture is directly linked to the process of reproduction of culture, and those and other elements constituting the variety organizational culture often considered together.

For example, these classic theories of organizational cultures, as T. Dnya and A. Kennedy, the basic elements of culture called the business environment, values, heroes, rites and rituals, as well as a system of cultural communication [1].

Depending on the character of influence of organizational culture it is possible to allocate "positive" and "negative" culture of the organization for the general productivity of activity of the enterprise.

"Positive" culture, by definition, promotes the effectiveness of the enterprise or its development. It allows employees to combine into a single team to achieve business goals, helps to increase productivity, enables a system working effectively moral incentives, because it is based on the major industrial aspirations of man, to achieve perfection in some case (motivation of achievement), to influence others people (orientation and power), to be recognized.

The basic idea of the organization of culture-positive "All together to success." At such a venture interests of one man coincide with the interests of the organization, there is a command focused on success. With this organization of life of an enterprise presence regulating the behavior of employees, instructions, rules and regulations is unnecessary. Even their new employees learn quickly.

Staff are always aware of particular organizational culture and can clearly describe a positive impact on its operations, development and prosperity of the enterprise.

Certainly, companies in which it is realised a "positive" organizational culture is cultivated, much more efficient use of human resources.

The basic needs of employees that must be considered when creating incentives to work effectively:

- a) employees want to have an idea about your company and proud of it;
- b) workers need respect from management;
- c) employees strive for creative work, seeking to make a personal contribution to the achievement of the company;
- d) they need to particularly well executed work has been manager;
- d) they want to advance in employment;
- e) and, finally, the most important thing - the employee wants to communicate with him as a person and not as a unit of productive labor.

"Negative" culture interfere with effective functioning and development of the enterprise.

Most businesses are addicted to form or not paying attention to the purposeful development of organizational culture [2].

Thus, managers of Ukrainian enterprises, responding to a question about the status of organizational culture, begin to transfer the trappings (office style clothes, birthday greetings, issue of corporate newspaper, flags, and so on. D.). But rarely, who could say how the employees of his company informed of about perspective, as well as the immediate objectives of the enterprise, methods of stimulating individual employees for successes in work, the main principles of work with clients, effective methods for business meetings, used for solving business problems.

Norms and rules of conduct in the enterprise can be called only if a positive organizational when they are accepted by all, understood as suitable for the

common cause. Otherwise introduced rules lead to a significant loss of time, effort and bring negative results [3].

Managers of modern Ukraine, irrespective of whether they work in the state, mixed, or market sector, the problem of formation of organizational culture as one of the most important defining directions of successful development business. But, while little has been done in this direction, because the leaders of the domestic enterprises are more concerned with the speed of work at minimum cost than by initiative of subordinates based on additional incentives. Imperfection of the legal framework of Ukraine, the lack of a developed system, a well-established culture and a clear mechanism for implementation. Of standard contracts as transmission channels of the transaction, also leads to certain violations of the formal rules laid down by the authorities, and provides the ability to break those informal norms prevailing in the business environment. For example, managers of domestic enterprises by all means try to "bypass" the formal rules or laws or contracts and "substitute" partners or customers, violate the rights of shareholders. An evasion from payment of taxes happen at every step. In other words, informal institutions have more value than formal. That is why the development of Ukrainian enterprises does not acquire the necessary balance, as each element of managing working on their own interests rather than the interests of the company or the economy as a whole

To overcome this disproportion, it is necessary to enhance the role of ethical problems, namely through the institution of organizational culture at the enterprise.

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