УДК 658.3:331.1

Factors of influence on the efficiency of corporate culture

Veretennykova Hanna, PhD in Economics, Associate Professor of Management, Logistics and Economics, *Simon Kuznets Kharkiv National University of Economic,* ann.veretennykova@gmail.com

Kozlova Inna, lecturer at the Department of Management, Logistics and Economics, Simon Kuznets Kharkiv National University of Economic, innes727@gmail.com

The effective operation of the organization requires use of responsible and proactive employees, who are highly organized, striving for labor self-realization of the individual. Development of new forms and methods of motivation and stimulation will allow to form such workers. One of the most important factors in the formation of a modern intangible system of staff motivation is the corporate culture of the enterprise (CCE). The prospects for the formation of a system of corporate values is due to the growth of competition under the influence of globalization processes.

The purpose of scientific work is to present the results of generalization of the theoretical provisions of the definition and essence of the CCE, the factors influencing its effectiveness in modern business.

The problems of the CCE in modern society have become of interest not only to researchers but also to company executives. As noted by Tsitsarova V. this is due to the position of society: it has stopped ignoring the ways in which business succeeds, CCE is studied by Mironova N.[1], Ermishina E.[2], Yermolov Yu.[3], Khashaeva S. [4], Medvedeva E [5].

Summarizing the views can be identified, some researchers believe that corporate culture - is the norms and values that are shared by an absolute majority of members of the organization or enterprise, as well as their external manifestations (organizational behavior). Some authors believe that the CCE is a model of behavior

within the organization, formed during the operation of the company [6]. As noted by Shelyapin V. and Fedotova G., the presence of an established corporate culture allows us to conclude that the company's employees are fully aware of its goals and ideals, and are able to perfectly follow its rules and regulations [1].

According to Tsitsarova V., modern organization can not be limited to any specific type of corporate culture, because the approach to each department and the individual must be different [2]. In our opinion, the CCE is a set of behavioral patterns that are acquired by the organization in the process of adaptation to the external environment and internal integration, which have shown their effectiveness and are shared by the majority of team members. An ideal CCE is one that suits a particular company over a period of time and adapts well to change.

The CCE is based on the philosophy of the enterprise, which determines the general vision of its development, the model of relations in the external and internal environment; the CCE consists of a certain system of values, norms, rules, traditions and principles according to which employees live; accepted symbols, organizational taboos, rituals, appearance of staff, design of the workplace. The creation of corporate culture is also directly influenced by the style of leadership, the system of penalties and incentives.

The CCE should be considered as the strongest factor that unites the employees of the organization around a common goal, value orientations that ensure commitment to the common cause, makes the team cohesive. Corporate culture forms the external image of the company, creates its image, plays a significant role in solving problems related to social management based on cooperation, determines the dynamism of production and social processes and adaptability to innovation, stimulates positive self-organization [4]. An organization with a well-formed corporate culture has a market reputation, attractiveness to business partners, shareholders, potential employees, increases staff loyalty, which is especially valuable in a crisis, reduces staff turnover.

The main factors influencing corporate culture can be divided into two groups: internal and external.

The group of internal factors includes: the level of qualification and education of employees, traditions, myths, legends, communications and contacts, personnel policy and management system [7], motivation, customer identity and leadership style, working conditions and technology, moral and psychological climate and readiness for change, life cycle stage, norms, standards and ethics.

The second group includes: innovation processes, intellectualization of labor, consumers, economic processes in the country, globalization and internationalization, national culture and mentality, political situation, legal systems. Given the current circumstances of doing business, external factors must also include the epidemiological situation.

Given the great influence of external factors and the inability of business leaders to resist them, it is important to strengthen their position by improving internal factors. Conditions of a pandemic, remote work demanded development of new and improvement of old systems of motivation. Managers should cultivate the culture of their company to help people stay focused on the most important initiatives in quarantine, directors need to ask what their company stands for, making difficult decisions in the face of problems [8].

COVID-19 made it clear that leaders must be responsive, democratic and cooperative. Companies should reconsider the need for an eight-hour workday, and instead of long working days, more attention should be paid to productive workdays, when the quality of work is valued more than quantity. Leaders, managers, and organizations in general need to strengthen their empathy and listening skills to support employees at many levels. We recommend that managers maintain mental health in the workplace and encourage employees to engage in regular physical activity. It is critical to give people the freedom to work and rest at a time convenient to them.

Thus, the existence of the CCE is an important condition for the effective operation of the enterprise. Its formation is influenced by internal and external factors, which in some cases are impossible to predict. In such unstable conditions, the best strategy for market players is to be proactive and try to create the future with

their own hands, regardless of external conditions. Management needs to listen to its employees and look for a balance between remote work and office, management should trust employees more and control not people but tasks.

Literature

1. Миронова Н.А. Синергия корпоративной культуры и мотивации персонала предприятия. Московский экономический журнал. 2019. № 8. С. 531-534.

2. Ермишина Е. Б. Корпоративная кульутра как основополагащий фактор успешного развития организации. Научный вестник ЮИМ. 2017. № 1. С. 56.

3. Ермолов Ю. А.Корпоративна культура предприятия как ресурс и инструмент управления мотивацией персонала. Социально-экономические явления и процессы. 2013. №8(054) С. 45.

4. Хашаева С.В., Медведева И.В. Корпоративная культура в организации. Актуальные проблемы гуманитарных и естественных наук. 2014. С. 1.

5. Организационная культура. Энциклопедия производственного менеджера: веб-сайт. URL: https: http://www.up-pro.ru/ (дата звернення: 04.10.2020).

6. Лебедева Т.Е., Виноградова С.А. Особенности формирования корпоративной культуры туристской организации. Московский экономический журнал. 2019. № 8. С. 555-556.

7. Зеркаль А. В. Особливості формування корпоративної культури у галузі машинобудуванняю. Ефективна економіка. 2012. № 3. С. 1-3.

8. How is COVID-19 reshaping company culture? Workspace : веб-сайт. URL: https://www.workspace.co.uk/ (дата звернення : 04.10.2020).