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FEATURES OF MODERN CORPORATE CULTURE OF ENTERPRISES

Nowadays , one of the effective resources of enterprise management is its corporate culture. Creating a corporate culture, its implementation and development could contribute to the achievement of the long-term and operational goals. The set of corporate values, developed in accordance with the strategy of the enterprise and the wishes of the staff, in parallel with the development of the system of material and non-material incentives, allow to form the loyalty and involvement of employees, their interest in the growth of the economic results of the enterprise, the readiness to withstand both internal and external threats. Strengthening the interaction of internal processes at the enterprise, corporate culture is a factor influencing its image, determines the reliability and ethics of relations with partners, suppliers, consumers, even with competitors. The competitive advantage that is formed in the process of interaction of personal and organizational interests, norms and ideals is unique, which cannot be copied, but it is not stable. The inconstancy of the external environment, professional, emotional and social development of personnel, the history and experience of enterprise functioning determine the need for permanent improvement and development of corporate relations, taking into account new needs and opportunities.

Thus, monitoring and analyzing of the main trends in the corporate culture development at the global and national level are a prerequisite for timely operational adaptation and use of ready-made tools in the practice of specific enterprises.

Analysis of the Internet environment in the field of business allowed us to identify the following trends in the development of corporate culture.

1. Formation of an involved employee, which is a proactive loyal one who is interested in the success of the enterprise. The main characteristics that are characteristic of such personnel. it is advisable to define it as a sense of personal significance for the company, the use of a creative approach to solving problems, the desire to expand the area of responsibility, self-improvement (emotional and professional), initiative and focus on achieving goals. Obtaining positive results and successful self-realization for such an employee provide positive psychological achievements that form internal motives for increasing labor productivity. The concept of creating an involved employee is the formation of a certain environment in which he gladly reveals his professional, creative abilities. The main components of such an environment are strategic leaders who respect and value the employee's contribution; operations managers, who allow subordinates to expand their area of competence; the presence of values that are adhered to, and not regulated; the ability to comment, to suggest, to discuss.

2. Ensuring work-life balance as the productivity of a tired worker decreases. Foreign employers have tried to diversify their workplaces by creating outdoor areas that are not standard for the office environment, but such innovations cannot completely replace the life of workers outside the enterprise. So, today attention is paid to such opportunities as a flexible schedule, regulated by the time of using corporate mail, tracking compliance with time norms, additional leave for certain achievements, which allows you to "reboot"; working space zoning, specialized trainings in emotional intelligence, time management, various meditation practices. Stress-freeness and a sense of well-being are also supported by an "open door" policy that provides easy communication, feedback, and encouragement of healthy lifestyles.

3. Personal development and efficiency of employees involves the use of an individual approach to: defining directions of professional skills improving (coaching, mentoring, self-study) and identifying individual factors that determine the effective activity of employee (working hours, working conditions, workplace). The development of personal growth plans will define the choice of the most most appropriate methods of personnel management. Staff participation in the plan development increases their responsibility, persistence in the process of obtaining and developing skills. The goals, deadlines, stages and directions should be under the control of the employee and his manager. The employee understands that the company, investing money in him, appreciates him as a professional. In turn, such an attitude to personnel is an additional tool for building loyalty to the company

4. Virtual office is becoming common.On the one hand, the enterprise can reduce administrative costs, on the other hand, the employee can choose a comfortable location and time for performing their professional duties, solving assigned tasks. This approach to organizingthe business processes requires focus on the results obtained, there is no need to control working time. Employees who choose such conditions of cooperation must have such qualities as self-awareness, self-discipline. Despite these advantages, the leaders of such organizations direct their efforts to develop a sense of culture, the identity of the organization, organize communication between

participants and teams. Particular attention is paid to employee development and team building programs.

5. Diversification of team members. This attitude in the formation of the command staff is due to the need to consider the problem from different sides. The presence in the team of participants of various functional areas allows you to form a comprehensive vision of the situation. Involvement of specialists of various profiles in team work allows you to generate more ideas, develop alternative ways to solve the problem. The use of such teams within the same enterprise in parallel with the development of the team contributes to the development of each team member. Leaders of organizations aim to create a culture in which employees are willing to take responsibility and work together to achieve the desired result; to raise team spirit, motivates all employees to improve their skills; to introduce people from different departments.

6. Reducing the levels of hierarchy allows enterprises to be flexible, allocate resources more efficiently, and quickly respond to changes in the external environment. The matrix organizational structure of the enterprise provides that the employee cooperates with several managers, causes the emergence of communication problems. In this case, it is advisable to implement between functional team training.

The revealed tendencies indicate that the majority of enterprise managers realize the need to shift the priority of attention with the pleasure of consumers to the formation of an involved employee. The criterion for the success of the functioning of enterprises is now considered personnel, since the level of their involvement determines the results of their activities.

The study analyzed the readiness of domestic enterprises to implement the main tools for the development of corporate culture within the identified trends.

Analysis of the results indicates an average level of readiness to implement changes in the corporate culture as a whole, but a detailed examination of each innovative direction revealed negative trends in the lack of flexibility in the personnel management policy and ignoring changes in the external environment on personnel issues. A low level of readiness for change is observed in such directions as " balance between work and personal life" (40% of enterprises) and "personal development and efficiency of employees" (49% of enterprises), which is due to the policy of maximizing profits while minimizing costs: labor resources are considered only as means of production, the use of which should bring the expected financial result. The most of the enterprises (73%) in the direction of "Reducing the levels of hierarchy" have a high and very high level of readiness, it should be noted that this group did not include representatives of the public sector. A structural analysis of groups of enterprises in each direction confirmed that it is state and utility companies that are not flexible, the bureaucratic (hierarchical) aspects of their functioning are stable, which does not allow creating additional competitive advantages or increasing the consumer value of services or goods. Representatives of small and medium-sized businesses in conditions of negative development of the external environment (political crisis, epidemic circumstances, economic instability) have a positive attitude to innovative changes, which are characterized by minimal funding (virtual office, diversification in teams, decrease in hierarchy levels). Awareness by the majority of managers of the feasibility of developing corporate culture at domestic enterprises in accordance with global trends and attempts to introduce innovations into practical activities are considered, it is faced with the negative influence of factors of both the internal and external environment of the enterprise, which interfere or delay the implementation of innovative measures to develop corporate culture.

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