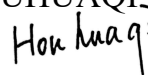

V. N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Educational and Research Institute “Karazin Business School” Department of
Management and Administration

MASTER’S THESIS

Title: “The Influence of Organizational Culture on the Manager's Behavior”

Completed by 2nd year student,
Group M-64,
Specialty 073 “Management”
Educational and scientific program
“Business administration”

HOUHUAQI


Supervisor: Sergiy BERENDA,
PhD (Economics)



Reviewer – Roman KOVALENKO



MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

V. N. Karazin Kharkiv National University

Educational and Research Institute “Karazin Business School”

Department of Management and Administration

Graduate degree Master

Specialty 073 “Management”

Educational and professional program "Management"

APPROVED BY

Acting Head of the Department



Viktoriya TRETIAK

signature

Name, LAST NAME

October 17, 2023

TASK

TO MASTER THESIS

HOUHUAQI

(last name, name of the student)

1. Title

The Influence of Organizational Culture on the Manager's Behavior

Supervisor: Sergiy Berenda

_(last name, name, degree, academic rank)

Approved by the order of the university from February 29, 2024 № 4501-5/589. The term of the student's submission of thesis on April 25, 2024

3. List of issues that need to be developed

- Analyze the theoretical basis of organizational culture;


- Reveal the essence and significance of organizational culture for modern organizations
- Identify the components and mechanisms of effective organizational culture;
- Analyze the overall characteristics of XIAOMI company;
- Conduct research on XIAOMI's organizational culture;
- Analyze the various impacts of organizational culture on XIAOMI;
- Propose suggestions and practices for improving XIAOMI's organizational culture.

4. Work plan

| | |
|----|---|
| 1 | Approval of the thesis content |
| 2 | Preparation of the thesis' first section |
| 3 | Completion of the first section according to the supervisor recommendations. Writing the thesis' second section |
| 4 | Completing of the second section according to the supervisor recommendations. Preparation of the thesis' third section |
| 5 | Completing of the third section according to the supervisor recommendations. Preparation of a report for a scientific conference with a presentation of the main results of the thesis |
| 6 | Writing of the introduction, conclusions of the thesis. Making references list |
| 7 | Submission of the thesis to the Department of Management and Administration |
| No | Stages of work |

5. Date of assignment issue April 11, 2024

Student Hou huaqi HOUHUAQI
signature Name, LAST NAME

Supervisor  Sergiy Berenda
signature Name, LAST NAME

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INTRODUCTION

In the context of modern global management, it is generally believed that any form of management activity involves the shaping and integration of processes, people, and various organizational cultures. Insights stem from the realization that advanced technologies designed to drive organizational innovation, especially people management, cannot be truly mastered without a deep understanding of the organizational and cultural foundations. This type of technology not only reveals the development context and operating mechanism of the organization, but also deeply explores the internal logic of human behavior to adapt to a multi-functional and dynamically changing environment. Leaders in modern business and production fields have regarded organizational culture as a powerful strategic resource that can help them effectively guide employees to follow the organization's overall goals, stimulate the enthusiasm of all employees, and optimize internal interpersonal relationships. They are committed to building an organizational culture that is recognized and supported by all employees. However, from a historical perspective, organizational culture, a powerful lever of personnel management, has not received due attention and effective use in the public service field dominated by Chinese society and national legal institutions. The reasons behind this status quo are complex and closely related to the inherent characteristics of personnel management in this field. These characteristics are reflected in: first, being limited to a power and public management system dominated by a single legal, organizational and functional principle; second, personnel management is strictly subject to laws, regulatory rules and budget regulations; third, its development direction and social effects Much depends on the social consensus itself. These factors obviously pose obstacles to the in-depth study and rational application of the phenomenon of organizational culture in the field of public services.

At the same time, there is a scientific view that "civil servants, as a social phenomenon, are a unique reflection of social ties and relationships, and an indicator of the humanization and humanization of the social order. That is, this phenomenon

reflects the social and the state's compliance with universal human values. This view further emphasizes the importance of organizational culture in the field of public services. It is not only a management tool, but also a reflection and measurement of social values.

Modern business managers regard organizational culture as an indispensable strategic tool. Its core goal is to drive all teams and individuals to work together toward a common vision, effectively stimulate the enthusiasm and creativity of employees, and ensure the achievement of organizational goals. They are committed to building and spreading a unique organizational culture so that every employee can deeply understand and actively practice it. A deep understanding of organizational culture can give us a more comprehensive understanding of the organization's structure, functions and market goals. Not only that, it also allows us to gain insight into the internal logic of organizational operations and the deep-seated reasons behind behaviors.

In organizational culture, those proven, most successful and practical modes of thinking, behavioral norms, decision-making mechanisms and interpersonal relationships are precipitated. These models are not only confirmed in the natural evolution of the organization, but also consolidated and improved through the conscious efforts of managers and owners. Based on this, we firmly believe that the cultural heritage of an organization (company) is essentially the core and most indispensable source of power for its economic development. Organizational culture not only penetrates deeply into the entire organizational structure at the vertical and horizontal levels, but is also a direct product of the vitality of the organization (enterprise). It is also an important factor in determining the key indicators of the effectiveness of the life activities of the organization (enterprise). Therefore, in the modern management environment, the precise positioning of organizations (enterprises) in society has become the core task and mission of management.

To achieve this goal, organizational culture is crucial as a set of principles and values that allows you to identify a given company and distinguish it from another.

It is this approach to management that makes it possible to create the necessary reputation for the company, and therefore to obtain significant advantages in the future, because in modern conditions, to ensure the success of the organization, the manager should focus not so much on "competition not so much between companies, but between their organizational forms and corporate cultures".

A significant step in the study of the theory of organizational culture was made by the works of well-known domestic and foreign scientists who developed the following theoretical and practical aspects of it: assessment and management of organizational culture (D. Denison, K. Cameron, R. Quinn, E. Shein, A. Voronkova, G. Zakharchyn); assessment of the impact of national characteristics on organizational culture and management of multicultural organizations (R. Lewis, F. Trompenaars, G. Hofstede); research of organizational culture as an important lever of personnel management (Y. Krasovskyi, T. Solomanidina, I. Ladanov, V. Spivak, E. Malinin, M. Doronina, N. Gavkalova, E. Khodakivskyi) and an essential factor of competitiveness and organizational design (O Dragan, V. Kukoba); study of organizational culture as a component of brand-integrated management (G. Tulchynskyi, E. Kapitonov) and a factor in the formation of intellectual capital (O. Butnik-Siverskyi, S. Shkarlet, I. Moiseyenko, G. Zhavoronkova).

The purpose of the work: the influence of organizational culture on the manager's behavior, on example of XIAOMI Company.

Based on the goal, the following **tasks** can be distinguished:

- Analyze the theoretical basis of organizational culture;
- Reveal the essence and significance of organizational culture for modern organizations
- Identify the components and mechanisms of effective organizational culture;
- Analyze the overall characteristics of XIAOMI Company
- Conduct research on XIAOMI organizational culture;
- Analyze the various impacts of organizational culture on XIAOMI;

-
- Propose suggestions and practices for improving XIAOMI organizational culture.

Object of work: organizational culture of XIAOMI Company.

The subject of the work: the influence of organizational culture on the behavior of the XIAOMI company manager.

The main results of the master's thesis are: after evaluating and diagnosing the organizational culture of the XIAOMI Company, it is possible to conclude about the existing shortcomings, which are related to the lack of structured, accessible documentation, as well as external factors. An unstable organizational climate is also characteristic of a number of elements.

The research methods used in this article mainly include survey method, PEST analysis method and SWOT analysis method. Use the survey method to conduct an on-site investigation of XIAOMI Company to obtain the required information, use the PEST analysis method to consider XIAOMI Company's macro environment and the external factors that affect it, and use the SWOT analysis method to analyze XIAOMI Company's strengths, weaknesses, opportunities and threats. The method developed in the work to assess organizational culture is based on the application of a sequential operating algorithm.

Practical significance of the obtained results: This study takes XIAOMI Company as an example to explore the impact of organizational culture on managers' behavior. It will not only help deepen academic research in related fields, but also provide useful guidance and inspiration for corporate practice.

Actual results: During the implementation process, XIAOMI organizational culture will be significantly strengthened by adopting and applying improvement suggestions. It plays an important role in shaping employee behavior and attitudes and guiding the development direction of company strategies. The work style of efficient execution will prompt XIAOMI to pay more attention to efficiency and effectiveness in project management, decision-making, problem solving, etc., Thereby improving overall operational effectiveness. In addition, by building a good

team communication and cooperation mechanism, team cohesion can be enhanced, and various departments and levels can work together quickly and effectively to jointly promote the rapid and healthy development of the enterprise.

Publications. Within the XIX INTERNATIONAL SCIENTIFIC AND PRACTICAL CONFERENCE «INTRODUCTION OF NEW TECHNOLOGIES TO IMPROVE EDUCATION» Rome, Italy, which was held on May 13, 2024, some results of the study on the topic "THE INFLUENCE OF ORGANIZATION CULTURE ON THE MANAGER'S BEHAVIOR" have been published.

The total volume of the document is 85 pages of printed text, includes 9 tables, 12 illustrations and 5 mathematical formulas. The bibliography contains 70 titles on 75 pages.

CHAPTER 1. THEORETICAL BASIS OF ORGANIZATIONAL CULTURE AS A MANAGEMENT TOOL.

1.1. To reveal the essence and significance of organizational culture for a modern organization

Globalization processes at the beginning of the 21st century. Cover all areas of human activity and significantly change views on the role and place of the state in modern society. The study of world practice makes it possible to identify the characteristic patterns inherent in an effectively functioning state apparatus and to determine the main directions of its evolution.

The modern global level of management assumes that the object of managerial activity in any field is, along with processes and people, organizational cultures of various types. "It is believed that mastering innovative management (personnel) technologies is impossible without mastering the basics of the organizational and cultural approach, which provides a comprehensive understanding of the processes of evolution and functioning of the organization, taking into account the deep mechanisms of human behavior in multifunctional and dynamic contexts. Modern leaders in business and production consider the culture of their organization as a powerful strategic tool that allows them to orient their employees to overall organizational goals, mobilize their initiative and improve their relationships. They strive to create such an organizational culture that all employees would understand and support". [1] Historically, it happened that such a powerful lever in personnel management as organizational culture until now in the sphere of public service as a social and state-legal institution has not received the appropriate attention of scientists and use in practice. The explanation of this fact is contained in all known features of personnel management in the field of public service, namely: it takes place within the framework of a single system of power and public administration on the basis of single legal, organizational and functional principles. In addition, personnel management is strictly regulated by laws, regulatory acts, the budget and is absolutely

socially conditioned. The presence of these factors certainly does not contribute to any initiatives regarding the in-depth study and proper use in the field of public service of such a phenomenon as organizational culture. At the same time, there is a scientific opinion that "civil service as a social phenomenon is a peculiar form of reflection of social ties and relations, an indicator of the degree of humanity, humanity of the orders in force in society, that is, it is a phenomenon that reflects the state of observance of universal human values in society and the state ". [2]

One of the most important factors for an organization or enterprise is organizational culture. That is, the reputation and authority of the enterprise, its success, will depend on how the mechanism of human relations in the internal and external environment will be established.

Despite a fairly large number of Western and domestic theoretical publications, there is no single view of the extreme importance of organizational culture.

The concept of "management" is used in various sciences. There are many definitions of this concept. According to the three main spheres of development of the objective world (inanimate nature, living nature, society), the main types of management can be distinguished:

- Management in non-living nature;
- Management in living nature; management in society".

Any management is a process of influencing the system to bring it to a new state or to maintain it in a certain mode. It should be noted that such influence is possible only when it corresponds to the objective laws or regularities of this system.

In general, management is characterized by the presence of the following components: [3]

- System and causal relationships between its elements or subsystems;
- Control subsystems and subsystems that are controlled;
- Control apparatus (a factor affecting the system).

The management process is characterized by the preservation, transmission, transformation of information, purposefulness, and feedback.

It should be noted that "in social management, the main components of the management subsystem and the managed subsystem are people - representatives of various organizations. Social management is understood as the influence on society as a whole or on individual units or links (production, socio-political and spiritual life, branches of the economy, enterprises, people) in order to ensure the success of achieving the goal. So, social management is a purposeful, planned and systematic informational influence of the subject of management on its object, taking into account and adjusting the changes that occur in the object. That is, the specificity of social management consists in the union of the subject (the managing subsystem) and the object (the managed subsystem). [4]

As mentioned above, in today's highly developed social background, regardless of the size of an enterprise or its business type, talent is undoubtedly the key to its core resources and competitive advantage. This is because, in the era of knowledge economy, the sustainable development ability, innovation ability and market competitiveness of enterprises depend to a large extent on the knowledge level, skills experience, innovation ability, teamwork spirit and professional quality of employees. Only by fully recognizing the importance of talents to enterprise development and effectively managing and rationally allocating them can enterprises ensure that they remain invincible in the fierce market competition. Therefore, modern enterprises pay more and more attention to the effective management of human resources and regard it as one of the important factors in promoting economic success.

Personnel "behave differently in society and at work, depending on the complex combination of individual traits, the peculiarities of the organizational environment and the circumstances of the external environment."

The individual behavior of a person is the result of a complex combination of individual characteristics of a person and the environment external to this person (Fig. 1.1).

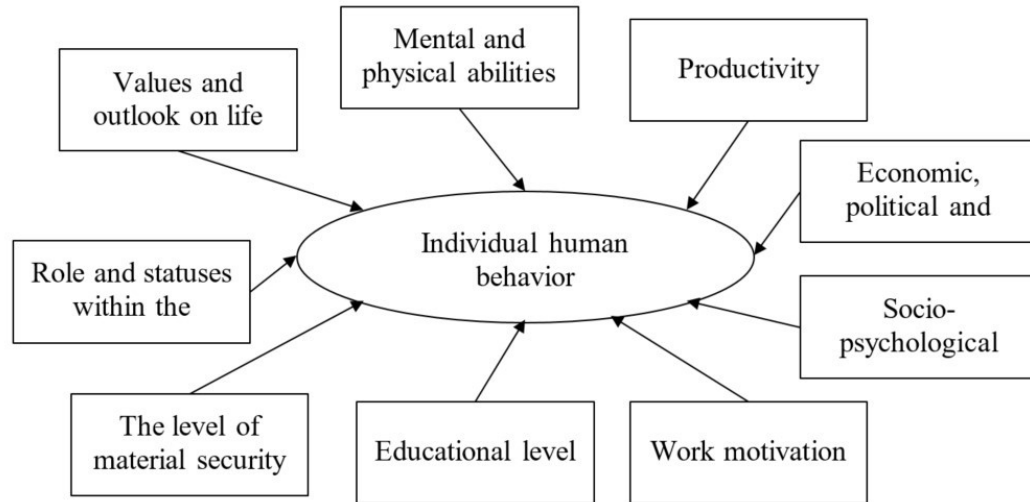


Fig. 1.1. Factors affecting individual behavior

Source: compiled by the author on the basis of [5].

From the figure, we can see that the main task and priority of the manager is to create such an internal environment at the enterprise that would support the desired type of behavior of individuals and groups of employees. [5]

Separately, we should dwell on such factors of influence on human behavior as mental and physical abilities of a person. After all, a combination of individual traits in a certain combination can form an extremely valuable and active employee with high productivity.

In turn, a high level of material security of a person allows him to feel more free. And it gives an opportunity to increase the level of education, which in turn increases the professional competence of the employee.

Economic, social and political factors have a particularly strong influence on emotional and ambitious people. Behavior can be accompanied by contradictions, which can be characterized by the sharpest struggle and irreconcilable views of certain groups and forces. [6]

Education and the level of education also has its influence on individual behavior and the success of a person's activity in an organization, that is, it is a person's ability to engage in a certain type of activity. On the basis of the knowledge

and abilities of employees, the issue of their responsibilities, their occupation of one or another position is decided.

Values and general views on life are general beliefs, beliefs about what is good and what is bad in life. Values are formed in the course of education in schools, religious institutions, they are brought up in children by their parents. How a person behaves in society and at work is the result of a complex combination of individual characteristics of the individual and the external environment. [7]

It should be noted that "productivity consists of realizing conscious goals. And the successful activity of a person at the enterprise depends on the social and psychological climate in it, that is, the system of relations between employees in the production process and outside it."

The main norms of the organization's behavior, which are positively perceived by society, are:

- Law-abiding;
- Honesty in relations with the state, social environment, partners and citizens;
- Openness of information about activities (with the exception of data constituting a state or commercial secret);
- Fair competition;
- Care for the environment.

Compliance or non-compliance with these norms is evidenced by the means used by enterprises to achieve the goals of their activities. [8]

Today, unfortunately, there is no single method of calculating or measuring organizational culture. However, as evidenced by the results of many studies, culture can be analyzed thanks to the following assessment methods:

- A combination of sociological research (testing and surveying personnel at the enterprise using the most optimal set of questions in the test table);
- Elements of the Cameron and Quinn methodology (distribution of points between individual statements and establishment of compliance of the organizational

culture with the mission of the organization; identification of the level of organizational culture of individual spheres of the organization).

Understanding the concept and role of organizational culture is increasingly important for the successful implementation of the company's strategic goals. That is why the organizational culture, which is being formed, becomes a kind of business card of the enterprise, which can be used to draw conclusions about its bearer. At the enterprise, culture creates a special internal atmosphere that mobilizes people to fulfill higher goals and missions: the quality and intensity of each employee's work increases, and industrial conflicts are minimized. Today, most managers consider organizational culture as a powerful strategic tool that guides all units to achieve common goals. [9]

Currently, there is considerable practical interest in organizational culture, which is manifested in a wide discussion of the possibilities of applying the organizational and cultural approach in the management of modern enterprises in specialized periodicals for economics and management practitioners; the presence of a large number of proposals from consulting firms for the provision of services for diagnosing the state of organizational culture and conducting seminars and trainings on this topic.

Along with this, it should be noted the insufficient state of research of this phenomenon, especially in domestic science. "Unquestionable recognition by practitioners of the importance of organizational culture as an important tool for managing organizational development and changes, forming the desired level of competitiveness, positioning the company on the market requires substantiation of organizational culture as an immanent component of the management system." [10]

Organizational culture can destroy a company or, on the contrary, become the foundation of its success: it is the values of the organization, not business practices, that are the engine of business in the modern world. And although organizational culture has become a fashionable term today to describe the fundamental values that guide each organization in its work, this concept confuses many, because it is

believed that organizational culture is an attribute of large corporations and the concern of their CEOs.

It is accepted to think that organizational culture is an objective reality that cannot be influenced. In fact, nothing could be further from the truth: an organization of any size has its own culture, and every employee contributes to its formation. After all, the soul of any organization is nothing more and nothing less than the values that its employees share and embody in their behavior.

And yet, how in this world, where departments of organizational culture are still quite rare, how to understand its essence? And how can you use it to raise the morale of employees and achieve success in your company? In our opinion, it is best to start by studying whether organizational behavior has much in common with human behavior as such. It should be noted that there are many parallels between human and business culture:

- in any culture there are distinctive signs and symbols of belonging to a group for its members;

- Culture serves the common good of the group;

- Culture supports the group's long-term goals;

- Culture can change due to significant events in life;

- Culture always goes beyond the individual.

First of all, both business culture and human culture are part of humanity's constant attempts to create a system that will predictably shape people's behavior. If we consider the activities of companies that have been successfully operating on the market for a long time, key values are often observed. "And when the main values of the company are clearly and consciously accepted by its employees, the company gets an opportunity to achieve success that is completely inaccessible to most organizations that do not pay attention to it." [11]

The phrase "organizational culture" was first used in the 19th century. As a military term by German Field Marshal Moltke to denote the relationship between officers. However, almost until the 70s. XX century. Organizational culture was not

considered as a separate scientific direction and aspect of the manager's practical activity, and therefore various terms were used in scientific and scientific-practical literature to denote concepts related to organizational culture. Even today, when the general principles of the theory of organizational culture are sufficiently formed, various variants of this concept are used in scientific terminology. Most of the authors use the terms "organizational culture", "corporate culture", "enterprise culture" as synonyms. [12]

In Western scientific literature, the most used term is "organizational culture", along with it, the term "corporate culture" is used as its equivalent.

Interest in organizational culture as an important factor in ensuring the efficiency and competitiveness of the enterprise arose in the process of forming a new paradigm of management.

The main provisions of the modern management paradigm are:

- 1) The success of the organization depends not only on the market position and the availability of resources, the role of the human factor is decisive;
- 2) The organization is considered as an open dynamic system, the basis of which is the common values of individuals;
- 3) The main emphasis of the management system shifts: from the point of view of modern management, the goal plays a secondary role in comparison with values, and the organization is considered as an independent cultural entity;
- 4) The need for constant adaptation of the organization to the conditions of a turbulent external environment reduces the importance of constant strict control, requires changes in approaches to personnel management and emphasizes the self-management and self-development of the individual, the formation and dissemination of knowledge, the complex use of normative-value, system and situational approaches in management ;
- 5) Increased competition requires enterprises to carry out activities taking into account the long-term perspective, that is, based on the principles of strategic management;

6) Oversaturation of the market with goods, strengthening of the tendency of rapid moral obsolescence of goods requires wide use of marketing principles in the process of management;

7) Formation of the concept of social responsibility of business". [13]

The formation of such guidelines in the era of globalization and market oversaturation is quite understandable, because today a real advantage can be obtained not so much at the expense of market factors (access to natural resources, sales promotion, scientific organization of work, prices), but at the expense of intangible assets, intellectual potential and non-market factors of competition, which are embodied in the brand, image of the company and provide a targeted influence on the formation of the company's organizational culture. Therefore, organizational culture is the result of the natural development of management as a science, an important component of its modern paradigm. [14]

All the components of the modern management paradigm are united by a common idea: ensuring the survival of the organization in the long term due to the effective use of human resources, the formation and improvement of knowledge, the stimulation of creativity and innovation, because "in the conditions of the modern market, rapid response of personnel to changes in the environment is required, the dynamism of which reduces the possibility of interfering in the work of each performer". [15]

The importance of organizational culture as a component of the modern paradigm of management is unique and multifaceted. First of all, it is necessary to emphasize the dual nature of organizational culture, because it "simultaneously ensures the stability of the organization and its adaptability. Culture creates stability by acting as a binding solution that prevents the organization from fragmenting into individual components. It strengthens its integrity and coherence through the commitment of its members to a clear system of agreed values. At the same time, culture strengthens adaptability, as it defines a set of principles that are guided by the development of strategies and the overcoming of unforeseen circumstances.

The orientation of most tools of organizational culture to the long-term perspective contributed to the formation of ideas about it as "a strong strategic tool that allows you to orient all units of the organization and individuals to common goals, mobilize the initiative of employees". The strategic focus of organizational culture largely explains the nature of its influence on performance results, as well as its place in the organization (enterprise) management system. [16]

The development of management theory and practice in recent decades contributed to the fact that organizational culture acquired the status of an important component of the management system, as a result of which a significant number of publications appeared in the scientific literature devoted to this problem, and, in particular, to the question of defining the essence of the category "organizational culture". [17]

As part of the elements of organizational culture, the authors of definitions of this group, as a rule, single out: values, expectations, beliefs, symbols, norms, procedures, criteria for achieving success, traditions, rituals, management style, system of rewards and punishments. Like the definition of the attribute group, the structural definitions focus on the purpose of organizational culture - to promote success, influence the work behavior of personnel, and increase the adaptability of the enterprise. Formulations of the definition of organizational culture are given in Table 1.

Table 1

Formulation of the definition of organizational culture

| № | Authors | Formulation of the definition of organizational culture |
|---|---------|---|
|---|---------|---|

| | | |
|---|----------------------|--|
| 1 | K. Cameron, R. Quinn | "is manifested in what is valuable to her, what is her leadership style, language and symbols, procedures and everyday norms, as well as how success is defined" |
| 2 | G. Hayet | "a system of values, convictions, beliefs, ideas, expectations, symbols, as well as business principles, norms of behavior, traditions, rituals, etc., which have developed in the organization and its units during the period of activity and which are accepted by the majority of employees" |
| 3 | E. Malinin | "a system of values, convictions, beliefs, norms, traditions recognized by the labor team, which determine the appropriate stereotype of people's behavior in the field of labor activity" |

| | | |
|---|-------------------------------|---|
| 4 | A large economic encyclopedia | <p>"enterprise culture includes an idea of the corporation's tasks, its purpose, goals, nature of products and markets; activity and management style; criteria for achieving goals and evaluating results; means of internal integration (language of communication, recruitment, method of distribution of power, system of rewards and punishments, ceremonies, rituals, etc.).</p> <p>All these elements affect relationships, relationships between employees, managers and subordinates, divisions and enterprises, coordination of their activities, forms of their cooperation in the decision-making process, ways of preventing and resolving conflicts."</p> |
|---|-------------------------------|---|

Source: compiled by the author on the basis of [18].

Differences in existing views on the essence of organizational culture also mean different perceptions of its manifestations. "Representatives of the phenomenological approach emphasize the value aspects of the company's culture, and from the manifestations of culture, they pay attention only to such intangible components as management and leadership, policy regarding the company's personnel and customers." [18]

At the same time, insufficient attention is paid to material manifestations of organizational culture.

Representatives of the rational-pragmatic approach, paying tribute to the deep foundations of organizational culture in the form of beliefs, feelings and values, also

pay attention to visible manifestations of culture, including those that are material in nature. Therefore, representatives of the rational-pragmatic approach consider organizational culture as an organizational resource, and, like any other type of resource, it can be measured, evaluated (including in terms of value), used to analyze the economic efficiency of economic activity. In other words, it is within the framework of this approach that culture acts as a factor, a resource of production, therefore, it is not only a social, but also an economic phenomenon.

Organizational culture is considered as a management tool. M. Bogatyrev tracked the influence of organizational culture on the components of organizational development, and vice versa (Table 2)

Table 2

Components of organizational culture

| Organizational culture as a management tool | |
|---|--|
| Managerial influence of organizational culture | Managerial influence on organizational culture |
| <ul style="list-style-type: none"> - the organizational structure - organizational practice - organizational behavior and leadership style - organizational processes - pace of development of the organization - a system of criteria for encouraging employees - the reaction of managers to critical situations in the organization | <ul style="list-style-type: none"> - personnel policy - mission and values of the organization - history of origin and development - experience using tools - formal provisions of the organization's philosophical existence |

| | |
|---|--|
| - selection criteria for appointment, promotion and dismissal of employees | |
|---|--|

Source: compiled by the author on the basis of [19].

Organizational culture can be evaluated in terms of its manifestations such as values, norms, rules, symbols, leadership style, staff adaptation and motivation system, corporate style, image and brand. Economic and mathematical methods are widely used for the study of organizational culture within the framework of the management approach from which this concept is considered, in particular, the calculation and analysis of indicators based on financial and personnel reporting, economic and mathematical modeling, factor and cluster analysis. Content analysis and questionnaires are used as complementary methods. [19]

The analysis of the most common definitions of organizational culture provides grounds for determining the characteristics "which are most often emphasized by the authors:

- 1) The basis of organizational culture is the values and beliefs of people who are the founders and/or employees of the enterprise;
- 2) Organizational culture is formed by those values that are shared by the majority of owners and employees of the enterprise;

3) Organizational culture includes two main parts: implicit (hidden, valuable, spiritual) and explicit (visible, material);

4) Organizational culture affects organizational interaction, organizational behavior and organizational effectiveness;

5) Organizational culture includes a whole set of elements, in the composition of which most authors include value, symbolic, normative, and sometimes communicative and managerial components; however, there are no mentions of specific material components of organizational culture in the definitions;

6) Evolutionary development of organizational culture is emphasized; organizational culture is a reflection of the very essence of the organization."

Organizational culture is not only the image of the company, but also an effective tool for strategic business development. Its formation is always associated with innovations aimed at achieving business goals and, therefore, increasing competitiveness. In the "classical" sense, organizational culture is considered as a tool for the company's strategic development through the stimulation of innovation and change management. Organizational culture exists in any company - from the moment the organization appears to the very end - regardless of whether a special service is created to work with it or not. Competent management of organizational culture has a positive effect on the company's business. [20]

Organizational culture is focused on "the internal environment and is manifested, first of all, and mainly in the organizational behavior of employees." This should include stability, efficiency and reliability of intra-system organizational connections; the discipline and culture of their implementation; dynamism and adaptability to innovations in the organization; a generally accepted (at all levels) management style based on cooperation, active processes of positive self-organization and much more, which is manifested in the corporate behavior of employees in accordance with accepted norms and recognized values that unite the interests of individuals, groups and the organization as a whole.

Organizational culture, by definition, cannot be designed and implemented. It cannot even be borrowed. Only some structures and mechanisms of connections reflected in organizational projects can be borrowed. Each team is unique: gender and age composition, professional qualification structure of personnel, branch, geographical specificity, etc. - all this leaves its mark. The history of the establishment of the enterprise, the formation of the team itself, and established traditions are of great importance. Some leaders view their organizational culture as a powerful strategic tool that allows them to align all departments and individuals toward common goals, mobilize employee initiative, ensure loyalty, and facilitate communication. [21]

Thus, organizational culture sets a certain coordinate system that explains why a given organization or enterprise functions in this way and not in another way. It makes it possible to largely smooth out the problem of aligning individual goals with the overall goal of the enterprise, forming a common cultural space that includes values, norms and behavioral models shared by all employees.

Organizational culture is a basic element of the organization's internal environment, which ensures optimal internal integration and external adaptation and acts as an integral characteristic of the level of its development; is formed as a result of interpersonal interaction of the organization's members in the process of its evolutionary development and purposeful influence of management; "includes implicit (beliefs, values, principles, socio-psychological climate) and explicit (documentary and regulatory support for management, symbols, traditions, image, brand) components."

Thus, this definition of organizational culture most fully reflects the content of this category from the point of view of management theory.

The importance of organizational culture is determined by a number of circumstances. It provides employees with an organizational identity, defining the perception of the company, is an important source of stability and continuity, which creates a sense of security among its employees. At the same time, knowledge of

organizational culture helps new employees correctly interpret the events taking place in the organization and understand the environment. [22]

Culture, more than anything else, stimulates the high responsibility of the employee who performs the tasks assigned to him. When recognizing and rewarding such people, the organizational culture identifies them as role models. Organizational culture also forms a certain image of an organization or enterprise, which distinguishes it from any other; it creates a system of social stability in the organization, being something like a social glue that helps unite the organization, providing its own standards of behavior. It cannot be considered as something given, absolute: it constantly changes as people and events in the enterprise change.

1.2. The core mechanism of organizational culture construction: the key conditions for building and maintaining a high-performance organizational culture

Organizational culture is formed under the dynamic influence of external and internal factors that determine the vector of changes in organizational culture. Factors that positively or negatively influence the formation of organizational culture can be outlined and investigated.

The important factor in the development of organizational culture at domestic enterprises is the development of the competitiveness of the national economy. The international competitiveness of the enterprise is "the ability of the enterprise to create and sell products, the price and non-price qualities of which are more attractive than those of similar products of competitors on the foreign market. Today's realities show that there is a problem of creating and ensuring the further growth of the level of international competitiveness of enterprises when entering foreign markets." [23]

At a time when many unfavorable factors are intertwined, in order to resolve these challenges and ensure that cultural values and other core elements of

organizational culture are deeply rooted, mechanisms serve as a key medium to effectively closely connect the internal dynamics of organizational culture formation with external environmental factors. . The operational effectiveness of this mechanism exactly reflects the degree to which social and cultural changes have penetrated the enterprise (organization) management system, and whether it can capture the modern challenges in the changing times. Therefore, in the context of the transformation process and economic transformation, how to explore a mechanism that enables organizational culture to exert its all-round advantages as a management tool is still a problem waiting to be solved.

With the help of the mechanism, not only the architectural contour of the organizational culture is created, but also the method of its implementation is determined. A mechanism is a complex socio-economic process that involves the interaction of an object and a subject, and a complex structure that includes a set of different elements requires the ability to recognize which element will work best in a specific situation. The perfection of the mechanism will depend on the intelligence and experience of its creators, that is, the subject of the mechanism's application. [24]

The application of the mechanism can take place in a static or dynamic mode, and its activity or passivity depends on it. "The static mode involves a simple set of interconnected elements that make up its essence, the dynamic mode is tied to time and it involves the corresponding algorithm for the formation of organizational culture, which will be described further. The quality of the functioning of any mechanism, including the mechanism of formation of organizational culture, will depend on the combination of its constituent parts and the coherence of the actions of its elements."

Therefore, a systematic understanding of mechanisms essentially involves insight into the concepts of interrelationships between elements. Because these mechanism elements do not exist in isolation, but are closely connected with each other; at the same time, they are also interconnected with corresponding elements of another nature of the object affected by the mechanism.

The presence of constant and strong connections between all elements of the mechanism, as well as those related to its implementation, will characterize the level of organization of the mechanism. The target orientation of this mechanism is of decisive importance and is important in the formation of organizational culture, since it contains the root causes of the creation of the mechanism itself, the vision of the desired result, and it is the starting point for any human activity. [25]

The target orientation of the organizational culture formation mechanism is reflected in the scheme as a goal that consists in ensuring the real creation of organizational culture at the enterprise as an effective source of increasing the enterprise's business activity and strengthening its innovative potential.

The general model of the organizational culture formation mechanism is shown in Fig. 1.2.

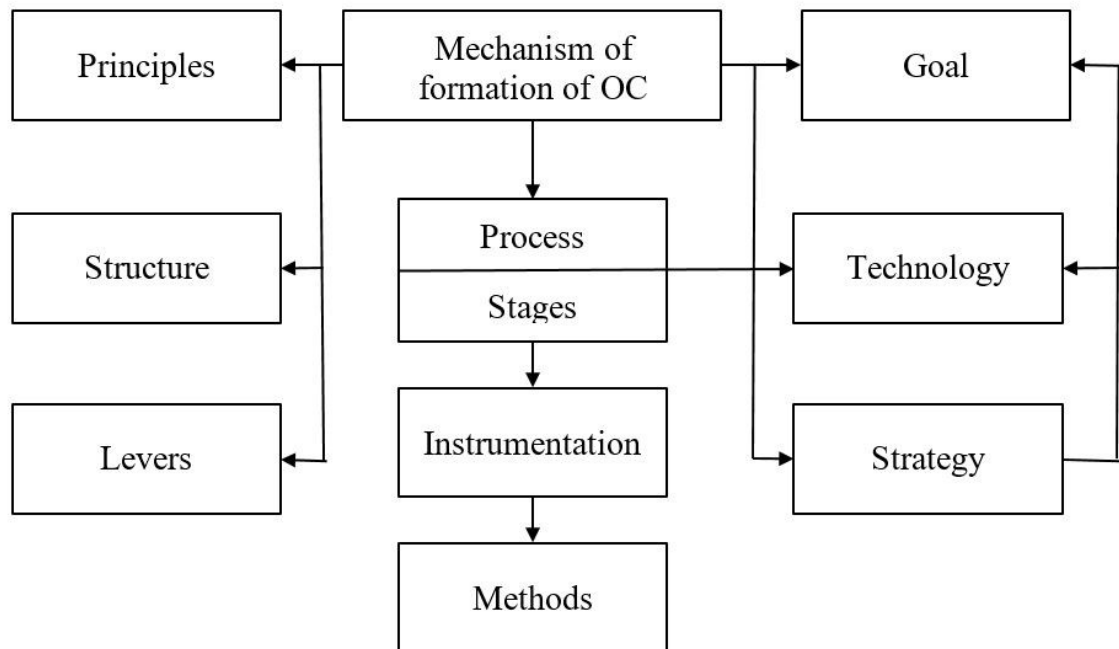


Fig. 1.2. General model of the mechanism of organizational formation
Cultures

Source: compiled by the author on the basis of [26].

The goal dictates the tasks facing the company's managers, which provide for a set of managerial and organizational actions necessary for the realization of the goal. Such actions include: "the choice of principles that allow the mechanism to work in

real mode, the choice of technology on the basis of which the organizational culture is formed, the selection of the necessary tools necessary for the inclusion of the mechanism, as well as the creation of a strategy for the formation of organizational culture" [26]

The practical purpose of the mechanism is realized thanks to the functions it performs. Figure 1.3 shows the main functions of the organizational culture formation mechanism. The adaptive function involves adapting the company's culture to the general strategy of its development, harmonizing the goal, mission and values, as well as taking into account the trends of the influence of the external environment on the formation of organizational culture.

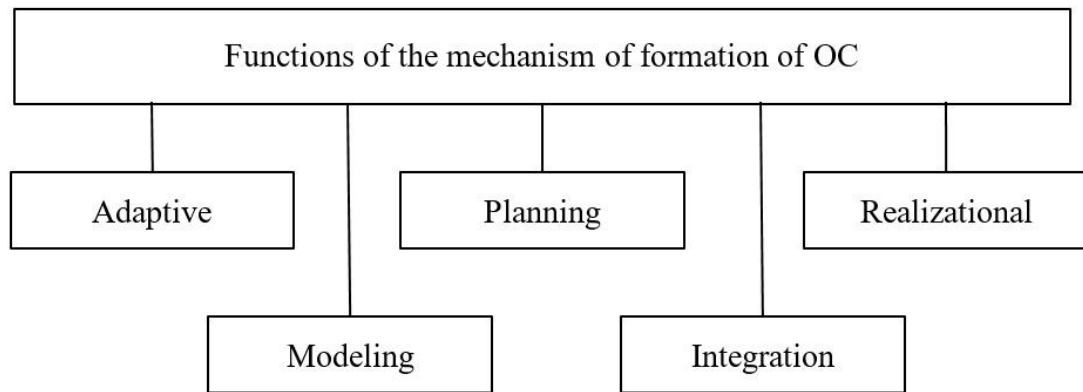


Fig. 1.3. Functions of the organizational culture formation mechanism

Source: built by the author

Planning is one of the important functions of the mechanism, since the clear execution of work, coordination of actions, coordination of all organizational procedures is possible thanks to a premade plan, which will fully describe the functions and performers, indicating the deadlines and personal responsibility. The main characteristic of planning is the addressability of planning, without which it is impossible to achieve responsibility, just as it is impossible to achieve the effectiveness of the mechanism.

The implementation function is aimed at the real implementation of the conceived image of the organizational culture into life with the optimal expenditure of effort, time and overcoming the resistance of the staff to innovations. [27]

The "modeling" function involves the development of various scenarios of the enterprise's development based on the factor of organizational culture, the role of which can be diametrically opposite from a positive influence that will contribute to increasing the enterprise's business activity to a negative one that will inhibit the expansion of the enterprise's capacities. Thanks to the modeling function, three scenarios of the company's development are formed: "pessimistic, optimistic and restrained, which are included in the company's development strategy."

The integration function is consistent with the organizational culture, one of the characteristics of which is integration, which means the degree of conformity of norms, values, ethical standards and target attitudes between different structural divisions of the enterprise.

Important characteristics of the mechanism are the principles that are considered the basis of the construction of the mechanism and ensure its effective functioning. The peculiarity of the principles is manifested in their potential ability to ensure the active activity of the mechanism in the direction of achieving goals. "The principles characterize both the content of the mechanism and the technology of its construction. Hence their specific role in any mechanism follows. According to the concept of organizational culture, the principles of the mechanism of its formation are considered." [28]

When considering the principle of awareness, we understand that this principle is decisive, as it confirms the desire of the company's management to deal with the problems of organizational culture, based on the real inevitability of changes. This principle is characterized by "the power of the spirit and enlightenment, not mechanical structures. Enlightenment paints a picture of the future and strengthens faith in the perspective and irreversibility of change, and fortitude and goodwill add energy to these changes." In terms of motivation, it is important to ignite the

company's personnel with a new idea and charge them with the energy necessary for its implementation, which will greatly facilitate the perception of these changes.

The continuation of the previous principle is the principle of systematicity, as it also guides people to make a conscious choice during the transition from one level of culture to another. Thanks to this principle, all activities related to the formation of organizational culture are organized. This principle acquires special importance in the period of transitional processes, since the absence of systematically ordered actions will lead to chaos and disorder. This principle combines the interaction of the structure of the mechanism, its functions and technology. All behavioral roles must be clearly defined, and rules, regulations, prescriptions, instructions, and orders must be brought to the company's personnel in a timely manner. [29]

Since purposefulness and algorithms city are signs of system aticity, they can also be attributed to the principles of organizational culture formation.

The Purpose Principle is based on the generally accepted thesis that all activities should have clear goals and intrinsic motivations. Based on one or more set goals, we develop corresponding algorithms to ensure that each task can be performed accurately. The Algorithmic City Principles specify a set of steps that must be followed, executed according to an algorithmic definition and logical sequence, thus ensuring a smooth and efficient process.

The resource provision principle emphasizes that at each stage of the organizational culture formation process, necessary supervision, information, personnel, financial, organizational and management support should be provided to ensure the smooth progress of the process. This principle not only contributes to the work organization of the mechanism, but also depends on whether the enterprise's management system is sound.

The principle of harmony is a further supplement to the aforementioned principles. It is committed to coordinating the interests of all personnel involved in the formation of organizational culture, as well as the interests of all personnel in the company, and creating a harmonious working atmosphere. This principle helps to

perceive new changes that occur simultaneously with the development of corporate organizations and brings a better future to the company.

The principle of transparency ensures that all procedures in the organizational culture formation process are carried out harmoniously and clearly, in an open and democratic manner. The complexity principle closely links all functions of the mechanism to ensure that all work related to the formation of organizational culture can be systematically analyzed and planned, thereby ensuring the comprehensiveness and effectiveness of the process.

The principle of combining flexibility and stability in conditions of uncertainty is particularly important, although, at first glance, it contains an oppositional feature. The stability of organizational culture is determined by those patterns that are necessary for its development and which are a consequence of the action of the universal law of development. At the same time, the mechanism of formation of organizational culture must be flexible, since there are variable and permanent elements in the structure of organizational culture, and it is necessary to select different implementation tools for them. [30]

The principle of "the mechanism of formation of organizational culture in conditions of limited resources and crisis situations is the principle of balance, which characterizes the balancing of the goal and the means necessary for its achievement."

The principle of synergetics, which has gained particular popularity since the early 80s of the 20th century, allows establishing the general regularities of the formation of organizational culture in complex conditions of non-linearity and non-determinism of the flow of processes. Scientists consider this principle as a new effective tool for human cognitive activity, and they see its essence in "the development of a concrete and effective mechanism for obtaining a high and constantly increasing effect." Thanks to the principle of synergy, the organizational culture formation mechanism acquires a dynamic character, and the organizational culture itself contributes to the self-organization of the system.

In the conditions of globalization, the principle of alternativeness and dynamism acquire special relevance. "The principle of alternative provides the opportunity to choose, it is only important to establish the selection criteria and evaluate the alternatives based on the results and costs and the time interval. The principle of dynamism of the organizational culture formation mechanism emphasizes mobility and efficiency in making management decisions and implementing all necessary procedures for the formation of organizational culture." It also indicates the constant renewal and development of individual elements of organizational culture in accordance with changes in the external environment and other influencing factors.

The construction of an intellectual society and the activation of innovation processes put the principle of innovation first, since the mechanism must be modern, consistent with the latest trends and ensure the innovative progress of our economy. The principle of innovativeness is connected with the motivation necessary for the formation of culture and the development of creativity. [25]

All of the listed principles are elements of a holistic system of the organizational culture formation mechanism, which, with the help of a synergistic effect, reinforce each other, facilitating the operation of the mechanism and directing its movement in the right direction.

The mechanism of formation of organizational culture has its own structure, the specificity of which is that its elements are equally important and are not hierarchically subordinated to each other. All of them are on the same line, complementing each other and ensuring the stability of the functioning of the mechanism. The structure, as a rule, assumes the presence of certain levels. However, scientists consider a single level of formation of organizational culture - this is "the enterprise that dictates the general type and image of the desired culture, and individual functional units must accept it."

Organizational culture is formed gradually, because it is a long process that proceeds according to the appropriate rules, has its own specific technology and consists of many stages, the content of which is devoted to a separate section.

Also, an important point in the mechanism of formation of organizational culture is the choice of tools. "The choice of tools is determined by the specifics of the structure of the organizational culture, in which the explicit (visible, open part) and implicit (invisible part) are distinguished. The explicit part in its essence has a material character, contains the products of human activity, although customs are also included here, as a product of spiritual culture." [28]

Today, the process of forming organizational culture is not over yet, because the dynamics of changes in the economy of the state significantly affect its formation and development. In view of this, when building an organizational culture, it is appropriate to take into account the factors of the external environment that influence the conditions and features of its formation. The mechanism of formation of the organizational culture of the enterprise involves the selection of stages of its implementation and principles of operation. The implementation of an effective organizational culture at the enterprise can be reduced to five stages:

- Analysis of internal organizational processes of the company;
- Analysis of the psychological climate;
- Formation of a model of organizational culture (definition of the mission and basic values;
- Formation of rules of behavior of employees based on basic values; description of traditions and symbols);
- Implementation of the model; - model support.

1.3. Components of effective organizational culture

Organizational culture is the basis for the successful operation of the enterprise. It is she who forms, first of all, the attitude of employees to the performance of their duties and to the company as a whole. Organizational culture can also be considered as a "strategic tool, with the help of which it is possible to orient the company's divisions to achieve common goals, as well as help to show greater initiative of workers and create a favorable psychological climate." [15]

Each category of employees must understand the organizational culture. "Organizational culture is a system of relationships formed in an organization on the basis of accepted values, basic concepts and norms of behavior, which are necessary for the fulfillment of its mission." The constituent elements of organizational culture are shown in fig. 1.4.

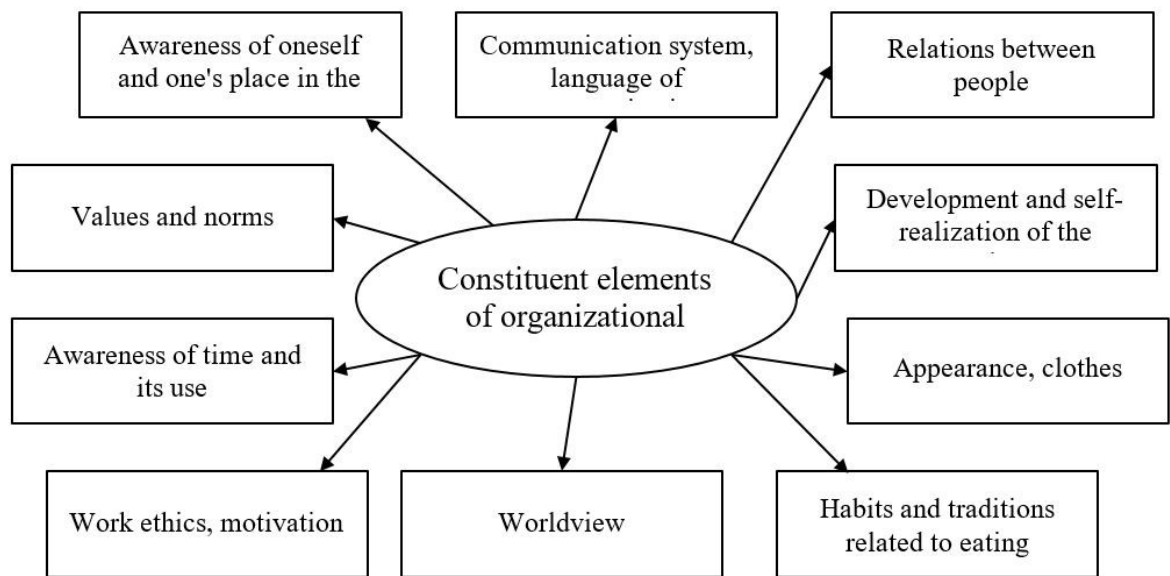


Fig. 1.4. Constituent elements of organizational culture

Each employee must have a deep understanding of his or her position in the organizational structure, working hours and their effective management, and at the same time be clear about the goals to be achieved with work performance. The organization's values, behavioral norms, and even a certain degree of worldview understanding require the consensus and support of all employees. Work ethics and incentives must be clearly established and understood by every employee. In addition,

a sound communication mechanism, a harmonious team psychological atmosphere, and encouragement of employee initiative and personal growth and development also form an indispensable part of an excellent organizational culture. The external manifestations of organizational culture include employee appearance (such as adhering to a specific dress code) and food-related customs and traditions (such as management and employees taking lunch breaks individually or together). It must be emphasized that organizational culture does not only exist in its superficial form, but is deeply rooted in the heart and practical actions of each employee.

Organizational culture cannot be considered without company strategy. It ensures the overall implementation of the strategic plan. With the help of the main elements (Fig. 1.4.), culture forms official and unofficial rules, working atmosphere and certain requirements that increase the efficiency of the enterprise. An effective organizational culture contributes to employees' understanding of the main goals of the enterprise and the emergence of a philosophy that helps in the best way to achieve the necessary goals. [5]

Correspondence of the organizational culture to the strategy of the organization is a very important and difficult task of management. In practice, culture is subject to change with great effort, which is why it is important to develop the right concept of culture at the beginning of the company's existence and support its development in the team in order to achieve greater work efficiency.

Not always relevant organizational culture is effective. Current culture can only "be present" or have no results from its implementation. Organizational culture is considered effective if it: [7]

- is really valuable and every action of the firm increases its value (for example, as a result of a high level of sales and low costs);
- has unique characteristics that do not have anything in common with the organizational culture of most companies;
- is unique - no other organization can achieve success by copying the culture of another company.

Evaluation of the effectiveness of organizational culture can be carried out on the basis of criteria (Fig. 1.5.), which reflect the main aspects of its functioning. For many organizations, the economic result of activity is important. Having analyzed the relationship between organizational culture and financial indicators, it can be concluded that in the presence of an effective culture, employees are more satisfied with working conditions and are properly motivated for its effective performance. As a result of this, the economic results of the company's activity are growing.

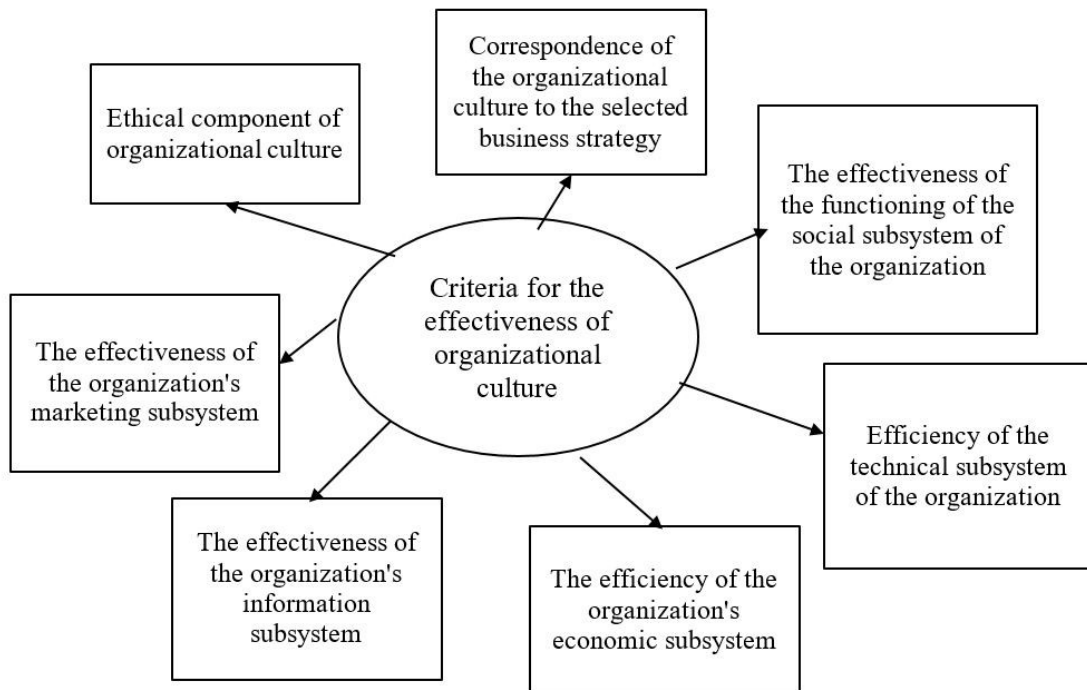


Fig. 1. 5. Criteria for the effectiveness of organizational culture

For example, the growth of the company's profit during the period during which measures were taken to develop the organizational culture can be calculated using the formula:

$$E = P \times (P_2 - P_1)$$

Where E is the absolute size of the economic effect for the considered period;

P - profit per unit of production;

P1, P2 – volume of production before and after the event.

American psychologist and management practitioner, E. Shane, distinguished three levels of organizational culture:

- The first is "external" or "visible", which includes all the visible attributes of the organization (technologies, archetypes, patterns of behavior). This level is noticeable already at the beginning of the analysis of organizational culture;

- The second is "internal". It includes internal factors that cannot be immediately noticed (for example, undeclared rules of behavior in the team and with the outside world);

- The third is "basic". It is manifested in the attitude of employees towards people, the surrounding world, their work and understanding of their own time and space; forms the basis for norms of behavior, which are later perceived subconsciously. That is why this degree of organizational culture can be detected only after its complete analysis. [12]

Thus, "the effectiveness of organizational culture depends on a number of factors. Namely, how the management will establish the working atmosphere and communication principles between employees at each level of the organizational culture. An important role is played by the maintenance of the organizational culture by the top managers of the enterprise and its owners, that is, the requirements for employees should not have exceptions."

However, in the future, the culture depends on the employee himself, his attitude to his work, the workplace and the company as a whole, as well as his attitude to his employees. In other words, organizational culture functions effectively provided that its principles are understood and supported by all links of the enterprise's organizational structure.

Conclusion to chapter 1

Therefore, the important role of organizational culture in modern enterprise management is self-evident. It is an important support in the implementation of

strategic goals and an invisible magnet for attracting and screening employees. A first-class organizational culture can unite the strength of the team, guide the strategic direction, and ensure the sustained and steady development of the organization. When organizational culture becomes the common value pursuit and behavioral norms of every employee, it can effectively isolate those employees who deviate from the organizational goals and maintain the purity and cohesion of the organization.

Organizational culture needs to demonstrate its unique charm to the outside world. Only when customers and major stakeholders deeply understand and identify with the organizational culture can a long-term cooperative relationship be established and jointly push the organization to greater heights.

To deeply observe the particularities of organizational culture, we can start with the way of decision-making. The shaping of organizational culture is a two-way process. It must not only reflect the leader's foresight and decisive decision-making, but also stimulate employees' active participation and innovative thinking. When employees work in an organization and receive not only material rewards, but also respect and support for expressing independent thoughts and emotions, their enthusiasm and sense of belonging will be greatly enhanced.

In addition, a healthy organizational culture must be reflected in the compensation plan. When an organization takes employees' outstanding performance and contributions as an important basis for formulating compensation plans, employees' efforts will be duly rewarded. This kind of recognition and reward can not only stimulate employees' fighting spirit, but also consolidate the positive incentive mechanism within the organization and push the entire team forward.

CHAPTER 2. ANALYSIS OF ORGANIZATIONAL CULTURE XIAOMI COMPANY

2.1 General characteristics of the XIAOMI company .

XIAOMI is a Chinese company that specializes in the production of smartphones (it ranks third in the world market after Samsung and Apple), but now has a long list of additional products, such as electric brushes, watches, headphones, TVs, smart home systems and much more . Listed in the Fortune Global 500. The products are inexpensive, which competes with Samsung, with a good design, and features that are not present in all phones, even from Apple. That is, the company was able to find its niche and produce phones for ordinary users who do not care about fame and influential names, but need a simple, reliable and multifunctional gadget (quality camera, a lot of memory, long-lasting charge, etc.). Examples of countries where XIAOMI's sales are growing every year are Spain, India, Russia, Poland, Ukraine, Belarus, Myanmar and Greece. Contrary to expectations, the company is developing in the markets of Central and Eastern Europe. [31]

The company's slogan is "We relentlessly build amazing products with honest prices to let everyone in the world enjoy a better life through innovative technology."

Founded by Lei Jun on April 6, 2010 (the date of the release of the company's first phone and the first team meeting). The CEO received a bachelor's degree in computer science from Wuhan University and is considered one of the leading economic figures in China (for 2021, his fortune is \$17 billion and he owns 30% of his own company's shares). [32]

XIAOMI first of all attracts attention with its name, which not everyone reads and pronounces correctly. In its 12 years of existence, it has not yet rebranded, changed its colors or name, and besides, its main character is the rabbit Mita, dressed in an "earring". On the logo, you can see the two letters "MI", which means "Mission Impossible" ("Mission impossible" is a popular movie with Tom Cruise in the lead role), or mobile internet ("mobile internet"), that is, the company clearly understood from the beginning in which she wants to work in this field and immediately set bold goals, for example, to be the first in the smartphone market and overtake Apple and

Samsung. In fact, the name of the company "XIAOMI" literally means "little rice" ("XIAO" - small, "MI" - rice).

Although, as we can see, there is Chinese symbolism in the name and despite the Chinese identity of the company, XIAOMI's production facilities are based in India. "99% of our smartphones and 100% of our smart TVs are made in India," the company's official website says. [33]

The company's annual revenue for 2020 amounted to about 38.6 billion dollars. and increased by 19.4% compared to 2019. Adjusted net income was \$2 billion, which is 12.8% more than in 2019. On the graph, we can observe the tendency to increase the profitability of the company, which serves only as a positive indicator in the global market (Fig. 2.1). For the first half of 2021, the company reported annual revenue of \$28.6 billion and adjusted net income of \$1.9 billion. Adjusted net income for the first half of 2021 is \$100 million higher. compared to 2019, which indicates the high profitability of the company and the growth of this indicator, which again is only a positive trend for XIAOMI. The indicators for the year 2021 are still lower than the previous year 2020, because these are only interim results so far, the company has not yet published the full report for the past year.

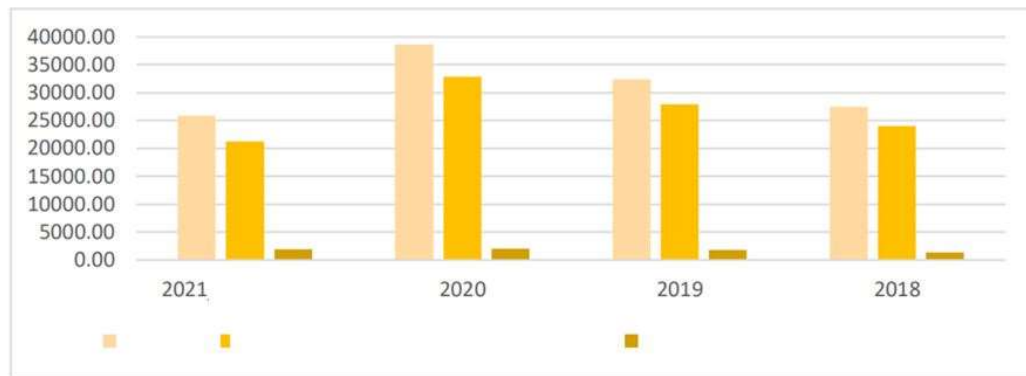


Fig. 2.1. Change in revenue, cost and adjusted profit for Xiaomi over the past 3.5 years

Source: compiled by the author on the basis of [33], [34]

Marketing and research expenses are increasing because the need for them is also increasing, but administrative expenses have decreased, and this may be related to the COVID-19 pandemic, because employees have been working from home for more than two years, and therefore office expenses have decreased and td, redistribution took place, more money can be directed to marketing and advertising. Also, we can see that in 2020, the index of change in the value of the investment increased, which means that the company's investments became more expensive, probably due to the pandemic, and also due to US tariffs and quotas (Table 2.1).

Table 2.1

Main articles from reports for the last 3.5 years for Xiaomi

| | 2021_Interim | 2020 | 2019 | 2018 |
|-------------------------------------|---------------------|-------------|-------------|-------------|
| | \$ million | | | |
| Income | 25887,62 | 38652,03 | 32359,48 | 27498,09 |
| The cost of the products sold | 21279,97 | 32874,35 | 27870,55 | 24009,35 |
| Total profit | 4607,66 | 5777,68 | 4488,93 | 3488,74 |
| Sales and marketing expenses | 1547,57 | 2285,71 | 1631,52 | 1256,58 |
| Administrative expenses | 336,11 | 588,96 | 487,96 | 1902,07 |
| Research and development costs | 955,23 | 1455,13 | 1177,90 | 908,16 |
| Changes in the value of investments | 979,19 | 2070,98 | 599,43 | 696,49 |

| | | | | |
|---|---------|---------|---------|---------|
| The share of profits/(losses) of investments, calculated according to the equity method | 2,70 | 217,09 | 105,61 | 96,67 |
| Other profits | 60,79 | 101,07 | 199,01 | 132,81 |
| Other damages | 162,60 | 58,56 | 35,59 | 33,53 |
| Profit from the main activity | 2968,62 | 3778,45 | 1848,80 | 188,10 |
| Finance (expenses)/income | 21,69 | 377,50 | 63,26 | 34,00 |
| Profit before income tax | 2946,93 | 3400,94 | 1912,06 | 2189,45 |
| Income tax expenses | 423,39 | 207,62 | 323,80 | 70,65 |
| Profit for the year (period) | 2523,53 | 3193,32 | 1588,26 | 2118,80 |
| Adjusted net income | 1947,93 | 2044,71 | 1812,97 | 1344,84 |

Source: compiled by the author on the basis of [33], [34]

If we touch a little on the attractiveness of XIAOMI for investors, then in the 2nd quarter of 2021, the ROCE indicator was 9.9%. This ratio "reflects a company's ability to earn a profit on all the capital it uses, showing the company's profitability, taking into account total equity, as well as liabilities and debt." It is calculated as the difference between profit before interest and taxes on capital employed. It is believed that the higher this number is, the better, because then, accordingly, the efficiency of using equity capital is higher, although it is still not worth relying one hundred percent on such and similar indicators (multipliers) when it comes to investments, it is still

worth conducting an in-depth analysis of the company for research causal relationships. [34]

Despite the fact that XIAOMI started its activity with the production of smartphones, now the company has expanded its range and produces many other technical products - XIAOMI phones, REDMI phones, POCOPHONE, MI TV, audio devices (wireless and wired headphones, players), Power Bank (power banks, chargers, cords, blocks, fast charging cords with magnets), Smart Device (watches, electric scooters, routers, styluses), Life Style (vacuum cleaners, hair dryers, air purifiers, surveillance cameras, backpacks, etc.) (Fig.2.2).



Figure 2.2. Partial assortment of XIAOMI company for advertising

In general, if we analyze the last 3.5 years, then XIAOMI products can be divided into 4 groups - smartphones, IOT, Internet services and others (Fig. 2.3). The share of total revenue can of course change (such as for smartphones in 2018 and 2019, there is a decrease in the share from 65.06% to 59.32%, or the share of smartphones in half of 2021 is greater than in the whole of 2020), but if you compare the income itself, then we can observe how it increases for each group every year, which indicates the growth of demand for products from this company (Table 2.2).

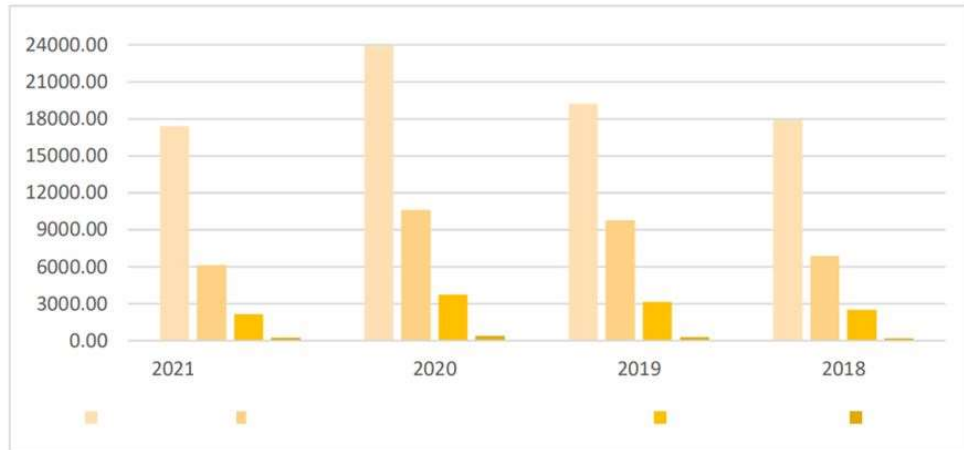


Fig. 2.3. Change in income from the main product groups for the XIAOMI company over the past 3.5 years

Source: compiled by the author on the basis of [34]

Table 2.2

The dynamics of changes in income from the main product groups of the company Xiaomi

| | 2021 Interim | | 2020 | |
|---|-------------------|-------------|----------|-------------|
| | Quantity | % of income | Quantity | % of income |
| | Income, \$ | | | |
| Smartphones | 17384,06 | 67,15% | 23925,62 | 61,90% |
| Internet of things and lifestyle products | 6127,65 | 23,67% | 10597,47 | 27,42% |
| Internet services | 2138,70 | 8,26% | 3734,52 | 9,66% |
| Others | 237,21 | 0,92% | 394,42 | 1,02% |

| | | | | |
|---|----------|---------|----------|---------|
| Total revenue | 25887,62 | 100,00% | 38652,03 | 100,00% |
| | 2019 | | 2018 | |
| Smartphones | 19194,29 | 59,32% | 17890,33 | 65,06% |
| Internet of things and lifestyle products | 9760,73 | 30,16% | 6888,37 | 25,05% |
| Internet services | 3119,26 | 9,64% | 2508,35 | 9,12% |
| Others | 285,21 | 0,88% | 211,05 | 0,77% |
| Total revenue | 32359,48 | 100,00% | 27498,09 | 100,00% |

Source: compiled by the author on the basis of [33], [34], [35]

The number of units sold on the global smartphone market in the third quarter of 2021 is 342 million units, which is 6% less than sales in the third quarter of 2020 (365.6 million units). However, compared to 2020, the wholesale revenue of the global smartphone market increased by 10% and exceeded 103 billion dollars. USA. Samsung continues to retain the first place in this market (sales increased by 20% in the third quarter of 2021 to 69.3 million units). Apple is next, and XIAOMI is in third place (44.4 million units, so deliveries decreased by 5% compared to last year due to a lack of components). Immediately very close to XIAOMI is Vivo, which is a worthy competitor with growth of 8% per year to 33.7 million units. [35] Although XIAOMI is in 3rd place, there are strong competitors on the market, so you need to constantly work and improve your products , adding special functions and technical properties so that consumers choose XIAOMI and REDMI among all the variety (Fig. 2.4)

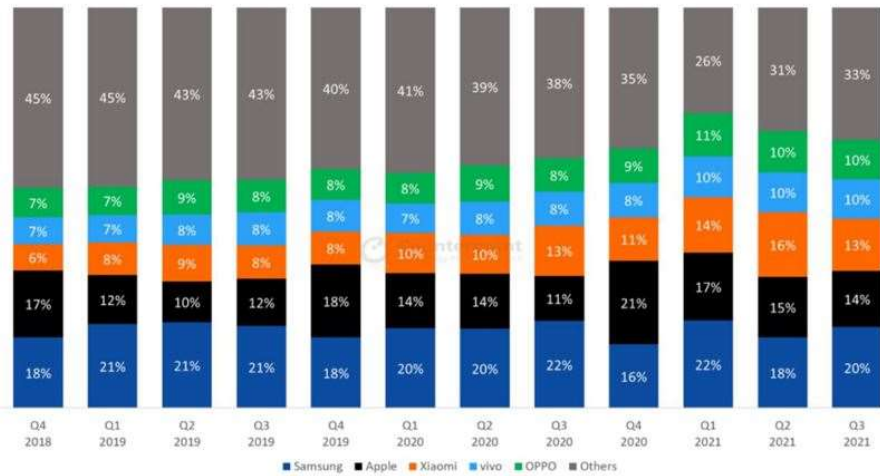


Fig. 2.4. Global Mobile Phone Market (Q4 2018 – Q3 2021)

Source: compiled by the author on the basis of [35]

All these indicators and performance results described above are influenced by the macro and micro environment of the company. It is proposed to consider the macro environment of the XIAOMI company and the external factors that affect it using a PEST analysis (Table 2.3) [36]

Table 2.3

PEST analysis of the XIAOMI company

| Political factors | Economic factors |
|---|---|
| <p>This is a Chinese company, and therefore subject to the latest tough sanctions from America, which greatly worsens the position in the world and reduces profits. In addition, there are too close relations with the leadership of one's own country.</p> | <p>The Covid-19 pandemic. It affected China's position in the world as this country became the spreader of this disease. This is an economic crisis because all industries have been forced to reconfigure the process to either online or hybrid, and some have not been able to. However, due to the fact that people became more dependent on the Internet and technology, and now spent more time</p> |

| | |
|--|--|
| | <p>at home, the interest in technology has increased significantly, and gadgets have become much more frequently updated.</p> |
| <p style="text-align: center;">Social factors</p> <p>XIAOMI, like any other Chinese company, is fighting the "Made in China" narrative, that everything Chinese does not immediately mean something low-quality, and REDMI smartphones are proof of that!</p> | <p style="text-align: center;">Technological factors</p> <p>Nowadays, there is a technological boom in the world! Nowadays, having a minimal understanding of technology is not a hobby, but a necessity, and therefore the requirements for gadgets are growing, and the field of action for their creators is expanding (5G for example).</p> |

Source: compiled by the author on the basis of [36]

The analysis of strengths and weaknesses is an integral part of the company's analysis, and the qualitative analysis will be even more qualitative if these qualities are divided into quadrants of opportunities and threats, that is, all four factors are combined. [37] You can immediately see what needs to be worked on and what to focus your strategy on, and what qualities to build promotion on (Table 2.4). [38]

Table 2.4

SWOT analysis of the XIAOMI company

| | Possibilities | Threats |
|--|--|---|
| | <ol style="list-style-type: none"><li data-bbox="678 317 1055 594">1. The recognition of the company on the market of smartphones and other technological products is increasing.<li data-bbox="659 621 1065 898">2. XIAOMI's transportation policy adds to the company's production glut, because the largest share of equipment is produced in China. | <ol style="list-style-type: none"><li data-bbox="1101 317 1476 1077">1. More and more technology companies are exiting the Chinese market to other markets, which increases the competition for XIAOMI as one such company (for example, OPPO and Vivo, which occupy the 4th and 5th positions, respectively, right after XIAOMI, which have their main offices located exactly in China).<li data-bbox="1101 1104 1476 1255">2. Offline distribution will significantly increase marketing costs. |

| | | |
|--|--|--|
| <p style="text-align: center;">Strengths</p> <p>1. It has a sufficiently large audience of consumers loyal to its own products (13%, third place among competitors).</p> <p>2. Penetration pricing – a low price in a new market combined with marketing to attract as many consumers as possible.</p> <p>3. Quality products.</p> <p>4. Large financial investments in development and research.</p> <p>5. Transports products to the largest world markets of China and India and other Asian countries, compared to America.</p> | <p>1. We should especially continue to use these 3 main advantages - low price, high quality and competitive technologies, users especially positively note the good camera on XIAOMI phones.</p> <p>2. Devices receive frequent notifications about program and system updates, which is very comforting and inspiring.</p> | <p>1. Among such competitors, it is worth working more on strengthening the features of the company, those qualities that distinguish it from others, in order to remain visible on the market. To move away from communist ideas, for example (a red star was present on the rabbit's ear at the beginning, then it was removed). Add more languages to phone support, communicate with consumers, build relationships.</p> |
|--|--|--|

| | | |
|---|---|---|
| <p style="text-align: center;">Weak sides</p> <p>1. Marketing costs are not enough for such a number of products and such a scale of distribution.</p> <p>2. Relatively narrow product line.</p> <p>3. Weak offline distribution.</p> <p>4. It does not occupy the first place in the world market of smartphones and has a big difference with the shares in the roar of Samsung and Apple.</p> | <p>1. It is worth working more on the company's brand, namely on sales and trade promotion, ATL and BTL campaigns.</p> <p>2. It would also be worthwhile to work on diversification and expansion of the assortment. Perhaps it should be done after strengthening the brand and positions in those markets where XIAOMI is already represented, and later start thinking about expanding the geographical influence. It is possible to expand territorially with the existing devices, which are of sufficient quality, and in parallel, as far as possible, work on expanding and deepening the assortment (different colors, shapes, sizes, etc.).</p> | <p>1. It is worth opening service centers for direct contact with consumers in more countries than there are now. This will provide additional opportunities for teams that specialize in development and marketing. You can conduct various focus groups, research, surveys, and based on this, change products and advertising. What the company's competitors often do.</p> <p>2. It is necessary to enter new markets where e-commerce is well developed, because XIAOMI products are mostly sold online. It is necessary, again, to work more on your brand and recognition, on the popularity of your own name.</p> |
|---|---|---|

Source: compiled by the author on the basis of [37], [38], [39]

If we talk about the internal state of the company and the organization of the work process, XIAOMI has a number of features that are important to pay attention to:

1. Does not set KPI - Lei Jun believes that KPI demotivates employees and they lose the desire to work beyond this previously set goal. Whereas at XIAOMI, they rely heavily on maximum and ideal results, initiative on the part of employees and additional efforts.

2. The management level is fairly flat, functions are clearly separated, but do not cover all possible tasks. This is done in order to challenge employees and their knowledge, so that they rely more on their own strength and cooperation among themselves, and that the involvement of management is the last step in such situations where it is needed, and in general that situations involving their involvement are minimal.

3. In addition to meetings every Monday for the whole company, there are no more meetings or very few of them, no written records of calls are kept, no quarterly or annual reports are submitted. Lei Jun finds this a boring part of running a company. "Reduce time spent reporting to each other between levels." If you have a problem - go, ask, and solve it together, you don't need to write to the mail and put the manual in a copy every time, these are the instructions given by the founder of XIAOMI.

2.2 Analysis of organizational culture at XIAOMI company.

The concept of XIAOMI's organizational culture. It describes the core values of the enterprise.

The company pays special attention to adherence to the values shown in fig. 2.5:

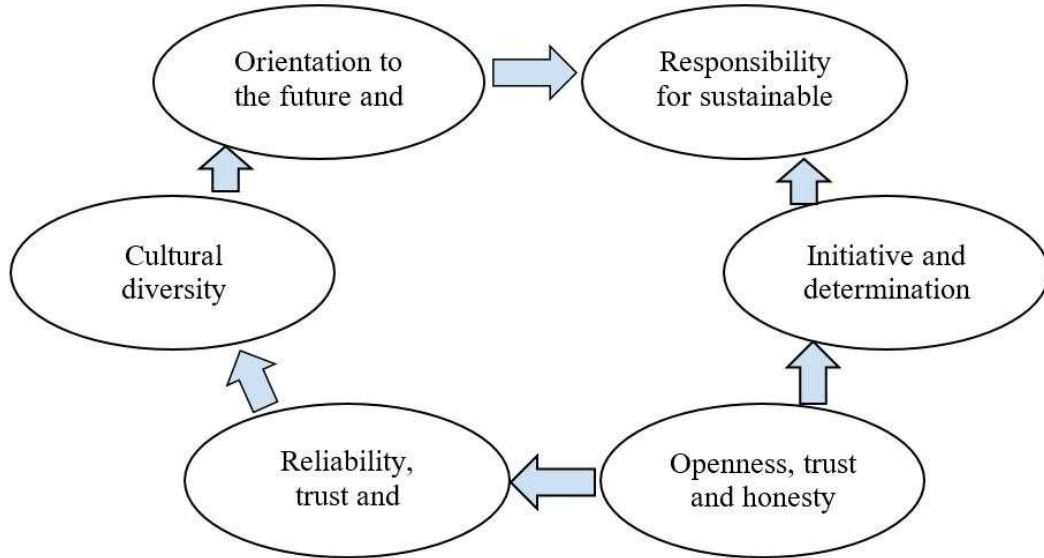


Fig. 2.5. Corporate values of XIAOMI company

Source: compiled by the author on the basis of [40].

The main goal of the company's personnel policy is to provide employees with the opportunity for continuous training that meets their needs, and to create loyalty among employees. Modern working conditions and corporate culture are the main elements of personnel strategy that reveals the potential of employees. [40]

Figure 2.6 presents the key areas of development of the corporate culture of the company XIAOMI:

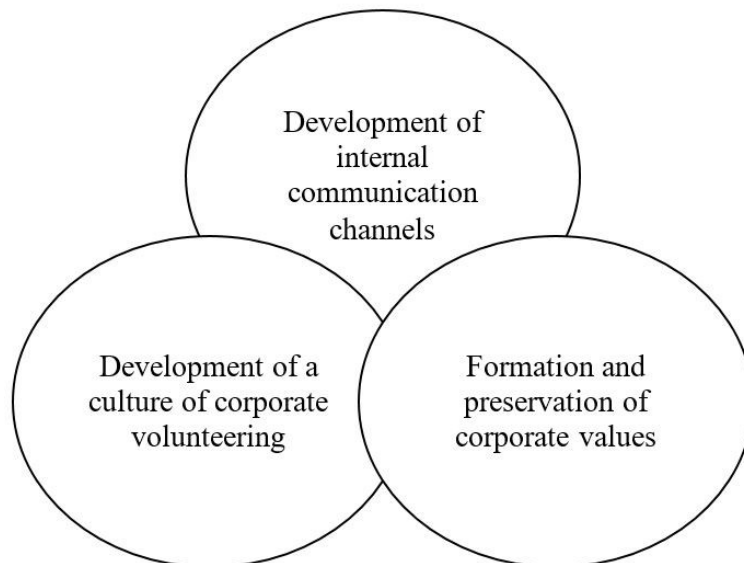


Fig. 2.6. Key areas of development of the corporate culture of the company
XIAOMI

Source: compiled by the author on the basis of [41].

In order to determine the type of organizational culture of XIAOMI, the study conducted a questionnaire survey of 44 employees of the sales department and the after-sales service department. [41]

In fig. 2.7 presents the degree of expressiveness of the types of organizational culture of the company, which was obtained according to the results of the questionnaire "Type of organizational culture".

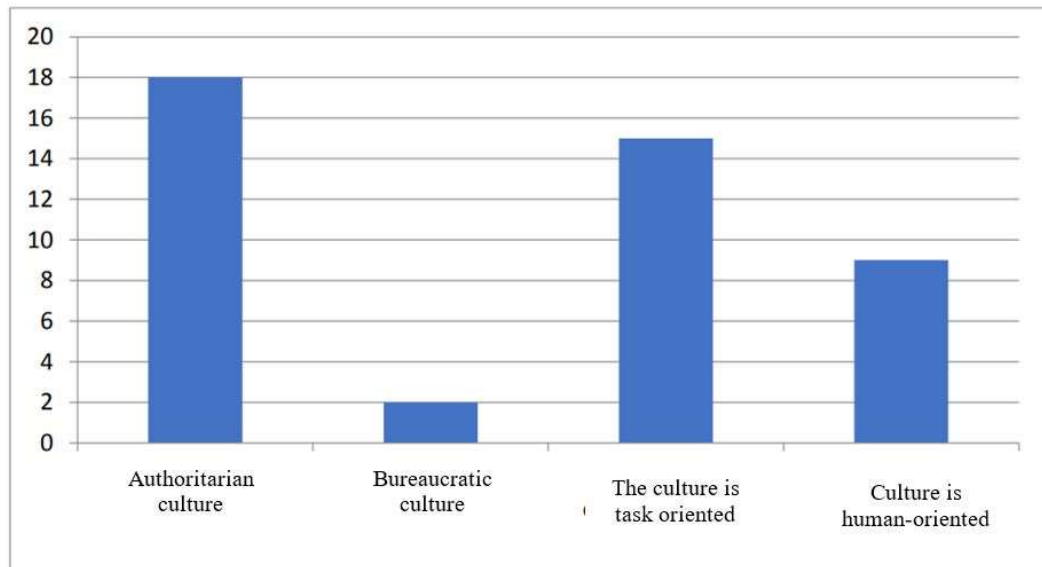


Fig. 2.7. The result of the questionnaire survey "Type of organizational culture" at the XIAOMI company.

Source: compiled by the author on the basis of [42]

According to the obtained results, the XIAOMI company is dominated by an authoritarian culture - 18, complemented by a task-oriented culture - 15. There is also a human-oriented culture - 9. The bureaucratic culture has an underestimated value of the indicator - 2. [42]

In general, the management of XIAOMI adheres to the principles of direct regulation and strict control, but in fact there is no clear documentary regulation.

Quantitative assessment of group coefficients of organizational culture was carried out on the basis of the expert method. The obtained indicators of organizational culture, the share of each factor and the ranked results are shown in Table 2.5:

Table 2.5

Ranking of group indicators

| Group indicator | Expert assessment | | | | | Sum of ranks | Order scale | Deviation | The amount of deviation | Validity |
|-------------------------|-------------------|---|---|---|---|--------------|-------------|-----------|-------------------------|----------|
| | 1 | 2 | 3 | 4 | 5 | | | | | |
| Personnel | 3 | 3 | 3 | 3 | 2 | 14 | 3 | -4 | 16 | 0,47 |
| Resource | 2 | 2 | 2 | 1 | 3 | 10 | 2 | 0 | 0 | 0,33 |
| Management system | 1 | 1 | 1 | 2 | 1 | 6 | 1 | 4 | 16 | 0,2 |
| Together | 6 | 6 | 6 | 6 | 6 | 30 | - | - | 32 | 1,0 |
| n of the value of ranks | | | | | | 10 | - | - | - | - |

Source: compiled by the author on the basis of [43]

According to the obtained result, the best indicator is the personnel, and the worst is the personnel management system. The weight for each indicator is determined by dividing the sum of the ranks by the square of the deviation.

In the table 2.6 we will present the agreement or disagreement of experts based on the application of the concordance coefficient:

Table 2.6

Ranking of group indicators with the concordance coefficient

Experts' assessments will be considered to be agreed, since the concordance coefficient is greater than 0.5. [43]

| Group indicator | Expert assessment | | | | | Sum of ranks | Order scale | Deviation | The amount of deviation | Validity |
|----------------------------------|-------------------|---|---|---|---|--------------|-------------|-----------|-------------------------|----------|
| | 1 | 2 | 3 | 4 | 5 | | | | | |
| Personnel | 3 | 3 | 2 | 3 | 3 | 14 | 3 | -4 | 16 | 0,47 |
| Resource | 1 | 2 | 3 | 2 | 2 | 10 | 2 | 0 | 0 | 0,33 |
| Management system | 2 | 1 | 1 | 1 | 1 | 6 | 1 | 4 | 16 | 0,2 |
| Together | 6 | 6 | 6 | 6 | 6 | 30 | - | - | 32 | 1,0 |
| Comparison of the value of ranks | | | | | | 10 | - | - | - | W = 0,64 |

Source: compiled by the author on the basis of [43]

The study also includes an assessment of individual indicators based on the expert method, namely, the specific weight of each factor was identified, each component of the group indicator was evaluated and ranked, and the obtained values were studied using the concordance coefficient.

Table 2.7 presents grouped data by the considered indicators.

Table 2.7

The importance of indicators of the organizational culture of the company XIAOMI.

| Group indicator | Group weight | Unit indicators | Validity |
|------------------------|---------------------|--|-----------------|
| Personnel | 0,47 | Turnover ratio (TR) | 0,16 |
| | | Coefficient of absenteeism (CA) | 0,16 |
| | | Coefficient of educational level (CE) | 0,36 |
| | | Coefficient of satisfaction with work (CC) | 0,32 |
| Economic resources | 0,33 | Wage growth rate (KR) | 0,4 |
| | | Coefficient of economic efficiency (CE) | 0,6 |
| | | Coefficient of centralization (CC) | 0,2 |

| | | | |
|-------------------|-----|---|------|
| Management system | 0,2 | Coefficient of efficiency of the OS (CES) | 0,34 |
| | | Formalization coefficient (FC) | 0,43 |

Source: compiled by the author on the basis of [44]

Let's find out the state of the organizational culture of the company under study based on the application of the formula:

$$OCC = 0,47 \sum (0,16 TR + 0,16 CA + 0,36 CE + 0,32 CC) + + 0,33 \sum (0,4 KR + 0,6 CE) + 0,2 \sum (0,2 CC + 0,37 CES + 0,43 FC).$$

Next, we will determine each indicator of XIAOMI's organizational culture for 2020-2022.

$$OCC 2020 = 0,47 * (0,16 * 0,306 + 0,16 * 0,097 + 0,36 * 0,853 + 0,32 * 0,489) + 0,33 * (0,4 * 1,072 + 0,6 * 4,216) + 0,2 * (0,2 * 4,681 + 0,37 * 1,094 + 0,43 * 0,795) = 1,56.$$

$$OCC 2021 = 0,47 * (0,16 * 0,046 + 0,16 * 0,073 + 0,36 * 0,864 + 0,32 * 0,781) + 0,33 * (0,4 * 1,078 + 0,6 * 4,192) + 0,2 * (0,2 * 4,276 + 0,37 * 1,250 + 0,43 * 0,885) = 1,58.$$

$$OCC 2022 = 0,47 * (0,16 * 0,035 + 0,16 * 0,008 + 0,36 * 0,906 + 0,32 * 0,894) + 0,33 * (0,4 * 1,339 + 0,6 * (-0,8)) + 0,2 * (0,2 * 10,987 + 0,37 * 0,207 + 0,43 * 0,968) = 0,85.$$

The results of the calculations revealed that in 2020-2021, the level of organizational culture of the company XIAOMI is higher than the maximum level, therefore, the corporate level of the company was ideal. [44]

In 2022, the situation changed due to the introduction of a new business model, due to which the company had financial losses, which, in turn, affected the level of organizational culture, but at the same time it is higher than average, XIAOMI has reserves for its improvement.

The largest share of the components of organizational culture is the resource indicator, and the smallest is the personnel. In 2022, the largest share concerns the management system, which is associated with a high efficiency ratio of the organizational structure.

In general, indicators of personnel and the management system of the company XIAOMI increased in the analyzed period, resources decreased due to the reduction of capital investments and negative profit.

Based on the identified shortcomings, recommendations for improving the organizational culture of the XIAOMI company were formulated, which will increase the efficiency of personnel management: [45]

- it is necessary to develop a regulatory framework for the company's organizational culture, taking into account the peculiarities of the domestic business environment - the development of the organizational management code should include provisions on relations and rules of behavior of employees, as well as the "philosophy" and mission of the company;

- A personnel evaluation system should be introduced based on increasing material interest with the use of a single KPE system for managers and employees;

- To introduce programs of indirect material interest of personnel;

- To form and implement a system of collective actions that will support a "healthy" corporate climate and improve relations between employees and superiors in all structural divisions of the company;

-
- Create individual and collective training and development plans for employees;
 - Implement internal competitions among employees: the title of the best manager, employee of the year/month.

Conclusion to chapter 2

XIAOMI Systems, as a leading Chinese technology company, develops gadget platforms that are world-famous for their extremely high diversity and customization. The system not only covers devices of various uses, functions, resolutions and sizes, but also displays a high degree of manufacturing complexity, fully reflecting XIAOMI's deep understanding and respect for products and users. This product not only has strong functionality and flexibility, but also pays attention to details and user experience, allowing consumers to choose the device that best suits them based on their needs and preferences. It is precisely because of this insistence on quality that XIAOMI has won the favor of a large number of producers and consumers while maintaining steady business development.

Some people even hail XIAOMI as the "Apple of the East". This is not only an affirmation of the quality of its products, but also recognition of its innovative spirit and market influence. However, XIAOMI also faces many challenges and opportunities in its pursuit of growth and change. Through an in-depth assessment and diagnosis of XIAOMI's organizational culture, we can draw the following conclusions:

(1) XIAOMI's organizational culture level was relatively high during the analysis period. Especially in 2022, although this indicator has declined, this is because the company is actively transforming into a new business model and has made in-depth adjustments to the original organizational structure and management model. This adjustment is aimed at adapting to the rapidly changing market environment and further improving operational efficiency and innovation capabilities.

(2) The shortcomings of XIAOMI's organizational culture are related to the lack of structured, easy-to-understand and standardized documents for the company and its employees' activities. This means that as the company develops rapidly, some internal processes and regulations may not keep up with the pace of change, causing employees to have certain difficulties in understanding and executing them, which may be a factor leading to organizational instability.

CHAPTER 3. RECOMMENDATIONS FOR IMPROVING ORGANIZATIONAL CULTURE AT XIAOMI COMPANY.

3.1 Methodology for assessing organizational culture

Assessing organizational culture is a critical step in developing sound strategies that support enterprise goals and objectives.

After identifying key aspects of culture, such as values, hierarchy, people and task orientation, the following steps will help organizations assess culture: [26]

1. Develop a cultural assessment tool. This tool should allow organizational members to rate the organization on key cultural dimensions as well as aspects of the organization that are not covered by the assessment.

2. Conduct an assessment. Survey respondents should include persons at all levels, functions, divisions and regional offices of the organization.

3. Conduct an analysis and inform about the results of the assessment. Leaders and managers should discuss issues of agreement and disagreement about the organization's culture.

4. Form focus groups of employees. Just because senior executives agree on organizational culture does not mean that all employees see things the same way.

5. Discuss all characteristics and features of organizational culture until consensus is reached on key issues. At the same time, it is necessary to focus on the questions "Who are we?" and "What makes us who we are?" Organizations that

decide that where they are now is not where they want to be may need to consider moving the organization to a different culture.

Cultural assessments and other activities such as cultural audits and 360-degree feedback can also help identify cultural mismatches. Leaders can then resolve discrepancies.

For example, if customer service is at the center of the company's culture, you need to assess how much time employees spend visiting customer sites, how much they interact with customers, what customer service training they receive, and other indicators of customer service orientation. [27]

A very important nuance when conducting an assessment of organizational culture at a modern enterprise is compliance with legal issues and issues of national culture and identity:

1. Legal issues.

Employers who emphasize cultural fit in the hiring and selection process can be vulnerable to discrimination claims if they are not careful. Employers must ensure that hiring practices and selection decisions based on cultural fit rationales do not discriminate against any candidates who may not be "the same" as those selected.

Employers should also be aware that certain types of organizational culture (for example, cultures that are highly paternalistic or male-dominated) may tend to entrench disparities in promotion, compensation, and other terms of employment. These differences may violate anti-discrimination laws.

2. Global issues.

Research shows that national culture has a greater impact on employees than the culture of their organization. Organizational leaders must understand the national cultural values in the countries in which the organization operates to ensure that management practices and companies are appropriate and effective in operating in those countries. When implementing organizational culture management initiatives in a global business, national cultural differences should be taken into account. [35]

Managers must be able to respond to nuances in communication styles, as well as deal with the different expectations employees have of their leaders in different national cultures. Failure to meet these expectations can result in a global organization losing its chances of success in certain countries.

The assessment of organizational culture takes place in the context of the joint development of the enterprise in accordance with the strategy and set goals. Along with this, at the core of the organizational culture, there may be values that contribute to the solution of problems that you need to know about. Also, the issue of combining individual values of the staff and the need to support the efficient operation of the enterprise, which is complicated by constant changes in the life of each person and the economic activity of any enterprise, remains relevant. Taking this into account, it can be argued that changes become an integral condition of existence, and the diagnosis of organizational culture for the enterprise acquires a new meaning.

The organizational culture assessment tool uses a framework of competitive values and adheres to a fundamental organizational framework in which personnel receive, interpret and summarize information in the form of their own conclusions: important characteristics of the enterprise; a general leadership style that permeates the entire enterprise; employee management style; the connecting essence of the enterprise, or the mechanisms that allow to achieve the unity of the enterprise; strategic goals, which determine which areas of special attention drive the company's strategy; success criteria that show how victory is defined and what exactly is rewarded and honored.

Every year, attention to the importance of organizational culture is gaining momentum. After all, it is one of the sources of intangible motivation, and therefore stimulates the economic growth of the enterprise. In addition, monitoring the dynamic development of the enterprise allows you to monitor even minor changes in the current state, to see development trends and the effectiveness of already implemented measures. That is why the introduction of diagnostics of organizational culture is of great practical significance in any enterprise.

3.2 Practices on the development of organizational culture at XIAOMI company

Organizational culture is the foundation of an organization's dynamic potential. The specificity of relationships between people, stable norms and principles of the life and activities of the organization, examples of positive and negative behavior involving values and norms are very important for the effective functioning of the organization. As the intellectual component of the economic system continues to increase, the status of organizational culture has gradually received widespread attention. It is increasingly recognized that organizational culture is an indispensable element for the successful operation and development of organizations of any size and in any field of activity. The conscious development of organizational culture not only helps to achieve the coordination of social and economic factors, but also enhances the stability and competitiveness of the organization. Organizations with high levels of organizational culture are more successful even with relatively low levels of material and technical support.

Currently, the concept of organizational culture is characterized by a very wide set of functional elements, which, as a rule, include the following: spiritual and material components, behavioral relations of the organization (employers) and employees, interaction with the external environment, a set of moral, ethical and political norms accepted by employees and values, a set of rules of behavior and communication in the internal environment, entrenched rituals, accepted standards in clothing and in the design of work premises, established standards of quality of products and services, ideas, interests, experience, skills, decision-making procedure, myths, fears, hopes, aspirations and expectations, a sense of collectivism, a sense of confidence and uncertainty in the perspective of the organization's existence, the organization's mission and strategy. Integral sets of functional elements of

organizational culture reflect the principles and rules that ensure a harmonious combination of economic and social factors.

The strength of organizational culture is the level of pressure that culture exerts on organizational members, regardless of direction. In the conditions of a strong culture, individuals and teams control themselves, which leads to high efficiency of their work and contributes to the clear functioning of the organization, because adherence to a clear set of shared values reduces the number of conflicts and misunderstandings. At the same time, in our opinion, the dependence of the strength of the organizational culture and the effectiveness of the organization is far from unambiguous, since successful activity can be the reason for the formation of a strong culture, and not vice versa. At the same time, a strong culture that exerts a noticeable pressure on organizational behavior is a powerful mechanism, and therefore it is necessary to influence such a culture more carefully. The consequences of inept management of a strong organizational culture can be serious processes of disorganization. On the contrary, the correct process of transformation of such a (strong) culture can accelerate the achievement of the company's necessary goals.

A modern manager needs an understanding of the patterns of behavior of organizations and the behavior of people within the organization. A person's work in an organization is a process of constant interaction with his organizational environment. Organizational culture is most fully implemented in the area of job satisfaction, since in reality organizational culture is represented by a system by which employees fit into the culture and subculture of the organization and the unit in which they work. An imbalance between the type of culture that is established in the organization and the one that the new employee brings with him leads to many negative consequences, including: low job satisfaction; increased tension at work; total voltage; a general decrease in the effectiveness of the organization's functioning.

Leaders and managers within an organization must approach culture management by first gaining an understanding of the common traits common to all

businesses. They should then take the following steps to manage their organization's culture:

- Identify common artifacts or traits, including in terms of the organization's social, material, and ideological culture.
- Convene teams of employees—representing all levels, functions, and locations of the organization—to assess the validity, significance, and relevance of key artifacts.
- Subject these traits to a rigorous assessment of their underlying shared assumptions, values, and beliefs.
- Summarize the results and share them with all participants for additional information.
- Create a culture management action plan. The plan should improve the features that promote the company's growth or organizational effectiveness and correct the features that may hinder the company's progress. [30]

As a rule, shared assumptions and beliefs come from the founders and leaders of the organization. Because these beliefs have proven successful (otherwise the company would not exist and the leaders would not be in their positions), they often remain unchallenged; however, these assumptions and beliefs can be outdated and hinder future success.

If an organization has a good understanding of its culture, it can continue to develop policies, programs, and strategies that support and reinforce its core purpose and values. In integrated organizations, the same key characteristics or beliefs motivate and unite everyone from management to individual members.

There are many tools for developing and maintaining a high-performing organizational culture, including hiring practices, onboarding activities, recognition programs, and performance management programs. The biggest challenge is deciding how to use these tools and how to allocate resources appropriately. [31]

1. Hiring practice.

Effective hiring practices can help an organization benefit from its culture. Traditionally, hiring focuses primarily on a candidate's skills, but when an employee's personality also fits the organization's culture, the employee is more likely to demonstrate high performance.

On the other hand, inappropriate hires and subsequent rapid departures cost approximately 50 to 150 percent of the position's annual salary. Unfortunately, nearly one in three new hires quit voluntarily or involuntarily within a year of being hired, and that number has been steadily increasing in recent years.

Some hiring practices to ensure cultural fit include:

- Review each element of the organization's vision, mission, and value statements. Interview questions should address behaviors that complement these domains. For example, if an organization operates at a high intensity, then job applicants must demonstrate this natural intensity in order to be considered for employment. [26]

- Conducting a cultural fit interview. Ask questions that elicit comments about organizational values such as honesty or integrity. If a candidate's description of the worst place he or she has ever worked is similar to the organization he or she is interviewing for, the candidate will probably not be successful.

- Leaving the discussion of corporate culture for later. Don't tell candidates about the culture upfront. First, listen to what they have to say about their experiences and beliefs. This tactic will reveal more candid responses to help determine if they are a good fit for the organization.

- Ensuring that at least three people are involved in the hiring process. Different people will see and hear different things. These diverse perspectives provide a clearer understanding of the person being considered for employment.

Finding employees who are the perfect fit can have its drawbacks. The biggest mistake an organization can make is to paint an inaccurate picture of itself when trying to attract candidates. [33]

Another possible disadvantage is that people are more reluctant to take negative action against people like themselves. As a result, mediocre employees are more likely to stay on the job if they share cultural values.

Likewise, while an organizational comfort level is palpable when the culture is aligned, experts believe that too much comfort can lead to groupthink and complacency.

2. Training programs

Onboarding educates newcomers about the employer's value system, norms and desired organizational behavior. Employers should help newcomers become part of the organization's social networks and ensure they have early work experiences that reinforce the culture.

3. Reward and recognition programs

These programs are key mechanisms that employers can use to motivate employees to act in accordance with the organization's culture and values. For example, if teamwork is a core value, bonuses should encourage teamwork rather than being based on individual performance. Employers should also pay attention to those employees who embody the company's values.

4. Performance management programs [33]

Employees who share values and aspirations tend to outperform those who work in environments that lack cohesion and shared goals. Performance management programs can have a significant impact on corporate culture by clearly outlining what is expected of employees and providing a feedback tool that informs employees of appropriate behavior.

In our opinion, the implementation of the recommendations presented in the work will significantly strengthen the organizational culture at the XIAOMI company, which will contribute to increasing the efficiency of the enterprise as a whole.

The diversity of the workforce means that organizations are becoming more heterogeneous in terms of age, nationality, and gender. This makes it difficult to

communicate and perform tasks. Managers need to change their philosophy of behavior depending on the differences of employees.

The blurring of borders in the world economy affects management skills in two directions:

- 1) The probability of working in another country increases;
- 2) The likelihood of working with foreign workers in one's country increases.

Understanding national cultures and national differences allows managers to improve management skills.

Management in today's rapidly changing environment involves the possibility of employees participating in the decision-making of the organization. Organizational culture allows managers to develop group decision-making skills. The skills of employees have a significant impact on the effectiveness of management. Organizational culture allows to improve the skills of responsibility, feedback, delegation of authority, creation of productive work teams.

At the same time, today it is believed that, although each enterprise can have its own unique culture, in large organizations that carry out FEE, different and sometimes conflicting types of both culture and subculture coexist, which are generated by different socio-professional characteristics of the personnel composition of the management team.

It should be noted that in an enterprise where the organizational culture cannot be defined as effective, the actual culture in this organization is focused on the role, that is, the union of employees is determined by communication and stereotypes of behavior (positions matter). Decision-making is based on procedures and official provisions, subordination to instructions. There is a weak response to the change in the situation (slowed formal decision-making process). Responsibilities are clearly divided, no one goes beyond the established limits. Such an organization is characterized by bureaucracy (functional organization) and the behavior of employees is very predictable.

When discussing ways to optimize the establishment of the desired organizational culture, that is, a culture that would combine the interests of leaders, management personnel and executives, we believe that organizational culture should focus on the individual and contribute to the disclosure of the best features of his character and opportunities at work, satisfying the diverse needs of a person. At the same time, the tasks of the organization's management should be limited and not go beyond the goals and purpose of the organization's creation. A necessary condition for a high organizational culture is the introduction of the principle of decision-making by reaching consensus, which would be based on the support of employees for each other. Orientation to spiritual values also plays an important role.

Domestic practice of organizational structure formation shows that purposeful work on the conscious development of organizational culture at Ukrainian enterprises is insufficient, because the integrity of organizational culture in organizations is not observed. Rather, we can talk about the presence of separate subcultures at the levels of management, management personnel, and executives, which creates a sense of loss of team integrity and discomfort in the organization.

Therefore, based on the results of the analysis, it is possible to formulate general recommendations aimed at improving the organizational culture of domestic enterprises:

- 1) Choosing an approach to improving organizational culture, taking into account the needs, resources and potential of the enterprise;
- 2) Formation of the structure of the organizational culture improvement process;
- 3) Development of documentation that would incorporate the creative achievements of the organization's team on the basis of formal approaches;
- 4) Implementation of measures to improve organizational culture should be carried out on a long-term planned basis with constant correction of deviations depending on the changes that will occur in the life of the team and the organization.

Summarizing the results, it should be noted that the study of the organizational culture of the company has come a long way. However, despite the certain dogmatism of some studies, this theory is not a frozen monolith, it changes along with changes in socioeconomic, political, cultural and other relations in society.

Organizational culture is an important factor in the successful functioning of enterprises, although many managers do not fully realize this. A cohesive team striving for a common goal will cope with the tasks set much more efficiently and quickly than a disunited group of employees who do not feel united with their colleagues and do not have the opportunity to receive help and support from them in a difficult situation. Organizational culture contains a powerful potential for positive influence on the workforce, and if it is skillfully used, it is possible to achieve high results both materially and morally.

Conclusion to chapter 3

Based on the identified shortcomings, recommendations for improving the organizational culture were formulated, which will improve the effectiveness of personnel management:

- it is necessary to develop a regulatory framework for the organizational culture of the company taking into account the peculiarities of the business environment - the development of the code of organizational management should include provisions on relations and rules of behavior of employees, as well as the "philosophy" and mission of the company;
- A personnel evaluation system should be introduced based on increasing material interest with the use of a single system of key performance indicators for managers and employees;
- To introduce programs of indirect material interest of personnel;

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- To form and implement a system of collective actions that will support a "healthy" corporate climate and improve relations between employees and superiors in all structural divisions of the company;
 - Create individual and collective training and development plans for employees;
 - Implement internal competitions among employees: the title of the best manager, employee of the year/month.

Therefore, organizational culture should become an effective factor in the development of any enterprise, and achieving the strategic goals of the enterprise is possible only through the improvement of organizational culture.

CONCLUSIONS

Organizational culture is the most important characteristic of an organization. It mainly determines the personality of an enterprise, that is, what makes it different from other enterprises. Therefore, culture is put into one of the primary positions of management.

The main task of culture formation and change is to provide support for changes in enterprises, but at the same time, organizational culture itself has become the most important object of change. Modern organizations are interested in the perception and adoption of the organizational culture by all employees, making them aware of and accepting of its mission and goals, norms and traditions.

Each new employee grasps the culture developed by the company, learns the social experience accumulated previously, and perceives new values, which of course leaves a mark on a person's character and personality. But the influence is mutual: each employee contributes to the development of the organization's organizational culture, influences the organization's management practices, etc.

Continuous changes in management practices are necessary for modern organizations to develop successfully, but any changes are reflected in corporate culture. Any change in today's modern organizations, if not accompanied by a restructuring of the organizational culture, can no longer bring about the desired results.

The relevance of the topic of the thesis is due to the importance of a clear and complete understanding of the organizational culture in the company, the stages of its formation and development, as well as the determination of the type of culture for further decision-making regarding the need for its transformation. Organizational culture is extremely important for organizational effectiveness.

In the course of the research, the following tasks were completed:

- 1) The theoretical and methodological foundations of organizational culture at modern enterprises are analyzed;
- 2) The organizational and economic characteristics of the XIAOMI company were provided, its organizational culture was investigated and analyzed;
- 3) A method of research and evaluation of organizational culture at a modern enterprise has been developed;
- 4) Proposed practices for the development of organizational culture in the company XIAOMI.

The Chinese company XIAOMI was taken, which specializes in the production of smartphones, auxiliary gadgets and other IOT devices. The company's slogan is the statement: "We relentlessly create amazing products at fair prices to enable everyone in the world to enjoy a better life through innovative technology."

During the preparation of the work, a SWOT analysis of the investigated enterprise was carried out. The obtained results make it possible to single out the main internal problems of the XIAOMI company that have a direct impact on the organizational culture.

The concept of XIAOMI's organizational culture describes the company's core values, which include:

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- Orientation to the future and focus on the result.
 - Initiative and determination.
 - Openness, trust and honesty.
 - Reliability and legality.

In order to determine the type of organizational culture of the company XIAOMI, during the study, a questionnaire was conducted for 44 employees of the sales department and the after-sales service department.

According to the results of the survey, it was found that the XIAOMI company is dominated by an authoritarian culture, complemented by a task-oriented culture. There is also a human-centered culture. According to the bureaucratic culture, an underestimated value of the indicator is observed.

In general, management adheres to the principles of direct regulation and strict control, but in fact there is no clear documentary regulation.

Based on the expert method, a quantitative assessment of group coefficients of organizational culture was made.

According to the obtained result, the best indicator of the enterprise's organizational culture is the personnel, and the worst is the personnel management system. At the same time, the experts were the workers of the enterprise themselves.

Experts' assessments are considered to be consistent, since the calculated concordance coefficient is greater than 0.5.

The results of the calculations revealed that in 2020-2021, the level of XIAOMI's organizational culture was higher than the maximum.

In 2022, the situation changed due to the introduction of a new business model, due to which the company had financial losses, which, in turn, affected the level of organizational culture, but at the same time it is higher than average that is XIAOMI has reserves for its improvement.

Also, in our opinion, the military actions had an impact on the reduction of indicators of organizational culture at the enterprise in 2022 due to the deterioration of the socio-economic and psychological condition of the company's employees.

Thus, after evaluating and diagnosing the organizational culture of the XIAOMI Company, it is possible to draw a conclusion about the existing shortcomings, which are associated with the lack of structured, accessible documentation, as well as external factors. An unstable organizational climate is also characteristic of a number of elements.

The methodology for assessing organizational culture developed in the work is based on the application of the algorithm of sequential actions.

After identifying the key aspects of the culture, such as: values, degree of hierarchy, orientation to people and tasks, the following steps must be taken:

1. Develop a cultural assessment tool that will allow you to assess the organization according to key cultural dimensions.
2. Conduct an assessment. Survey respondents should include persons at all levels, functions, divisions and regional offices of the organization.
3. Conduct an analysis and inform about the results of the assessment.
4. Form focus groups of employees.
5. Discuss in focus groups all the characteristics and features of the organizational culture until a consensus is reached on the key issues.

The work also offers practices for the development of organizational culture at the XIAOMI Company, including:

- Hiring practice based on finding employees who will suit the organization based on the unity of views on its organizational culture;
- Trendy training programs, such as onboarding, which teaches newcomers the employer's value system, norms and desired organizational behavior;
- Reward and recognition programs;
- And performance management programs.

During the implementation process, by adopting and applying these suggestions, XIAOMI's organizational culture will be significantly strengthened. It plays an important role in shaping the behavior and attitudes of employees and guiding the development direction of the company's strategy. Promoting a work style

of efficient execution will prompt XIAOMI to pay more attention to efficiency and effectiveness in project management, decision-making, problem solving, etc., thus improving overall operational effectiveness. In addition, by building a good team communication and cooperation mechanism, team cohesion can be enhanced, internal friction can be reduced, and various departments and levels can work together quickly and effectively to jointly promote the rapid and healthy development of the enterprise.

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APPENDIX

















Assortment of the company XIAOMI

(the first products from the list, there are more)

















 Redmi phones

| | | | |
|---|---|---|--|
|  Redmi 10 2022 |  Redmi Note 11 Pro 5G |  Redmi Note 11 Pro |  Redmi Note 11S |
|  Redmi Note 11 |  Redmi 10 |  Redmi Note 10 5G |  Redmi Note 8 2021 |
|  Redmi Note 10S |  Redmi Note 10 Pro |  Redmi Note 10 |  Redmi Note 9T |
|  Redmi 9T |  Redmi 9C NFC |  Redmi 9C |  Redmi 9 |

















☰ Mi TV

| | | | |
|--|--|--|---|
|  Xiaomi TV P1E 55 |  Xiaomi TV P1E 43 |  Xiaomi TV Q1E 55 |  Mi Smart Projector 2 |
|  Mi 2K Gaming Monitor 27 |  Mi TV P1 32 |  Mi TV P1 43 |  Mi TV P1 50 |
|  Mi TV P1 55 |  Mi Desktop Monitor 27 |  Mi Smart Projector 2 Pro |  Mi TV Q1 75 |
|  Mi LED TV 4S 55" |  Mi Ambient Light Rejecting Projector Screen 100 |  Mi 4K Laser Projector 150" |  Mi 23.8" Desktop Monitor 1C |

☰ Audio

| | | | |
|--|--|---|--|
|  Xiaomi Smart Speaker IR Control |  Redmi Buds 3 Lite |  Xiaomi Soundbar 3.1 ch |  Mi Portable Bluetooth Speaker |
|  Mi True Wireless Earbuds Basic 2S |  Xiaomi FlipBuds Pro |  Redmi Buds 3 |  Redmi Buds 3 Pro |
|  Mi True Wireless Earphones 2 Pro |  Mi Smart Clock |  Mi Compact Bluetooth Speaker 2 |  Mi True Wireless Earbuds |
|  Mi True Wireless Earbuds Basic S |  Mi In-Ear Headphones Pro HD |  Mi True Wireless Earphones 2S |  Mi Portable Bluetooth Speaker (16W) |

 Power Bank

| | | | |
|---|--|--|---|
|  <p>Xiaomi 10W Wireless Power Bank 10000</p> |  <p>Mi 20W Wireless Charging Stand</p> |  <p>Mi 50w Power Bank 20000mAh</p> |  <p>Mi 80W Wireless Charging Stand</p> |
|  <p>Mi 33W Wall Charger (Type-A + Type-C)</p> |  <p>Mi 20W Charger (Type-C)</p> |  <p>Mi Smart Band 5/6 Charging Cable</p> |  <p>Mi Watch Charging Dock</p> |
|  <p>Mi Watch Lite Charging Dock</p> |  <p>10000 mAh Mi Power Bank 3 Ultra Compact</p> |  <p>20000mAh Mi Power Bank 3 Pro</p> |  <p>20000 mAh Redmi Fast Charge Power Bank</p> |
|  <p>10000 mAh Mi Wireless Power Bank</p> |  <p>Mi 65W Fast Charger with GaN Tech</p> |  <p>10000mAh Mi 18W Fast Charge Power</p> |  <p>Mi 20W Wireless Car Charger</p> |