MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

Name of the faculty	**EDUCATION AND RESEARCH INSTITUTE "KARAZIN BANKING INSTITUTE"**
Name of the department	**Management, Business and Professional Communications**
Specialty:	**073 Management**
Educational program:	**Management of Organizations and Administration**
Group:	**AM-25M (full-time mode of study)**

QUALIFYING MASTER'S THESIS

on the topic:

FORMATION OF ORGANIZATIONAL MANAGEMENT CULTURE

student of higher education **Liu Haiwei**

The work is accepted for defence in the EC

Head of Department
PhD in Economics, Associate Professor
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Scientific Adviser

____________________ **Inna Cherniavska**

Kharkiv 2024

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25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Liu Haiwei

1. Topic of work: "FORMATION OF ORGANIZATIONAL MANAGEMENT CULTURE".

Scientific adviser Inna Cherniavska
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3.List of topics to be developed:

• In Chapter 1: to investigate the essence and features of the concept of organizational culture; to consider methods of assessing the effectiveness of the organizational culture of banks; to investigate the foreign experience of using organizational culture in bank personnel management.

• In Chapter 2: to provide technical and economic characteristics of JSC CB "PrivatBank"; to analyze the state of the organizational culture of JSC CB "PrivatBank"; to analyze the impact of the bank's organizational culture on its activities.

• In Chapter 3: to determine the direction of improving the management mechanisms of the bank's organizational culture in wartime conditions; to provide the main areas of application of methods of increasing the economic efficiency of management of organizational culture in the bank; to present ways of improving the information support of Privatbank's organizational culture management system.

4. Plan of qualifying master's thesis

№	Names of work sections
1	THEORETICAL FOUNDATIONS OF THE FORMATION OF THE MANAGERIAL ORGANIZATIONAL CULTURE
2	FEATURES OF ORGANIZATIONAL CULTURE FORMATION IN JSC CB "PRIVATBANK"
3	IMPROVEMENT OF THE BANK'S ORGANIZATIONAL CULTURE MANAGEMENT MECHANISM

5. Date of issue of the task September 25, 2024.

Student Liu Haiwei Liu Haiwei
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ABSTRACT

The qualifying master's thesis contains 80 pages, 15 tables, 13 figures, and a list of 60 references.

The object of research is the processes of forming and optimizing organizational management culture in banks.

The subject of research includes the processes of organizational culture development in a modern bank during wartime and their impact on enhancing its financial stability.

The purpose of the master's thesis is to identify the main factors influencing a bank's organizational culture and assess its effectiveness in ensuring financial stability under martial law conditions.

Tasks of a qualifying master's thesis include:

- to investigate the essence and features of the concept of organizational culture;
- to review methods for assessing the effectiveness of organizational culture in banks;
- to analyze foreign experience in leveraging organizational culture for bank personnel management;
- to provide the technical and economic characteristics of JSC CB "PrivatBank";
- to evaluate the current state of the organizational culture at JSC CB "PrivatBank";
- to analyze the impact of the bank's organizational culture on its operations and overall performance;
- to determine directions for improving the management mechanisms of a bank's organizational culture during wartime;
- to propose key methods for increasing the economic efficiency of organizational culture management in banks;
- to present recommendations for enhancing the information support system for managing the organizational culture of JSC CB "PrivatBank".

Based on the results of the research, theoretical and practical provisions have been formulated regarding the optimization of organizational culture management systems for bank personnel.

Practical significance of the research results: The findings offer actionable insights and tools for improving organizational culture management systems, particularly under challenging conditions such as martial law. By implementing these recommendations, banks can enhance their internal cohesion, operational resilience, and financial stability.

Year of completion of the qualifying master's thesis: 2024.

Year of defense of the qualifying master's thesis: 2024.

CONTENT

INTRODUCTION

In today's conditions, the organizational culture of banks is a key factor affecting the internal stability and ability of banking institutions to adapt to stressful conditions. Organizational culture determines the atmosphere and style of interaction among bank employees. In wartime, it is important that employees are motivated and feel supported by management for the efficient functioning of the bank. Also, the correct management of the organizational culture of banking institutions ensures the stability of work and facilitates decision-making in difficult situations, which can be critically important for maintaining financial stability.

Organizational culture is a key factor for the successful operation of banking organizations in the wartime period. In difficult conditions, ensuring stability, effective communication and strengthening security are becoming important tasks for banks. Adopting appropriate strategies and maintaining the values of the organizational culture will help banks to cope with the challenges that arise in the period of full-scale invasion.

The topicality of the topic is primarily related to the importance of the role of organizational culture in the management of financial institutions as a whole, and the insufficient level of study of the problem in Ukrainian banks.

In modern economic science, the concept of "organizational culture" occurs quite often, however, theoretical and methodological questions regarding the diagnosis of organizational culture are not sufficiently developed. The theoretical basis for writing this qualifying master's thesis was the works of such authors as Denison Keller, Karl Weick, Clifford Geertz, John Kotter, James Heskett, Terry Deal, Alan A. Kennedy and others. The works and concepts of these researchers help in shaping the understanding and practical application of the concepts of organizational culture in modern management.

Ukrainian researchers also actively study organizational culture, offer their own research approaches and methodologies. Among them: I. Kondrak, V. Dudnyk, O. Manko, O. Varianitsa, L. Petrova, O. Popov. These researchers make a significant contribution to the development of Ukrainian science and management practice by studying various aspects of organizational culture and its influence on the activities of organizations in Ukraine.

The purpose of the study is to determine the main factors influencing the organizational culture of the tank and the effectiveness of its activity in the conditions of a state of war.

To achieve the set goal, the following tasks were set and solved in the work:

- the essence and features of the concept of organizational culture were investigated;
- methods of assessing the effectiveness of the organizational culture of banks are considered;
- foreign experience of using organizational culture in bank personnel management was studied;
- the technical and economic characteristics of JSC CB "PrivatBank" are provided;
- the state of the organizational culture of JSC CB "PrivatBank" was analyzed;
- the impact of the bank's organizational culture on its activity was analyzed;
- directions for improving the management mechanisms of the bank's organizational culture in war conditions are determined;
- the main directions of application of methods of increasing the economic efficiency of management of organizational culture in the bank are provided;
- the ways of improving the information support of Privatbank's organizational culture management system are presented.

The object of research is the processes of formation and optimization of the organizational culture of management in the bank.

The subject of the study is the processes of organizational culture development in a modern bank during the war and their impact on increasing its financial stability.

The methodological basis of the study was made up of socio-psychological studies of organizational culture, studies of organizational behavior and management psychology. During the writing of the qualifying master's thesis, the following general scientific and specific scientific methods were used: analysis, synthesis for the construction of relevant conclusions, and the method of analogy. Empirical research methods were also used, namely the method of comparative analysis, which makes it possible to compare Ukrainian and foreign experience, the method of observation and survey, which was carried out with the help of testing.

Methods of statistical analysis and regression analysis were used to process the received empirical data.

The information basis of the research was made up of legislative acts, regulatory documents of the National Bank of Ukraine, financial reports of the JSC CB "PrivatBank" bank and materials from Internet resources.

The theoretical significance of the research lies in the replenishment of knowledge on the management of organizational culture, which makes it possible in modern conditions to increase the efficiency of the financial institution's activities and prevent conflicts.

The practical significance of the study is that the solutions proposed in the work can be used by companies of various forms of ownership and economic sectors to improve the management system of organizational culture, including actively using the potential of remote employment of personnel in wartime conditions. Scientifically based recommendations formulated by the author can be applied in practical personnel management activities in Ukraine.

CHAPTER 1
THEORETICAL FOUNDATIONS OF THE FORMATION OF THE MANAGERIAL ORGANIZATIONAL CULTURE

1.1. The essence and features of the concept of organizational culture

Increasing the efficiency of the functioning of companies of various forms of ownership and types of economic activity directly depends on the quality of formation and improvement of organizational culture. Insufficient attention to the processes of organizational culture development can lead to a decrease in the competitive position of the company in the sectoral markets of goods, works, and services.

In general, organizational culture sets a certain coordinate system that explains why the company functions in this way and not otherwise. In addition, it makes it possible to significantly smooth out the problem of aligning individual goals with the overall goal of the company, forming a common cultural space containing values, norms and behavioral patterns shared by all employees.

The strength of organizational culture significantly affects both individual and corporate performance in the long run. Organizational culture is one of the most important factors that determine the success or failure of a company. In the conditions of increased competition, the development of the main workforce has created an urgent need for organizational culture. Thus, it is assumed that the management of organizational culture is one of the key management tasks.

Most often, employees are not aware of their organizational culture until it becomes a problem and a new culture emerges, which may be obvious and obvious. However, many organizations today pay more attention solely to intrinsic and extrinsic reward systems to improve employee performance, while paying less attention to value and belief systems.

Various definitions of the economic concept of "organizational culture" are given in the special literature, these examples are given in the table. 1.1

Table 1.1

Definition of the economic concept of "organizational culture"

according to different authors

Author	Definition
1	2
Edgar Shane	A system of general beliefs, values, approaches to work, norms of behavior and practical conformity, which are expressed in forms of behavior and ways of life [8]
Charles Handy	Transfer of values, beliefs and approaches that establish the behavior of the members of the organization and create its identity [9]
Terry Hull	Organizational culture is a set of ideas, values and approaches that dominate the team and influence its behavior and communication [56]
Edgar Sagewick	A set of norms, values and beliefs that operate in the organization and shape its way of life [51]
Jerome Denison	Patterns of a special kind of beliefs and values that lead to the optimal organization of resources to achieve strategic efficiency [8]
Harrison Schneider and James Golden	A set of shared beliefs, values, and norms that shape the way the organization operates and the relationships between its members [28]

Source: compiled by the author based on materials

Each of these definitions emphasizes unique aspects of organizational culture, but the general idea is that it is a set of values, norms, beliefs, and practices that shape a specific way of living and working within a particular organization.

On the basis of a comparative analysis of the approaches presented in the special literature, the author clarified the content of the company's organizational culture, namely, organizational culture is a complex of interconnected local norms (rules, traditions, standards of organizational behavior, etc.) of both a formal and informal nature, which are formed on the basis of institutional opportunities and restrictions, under the influence of operational and transaction costs for the purposes of personnel management and organizational development, taking into account the internal and external system formed in the company cross-cultural communications.

The company's organizational culture includes the following main elements:

- the nature of personnel identification with the company's values, which determines the personnel's loyalty to the goals and priorities of the company's development as a whole;
- local formal and informal norms of organizational behavior;

- management style adopted by the company;
- the nature of the influence of grassroots groups of personnel on the possibility of adjusting management decisions;
- internal company traditions (this element is typical for companies with a fairly long history of operation);
- specifics of business ethics and managerial etiquette, etc. [8].

At the same time, the external forms of manifestation of organizational culture are quite diverse: corporate holidays, greeting styles of employees and management, features of the organization of material and moral support for employees who find themselves in a difficult life situation, etc.

Within the framework of modern economic development, management of organizational culture can be considered from the standpoint of such basic approaches to company management as system, process, and project management. The main content of these approaches in relation to the economic concept considered by us is presented in the table. 1.2.

At the same time, given in the table. 1.2 main approaches to managing organizational culture are closely interrelated. Thus, the system approach provides organizational and functional support for the implementation of the project approach to the management of organizational culture, as well as innovative projects in this area (project approach).

Table 1.2

The main content of system, process and project approaches to the study of the organizational culture of the company

Approach to management	Consideration of organizational culture management
1	2
1. Systemic	The organizational culture management system is a complex of interrelated management functions, methods of management activity, organizational structures and communications directly arising from them, which influence the formation and improvement of organizational culture
2. Process	The process of managing organizational culture is a sequence of a number of interconnected socio-economic processes, such as investments in the development of organizational culture, the

	formation of specific corporate activities in the field under study, etc.
3. Design	Organizational culture management projects contain relatively isolated sets of activities for the development of innovative elements of the company's organizational culture.

Source: compiled by the author based on materials [9]

The toolkit of the process approach is used in the framework of designing new directions for improving organizational culture, etc.

The progressive development of the company's organizational culture directly affects the effectiveness of management as a whole. The main directions of this kind of influence are shown in fig. 1.1.

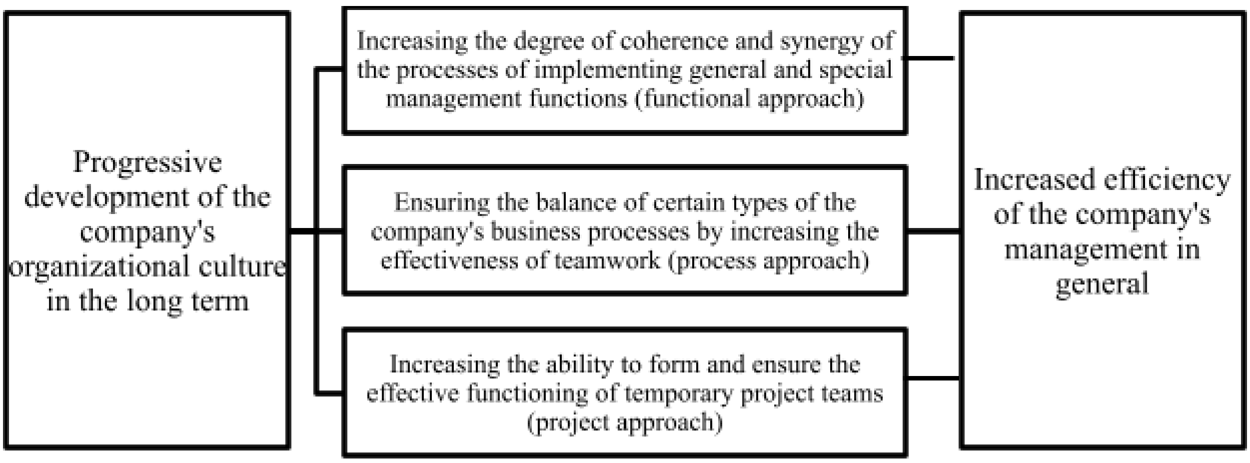

Fig. 1.1. The main directions of the influence of organizational culture on improving the management efficiency of modern companies

Source: compiled by the author based on materials [17]

It should be noted that the organizational culture of companies of different forms of ownership and types of economic activity is interconnected with different types of company development potential (Fig. 1.2)

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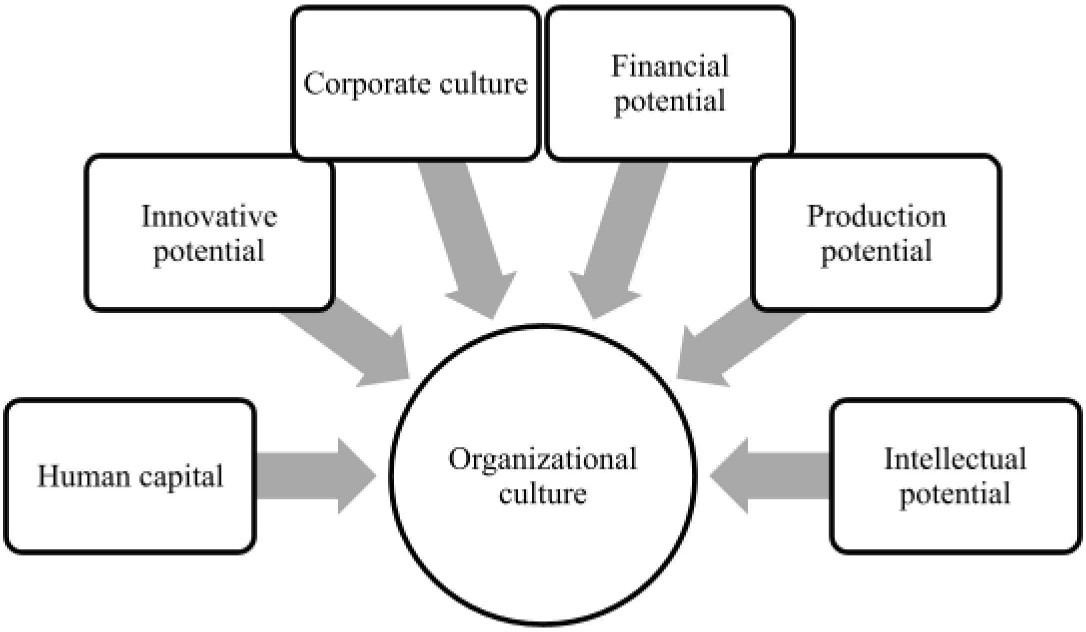

Fig. 1.2. Interrelationship of organizational culture with the main types of the company's development potential

Source: compiled by the author based on materials [18]

As shown in fig. 1.2, the organizational culture of modern companies is formed as a result of the joint influence of various types of economic potential. A key role in the development of management, creation and improvement of organizational culture is played by the quality of the company's human capital, which, including on the basis of the company's modern knowledge management technologies, is transformed into its intellectual potential.

Companies characterized by the high intellectual potential of employees, as well as the intensive use of various groups of intangible assets in their activities, need to implement completely different approaches to managing the processes of organizational culture development compared to companies with a relatively low level of intellectual potential (for example, construction crews, simple in organization transit enterprises, small companies in the field of retail trade and household services to the population, etc.).

In turn, the company's financial potential creates conditions for investments in the development of organizational culture; innovative potential provides opportunities for modernization of its individual elements, etc.

The functions of organizational culture determine the dynamics of organizational culture and support its main goal - increasing the effectiveness of the organization. In the table 1.3. the main functions of organizational culture are given.

Table 1.3

Functions of organizational culture

<table>
<tr><td rowspan="8">Organizational culture</td><td>Function</td><td>Characteristic</td></tr>
<tr><td>Protective function</td><td>It consists in the fact that the organizational culture forms a special system of values and rules that serve as a kind of barrier against unwanted negative influences from the environment. This barrier is implemented through various prohibitions and restrictive norms</td></tr>
<tr><td>Communicative function</td><td>Establishing the interaction of the organization's employees through the main elements of the organizational culture. The communicative function establishes interpersonal relations, creates conditions for mutual understanding of team members, it facilitates the process of information exchange.</td></tr>
<tr><td>Regulatory function</td><td>Creation of informal rules that regulate the activities of the organization and norms of behavior of the employees of the organization, as well as their relationships, communication with the outside world, which helps the organization to remain stable.</td></tr>
<tr><td>Motivational function</td><td>Creates incentives for the organization's activities by creating a motivational climate. A positive organizational culture is the driving force behind employee motivation, ensuring that they can challenge their own behavior, identify gaps, and create the drive for improvement.</td></tr>
<tr><td>Adaptive function</td><td>Facilitates the employee's adaptation to the company, to other employees on the basis of generally accepted norms of behavior, rituals, and ceremonies.
The essence of this function is that new members of the team, who do not yet possess the culture of the organization, easily adapt to the social and production system of the company and to the formed system of relations. Thanks to the adaptive function, the loyalty of employees increases.</td></tr>
<tr><td>Integrating function</td><td>Creates a sense of belonging to the team, pride, the desire of others to join this team, a sense of community that unites the members of the organization.
The essence of the integrating function is that the unique system of relations in the organization enables each employee to feel that he is a part of this organization.</td></tr>
<tr><td>Image formation function</td><td>Creates a positive image of the organization in the eyes of others. The image is the result of people involuntarily combining various elements of organizational culture into a whole, which has a significant impact on their emotions and rational attitude towards it</td></tr>
</table>

Source: compiled by the author based on materials [12]

The strength of organizational culture significantly affects both individual and corporate performance in the long term. Organizational culture is one of the most important factors that determine the success or failure of a company. Thus, it is assumed that the management of organizational culture is one of the key management tasks.

1.2. Methods of assessing the effectiveness of the bank's organizational culture

The quality of the formation and development of management systems for the organizational culture of modern banking institutions directly depends on the correctness of assessing the level of its effectiveness. It should be noted that, as a rule, the study of the effectiveness of the management of organizational culture is reduced to a sociological or expert assessment, which is clearly not enough. In this connection, the main groups of methods for researching the effectiveness of organizational culture, which can be applied in modern business practice, have been systematized (Table 1.4).

Table 1.4

Basic methods of evaluating the effectiveness of organizational culture

Method	Basic content
1	2
Sociological analysis	Surveys or questionnaires of different groups of respondents regarding the effectiveness of organizational culture, trends and problems of its provision, growth factors
Expert assessment	Individual or collegial assessment of the effectiveness of the organizational culture of management by qualified industry experts
Financial analysis	Analysis of absolute or relative indicators characterizing various aspects of financial support of the organizational culture management system
A study of metrics based on discounting	Bringing the company's future cash flows to the current valuation using the discount tool at a certain rate (discount rate). Evaluation of investments in the development of organizational culture as a special investment project
Value approach	Methods that assume that increasing the value of the company is one of the most significant criteria for increasing the efficiency of its development. Assessment of the influence of organizational culture on the value of the company
Correlation-regression models	Statistical assessment of the interrelationship of indicators that characterize various aspects of the development of the organizational culture management system. Use of univariate or multivariate statistical models

Continuation of the Table 1.4

1	2
A balanced system of indicators	Balancing several groups of indicators characterizing various aspects of ensuring the effectiveness of the company's development, forming on this basis an integrated assessment of efficiency, including a block of criteria for the development of organizational culture in the composition of a balanced system of indicators
Game theory methods	The use of this group of methods of neo-institutional economic science to study the effectiveness of organizational culture on the basis of ensuring various forms of equilibrium states of groups of economic subjects related to the company (production workers, management, external contractors influencing organizational culture, etc.)

Source: compiled by the author based on materials [12,13]

Each of those listed in the table. 1.4 methods of evaluating the effectiveness of organizational culture management have both certain advantages and limitations of use. Let's dwell on them in more detail.

Thus, sociological methods represent an assessment by broad groups of respondents of individual parameters and problems of ensuring the effectiveness of organizational culture management. Such groups of respondents can be members of the labor team, bank shareholders, etc. A sociological study of the effectiveness of the development of organizational culture can be carried out in the following basic forms:

- survey of respondents, as a rule, is carried out according to a relatively small list of questions, the answers to which do not require in-depth knowledge about the specifics and problems of the bank's development in general and the specifics of organizational culture management in particular;
- written questionnaire, which is, as a rule, a slightly expanded version of an oral sociological survey;
- the in-depth interview method, during which respondents usually answer a fairly wide range of questions; the number of respondents is smaller than during a survey or questionnaire [34].

By their essence, sociological methods represent an assessment not of the actual effectiveness of managing organizational culture, but of some averaged opinion about effectiveness. At the same time, such an opinion can be relatively distorted due to a number of reasons, such as an incorrect definition of the sample population for a sociological study, an insufficiently developed and completed questionnaire or questionnaire, known distorted answers of certain categories of respondents (the latter can occur, for example, in the case of a survey of members of the labor team, some of whom may feel afraid of administration representatives).

Within the framework of expert evaluation methods, in contrast to the tools of sociological research, the analysis of the opinions of not broad groups of respondents, but rather a relatively narrow circle of qualified industry experts, quite competent in the problem under consideration, relatively deeply familiar with the trends and problems of the banking institution's development, is carried out. At the same time, the role of experts can act as employees of the bank itself (as a rule, on the condition of anonymity), as well as third-party professional consultants, as well as, for example, teachers of specialized branch universities, employees of state regulatory bodies in the fields of activity to which the institution under investigation belongs, etc.

Expert assessment of the effectiveness of organizational culture management can be carried out by qualified specialists both individually, independently of each other, according to some unified scale of effectiveness research, and collegially, jointly [8].

It should be noted that in the theory of expert evaluation of trends and problems of socio-economic development, a fairly wide range of methods of collegial expert evaluation, such as brainstorming methods, the Delphi method, etc., has been formed [60]. At the same time, important conditions for the quality of an expert assessment of the bank's performance are not only the high level of qualification of industry experts, but also their honesty, which minimizes the risk of leaking confidential information about the development of organizational culture and its effectiveness in the process of expert assessment, and their honesty, which minimizes in the process of expert assessment of the risk of leaking confidential information about the development of organizational culture.

Financial analysis is quite widely used to study trends, problems and factors of ensuring the effectiveness of the development of financial institutions of various forms of ownership and types of economic activity. The main methods within the framework of the financial analysis of the study of the effectiveness of organizational culture management are:

- analysis of the dynamics of gross and specific costs for the purposes of managing organizational culture;
- assessment of the dynamics of the structure of costs for managing organizational culture;
- integration of methods of financial analysis of the effectiveness of the development of the bank's organizational culture and tools for strategic analysis of its positions on the market [7].

One of the main conditions for the quality of the application of financial analysis tools for the purposes of researching the effectiveness of the development of the bank's organizational culture is the representativeness of the original information base - the forms of financial reporting of the banking institution. Unfortunately, in the conditions of the war in Ukraine, this kind of representativeness, especially with regard to the bank's gross and net profit indicators, does not always take place.

The value approach assumes that organizational culture is one of the significant drivers of the formation of the value of a financial institution. Within the framework of the cost approach to evaluating the effectiveness of management of the bank's organizational culture, such basic methods can be used as the income approach to assessing business value, the comparative (analog) approach, the cost approach to value research, which can be presented in such variants as the method of calculating net assets and the liquidation value method. At the same time, it is important to assess the influence of organizational culture on the dynamics of the value of a banking institution isolated from other internal and external financial and management factors.

In the coordinate system of correlation-regression analysis, one- or multi-factor correlation-regression models are built, which make it possible to assess, respectively, the individual or joint influence of various factor variables, such as costs, on the development of the management system of organizational culture, on the trends of changes in the efficiency of the bank's development [27]. At the same time, indicators of profitability, turnover, value of the banking institution, etc., can be used as the resulting variable of the bank's activity efficiency.

The most common variants of one-factor models of correlation-regression analysis are generally systematized in fig. 1.3. (E = f(A)).

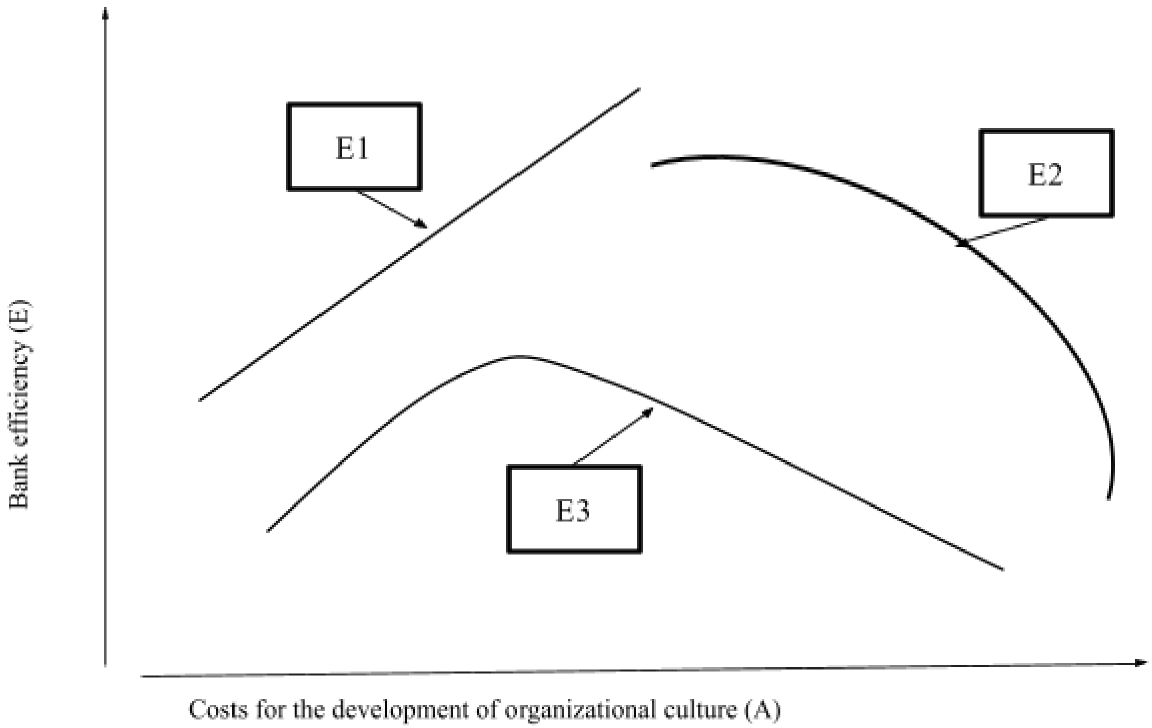

Fig. 1.3. The main variants of functions of one-factor cost effectiveness analysis for managing the bank's organizational culture

Source: compiled by the author based on materials [54, p.165]

As shown in fig. 1.3, the best from the point of view of ensuring the efficiency of the company's development is the function of the form E1, which shows a stable direct influence of the cost factor on the development of organizational culture on the growth of the overall efficiency of the bank's development. At the same time, such a function can be both elastic and inelastic.

Ineffective is the variant of function E2, in which there is a negative (inverse) effect of the factor on the resulting variable. A function of this type may indicate the presence of inefficient use of the relevant factor of production and, accordingly, the need for reorganization, qualitative improvement of the effectiveness of the organizational culture management system.

Finally, a variant of the parabolic function of the influence of the factor variable on the dynamics of the company's development efficiency is also possible (E3). As part of the function of this type, it is important to determine the best, optimal amount of expenses for the purposes of managing the organizational culture, at which the level of financial and economic efficiency of the bank's development is maximized.

In the early 2000s, American researchers R. Kaplan and D. Norton justified such a comprehensive method of researching the effectiveness of companies as the balanced scorecard (BSC) [40]. Within the framework of ZSP, the following four blocks of indicators are distinguished, which characterize various aspects of ensuring the effectiveness of the development of companies of various profiles:

- the block of the company's market position, which reflects the level of its competitiveness in the most general form;
- block of financial support of the company's activities;
- a block of the company's internal development processes, including the parameters of its organizational culture;
- a block of innovative activity that forms the prerequisites for ensuring the effectiveness of the company's development in the long term.

Accordingly, ZSP assumes that the effective development of the company can be achieved only with a sufficiently balanced state of interaction of the main production, management and financial processes, which are mediated by the relevant indicators. At the same time, the very technology of balancing groups of financial and economic indicators of the bank's activity of different dimensions constitutes a certain methodological complexity.

Within the framework of game theory, efficiency is understood in a specific way: as the degree of long-term balance of interests and economic development strategies of various groups of economic entities that have one or another relationship to the development of the company - the corps of managers, shareholders, employees, creditors, specialized state bodies authorities, etc. At the same time, such basic variants of interactions of economic subjects are possible, such as compromise, consensus, implementation of a dominant strategy, Pareto equilibrium, Nash equilibrium, etc. [8].

Thus, the methods of neoclassical economic science (financial analysis, efficiency research based on discounting indicators), and institutionalism (expert method) and neoinstitutionalism (game theory) can be used in the modern theory and practice of research on the effectiveness of organizational culture management. Ideally, different methods should be used in connection and complement each other, which increases the degree of complexity and reliability of the study of the effectiveness of the management of organizational culture.

On the basis of a quantitative analysis of the effectiveness of the development of the organizational culture of a banking institution, the best methods of its further formation and improvement can be determined. The main groups of methods of forming organizational culture are systematized in table. 1.5.

Table 1.5

The main methods of forming the bank's organizational culture

Method of formation of organizational culture	The main advantages of the method	Disadvantages of the method
1	2	3
Formation of organizational culture by the bank itself	The possibility of taking into account the individual characteristics of the bank in the formation of organizational culture	There is a possible lack of competences of the bank's specialists for scientifically based formation of an effective organizational culture
Involvement of consulting companies for the formation of organizational culture for the formation of organizational culture	Consultants have competence and experience in the field of formation and improvement of organizational culture	The risk of leaking confidential, significant information for the bank in case of dishonest management consulting
Benchmarking of successful industry practices of organizational culture formation	Taking into account the best practices of forming the organizational culture of leading banks	The difficulty of obtaining relevant information about the internal nuances of the formation of the organizational culture of industry leaders

Source: compiled by the author based on materials [17]

Thus, as shown in table. 1.5, the use of the services of industry consultants in the process of formation and improvement of organizational culture should be resorted to only under the condition of legal comprehensive registration of the responsibility of consultants for the leakage of confidential commercial information. Instead, benchmarking of best practices in terms of the formation and improvement of organizational culture is expedient, provided that there is accurate and complete information about the peculiarities of the organizational culture of companies - industry leaders.

1.3. Foreign experience of using organizational culture in bank personnel management

The organizational culture of any company establishes the rules of behavior of employees, determines the effectiveness of their work and the company in general, and also regulates the activities of human resources management. Each organizational culture has its own mechanisms and levers of influence on the effectiveness of the organization. For example, in commercial banks, it is necessary to rely on the bank's employees, because the essence of their professional activity is the main factor in the content of the organization's culture.

Let's consider the foreign experience of using organizational culture in bank management using the example of the organizational culture of "Bank of America".

"Bank of America" is the largest bank holding company in the USA, founded at the beginning of the 20th century, providing financial services to individuals and legal entities, small and medium-sized businesses. Bank of America's organizational culture determines the quality of service provided to the company's clientele. This cultural system defines the values, beliefs, and behavioral expectations that determine the actions of the banking company's human resources. Believing that banking is a business service, company leaders understand the importance of organizational culture in shaping the human resources available to support the bank's growth. Thus, Bank of America's organizational culture reflects HR pressures and industry-related issues.

Bank of America has integrated policies and strategies for the development of organizational culture, based on the recognition that the effectiveness of the company is influenced by cultural factors within the organization. Thus, organizational culture is used as a strategic tool that connects human resources with Bank of America's corporate mission and vision statements and the corresponding long-term strategic plans for the business to achieve and maintain leadership in the global financial services market.

Bank of America's organizational culture is ethics and teamwork in the bank's multinational operations with cultural features that motivate employees to adhere to the bank's philosophy and core values. The resulting situation with personnel management reflects the cultural needs of the bank in the field of financial services. In fig. 1.4 shows the main characteristics that determine the bank's organizational culture.

Fig. 1.4. Characteristics of the organizational culture of "Bank of America"

Source: compiled by the author based on materials [40]

Let's consider each of these characteristics in more detail.

1) Management responsibility. Bank of America's organizational culture promotes increased responsibility of managers and decision-makers. Bank of America's annual policy review is part of maintaining an organizational culture to ensure compliance and appropriate behavior [40]. This cultural factor establishes the responsibility of decision-makers during the development of strategies for intensive growth of the bank and the overall strategy for ensuring competitive advantages [10].

2) Ethical behavior is another factor in Bank of America's organizational culture. This factor of organizational culture is based on compliance with the bank's codes of conduct, which apply to the entire institution. The ethical aspect of the banking company's organizational culture is reinforced by a multifaceted approach, including programs to recognize ethical behavior and an ethics and compliance hotline that employees can use to anonymously report ethical concerns in the workplace. In addition, Bank of America applies ethics throughout the employee life cycle. For example, the organizational culture integrates ethics in the hiring, training and promotion of the company's banking employees. This cultural factor is related to business trends related to Corporate Social Responsibility efforts.

3) Disciplined risk management. Risk is one of the main factors of strategic management of financial institutions. In this case, such a risk and its consequences are included in the organizational culture of Bank of America. For example, the company's organizational culture motivates employees to take responsibility for risk management in their workplaces. The Corporation believes that this cultural factor contributes to the overall sustainability of the financial services business and the strengths necessary to compete in the industry. This cultural factor minimizes the adverse effects of business risks in commercial banking and related operations.

4) Team orientation. In its organizational culture, Bank of America includes formal and informal measures to support effective teams within the workforce. The company instills values such as mutual trust and accountability among team members, resulting in effective teams that take responsibility for their actions and bring more net profit to the financial services business.

5) Empowerment through diversity. Bank of America's organizational culture encourages employees to adopt behaviors that support diversity. One of the company's beliefs is that the diversity of human resources strengthens the competitive advantages of its financial services. The bank culturally supports diversity by respecting individual differences and promoting employee development, for example by training previous employees in bank branches.

In general, European companies are characterized by the same trends in the evolution of organizational culture management systems as for US corporations, with the difference that the institution of distributed corporate insider ownership plays a significantly greater role in EU countries. Most of the employees of large corporations are at the same time their minority shareholders, which stimulates their participation in the co-management of the development of companies as one of the basic values of the organizational culture.

The main elements of the organizational culture of management of modern large Japanese corporations are systematized in fig. 1.5.

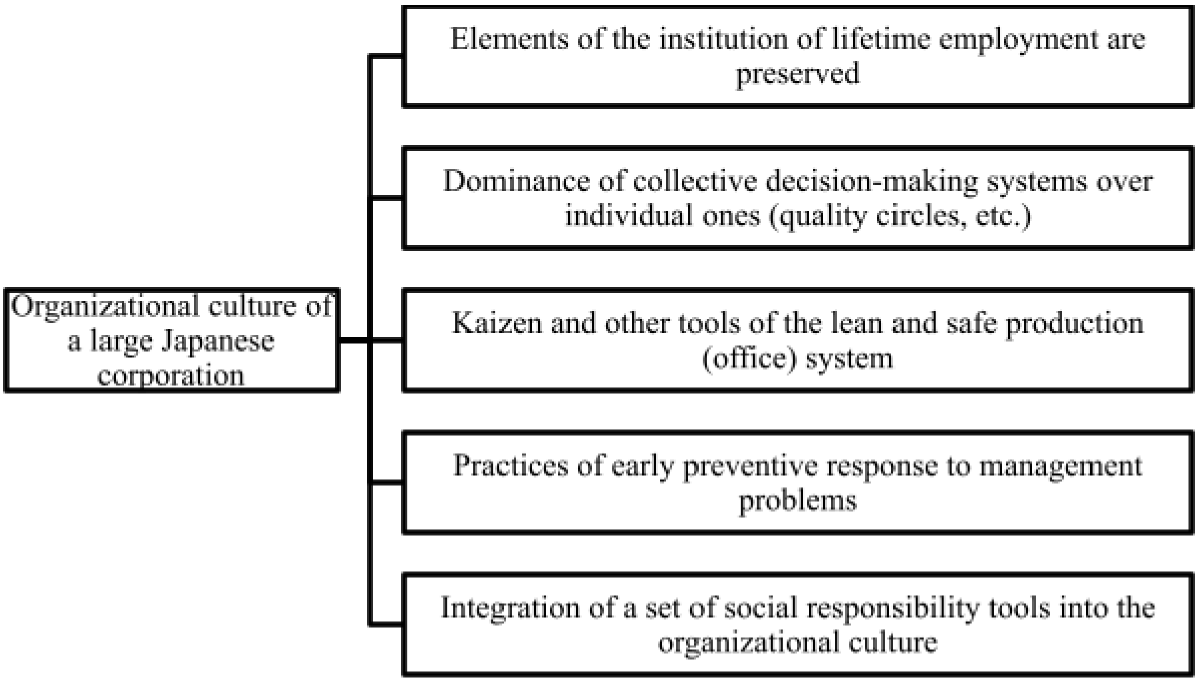

Fig. 1.5. The main elements of the organizational culture of typical large modern Japanese corporations

Source: compiled by the author based on materials [52, p.154]

Shown in fig. 1.5 the general scheme of elements of organizational culture is typical for many large Japanese corporations, such as, in particular, Bank of Jokohama, Toyota, Mitsubishi, Orix, etc. The organizational culture of corporations is based on both the national mentality and the action of the following socio-economic institutions:

1) Institute for Lifetime Employment of Personnel, which is a system of long-term contracts with employees and enterprises of various branches of Japanese

industry. Such contracts provide for a long-term step-by-step change in job responsibilities, career and the level of remuneration of the employee, most often planned for decades and integrated with the strategic planning systems of the market development of companies in general. The Institute of Industrial Employment developed quite intensively in the Japanese economy in the 1970s and 1980s. At the same time, this institution was preserved in a number of large Japanese corporations in the 2020s [40 p.209]. Its action is connected with the dominance in the consciousness of a significant part of young people of the values of collectivism, corporate loyalty, respect for elders over the value of individual career formation, which in Western society is the main goal of development, namely the stimulus for rapid change of jobs by representatives of the younger generation.

2) The Institute of Quality Circles is a method of organizing communications outside of working hours on the issues of improving production technologies and developing product quality management, common in many industrial companies in Japan. The Institute of Quality Circles thus directly affects both the organizational culture of Japanese companies and the level of their innovative activity.

3) Kaizen Institute. It should be noted that if in US and EU companies kaizen is one of the mechanisms for increasing the efficiency of the operational process management system, then in Japan it has the characteristics of a corporate institution directly integrated into the processes of formation and development of organizational culture [21]. This institute includes norms that determine the most economical and at the same time safe implementation of business processes, organization of workplaces, industrial communications, etc.

In general, certain elements of the Japanese experience of managing organizational culture could be used in the practice of product quality circles and the use of kaizen elements. As for the institution of lifelong employment, its integration into the management system of the organizational culture of Ukrainian banks is quite problematic given the fact that the norms of the Japanese mentality contradict the European mentality, which is related to the orientation towards a quick change of workplaces in order to build a career and operational career maximization, which is currently typical for the vast majority of Ukrainian youth.

In the years 2000-2020, the most intensively developed management systems of the organizational culture of companies operating in the field of information technologies, development of virtual economy processes, etc. In particular, the organizational culture of such a specific company of the virtual segment of the modern digital economy as the Google Corporation was formed under the influence of a number of specific factors related to both the characteristics of the personnel of this company, a significant part of which is employed based on the principles of remote employment, and the development trends of the industry services market. The main factors of the formation of a specific organizational culture of the management of this company are shown in fig. 1.6.

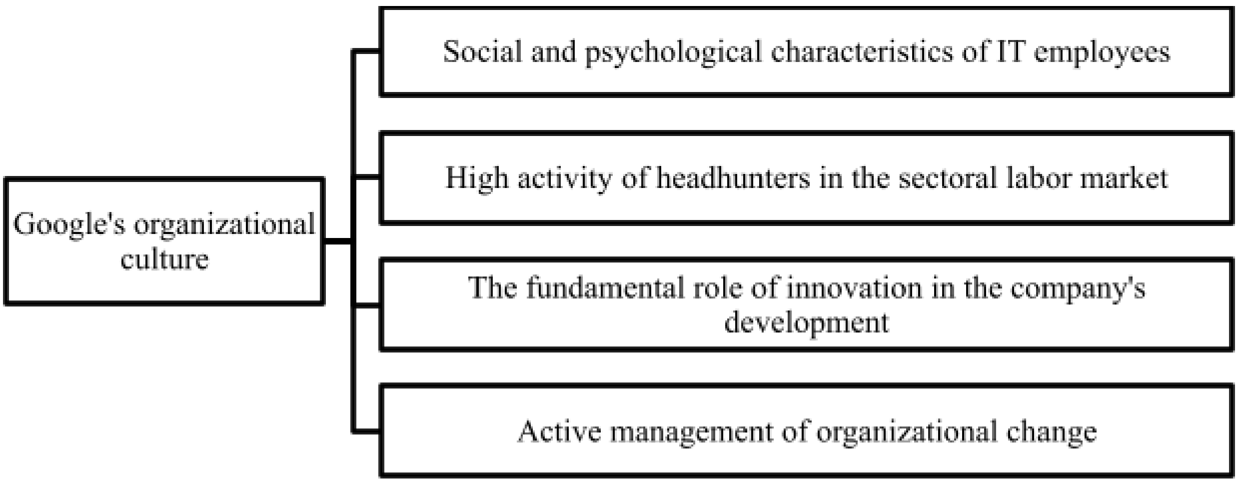

Fig. 1.6. The main factors in the formation of the organizational culture of the Google corporation

Source: compiled by the author based on materials [48, p.217]

It is quite natural that when forming the organizational culture management system of the Google company, the typical management models of this process, which are characteristic, for example, for industrial enterprises of the traditional economy, could not be adapted. Yes, by the end of 2020. more than 77% of the staff of this corporation, including employees who work in the framework of permanent projects under conditions of remote employment, were specialists in the field of IT technologies (programmers, system administrators, algorithm developers, etc.) [48].

At the same time, it should be noted that IT specialists, as a rule, have the following typical personal characteristics that have a decisive influence on the organizational culture of companies:

- free-thinking, apolitical or expressed opposition to current socio-political values;
- disregard for the rules of the dress code;
- focus primarily on professional development and improvement, rather than building a career at any cost, which is quite typical for other groups of specialists (middle-rank civil servants, a number of categories of employees of organizations of the financial and credit system, etc.);
- the complexity of communications, the pronounced introversion of most programmers;
- the difficulty of integration into the system of job hierarchies typical of any large corporation, even one that belongs to the virtual segment of the modern digital economy.

It should be noted that in view of the set of characteristics highlighted above and in connection with the fact that the field of information technologies is a segment of the modern global economy, which is developing most dynamically and is characterized by the intensive formation of new projects, a fairly high level of average remuneration of specialists, etc., the average coefficient staff turnover in the IT sphere is one of the highest (44.1% according to 2020 data for the global IT industry in general) [24].

The above-discussed specific features of IT specialists as a special professional qualification group were expressed within the organizational culture of the Google corporation, in particular within the framework of the declaration of freedom of communication, the priority of a free schedule for a number of groups, even full-time office workers, the absence of strict requirements regarding the dress code (except top and middle management, etc.).

CHAPTER 2
FEATURES OF ORGANIZATIONAL CULTURE FORMATION IN JSC CB "PRIVATBANK"

2.1. Technical and economic characteristics of JSC CB "PrivatBank"

JSC CB "PrivatBank" acts as a universal bank aimed at the retail segment, it actively develops services for small and medium-sized enterprises and partially works in the corporate sector. The bank has a banking license issued by the National Bank of Ukraine back in March 1992. At the end of 2023, it has 20 branches and 1,475 operating offices in Ukraine. The sole shareholder of PrivatBank, which owns 100% of the shares, is the state represented by the Cabinet of Ministers of Ukraine. This reorganization took place in December 2016. The state exercises its rights as the owner of PrivatBank, and the bank's management bodies act in accordance with the best international practices of corporate governance [45].

At the end of February 2022, martial law was imposed in Ukraine due to aggressive actions of the enemy, which led to significant destruction of civilian infrastructure, offices and residential real estate. Due to military operations and the occupation of certain territories of Ukraine, access to many branches of PrivatBank is currently limited. In addition, as of January 2024, there is no reported information on the bank's financial activities for 2023. Therefore, in this study, we will use data for the period from 2018 to 2022.

The year 2021 is characterized as a period of adaptation of the Ukrainian economy and banking system to the new conditions that arose as a result of the pandemic. From the second quarter of 2021, there was a gradual recovery of economic growth, although this process was not as fast as analysts had predicted at the beginning of the year. However, today, the further development of PrivatBank is inextricably linked to the risks posed by the business environment in which it operates. One of the biggest risks for the Ukrainian economy remains a full-scale invasion of Russia on the territory of Ukraine. The war has a negative impact on all spheres of Ukrainian life, including the economy, social aspects, finance and other spheres, and it is currently very difficult to predict its real consequences.

PrivatBank's funding base consists of deposits of individuals in Ukrainian hryvnia, with the main share in current accounts. Strategically, the bank seeks to develop a high-quality loan portfolio, focusing on small loans for small and medium-sized enterprises. Also, the bank actively invests in the development of the "Privat24" transaction platform, which allows customers to perform transactions with accounts efficiently and reliably, which ensures a stable flow of commission income [44]. In addition, PrivatBank has a wide network of branches, self-service terminals and ATMs, covering the entire territory of the country with banking services, with the exception of temporarily occupied territories.

The bank also actively strengthens payment security by introducing and supporting new standards (3DS 2.0) and technologies (Crawler), cooperating both independently and in close partnership with VISA and MasterCard payment systems.

Key resources in PrivatBank's activities are financial, human and technological. Sources of bank financing are [45]:

a) capital consisting of share capital and reserve funds. In connection with past losses caused by the operations of previous owners, PrivatBank has an accumulated deficit, which is compensated by contributions to the authorized capital during 2018;

b) client accounts, the majority of which, by the end of 2022, are current highly diversified accounts, mainly of individuals. Thanks to the low concentration of the client base, PrivatBank has stable current liabilities, which ensures low costs for attracting resources compared to competitors;

c) means of the interbank market and refinancing of the NBU. According to the liquidity management policy, PrivatBank does not rely on these resources, using them only in exceptional cases and to a limited extent.

The management strategy of PrivatBank is aimed at more efficient use of various resources, improvement of the bank's financial indicators and growth of the value of its assets. The main component of corporate management is the constant development, analysis and approval of the development strategy, as well as the determination of priority directions for individual business segments and the bank's activities as a whole.

As part of the management system, PrivatBank uses methods of budgetary control and planning, a system for monitoring the implementation of plans and evaluating activity results.

At PrivatBank, the risk management function covers financial and non-financial aspects, including operational, legal and reputational risks. Financial risks include market (including currency), credit, interest rate and liquidity risks. The main goal of financial risk management is to establish risk limits and ensure their compliance.

PrivatBank strives to maintain a stable financial base, developing sources of resources, mainly by attracting deposits from legal entities and individuals.

During 2022, PrivatBank continued to occupy leading positions on the national banking market, and compared to the previous year, its profit increased by UAH 10.8 billion (or 44%). Business development, cost control, rational credit policy and effective management of both internal processes and customer service contributed to a significant increase in profit, which made PrivatBank one of the most successful banks in Ukraine in 2022, with a share of 45% in the total profit of the banking system [45].

In 2024, PrivatBank intended to continue its successful trajectory, which was defined last year, including carrying out transformation processes within the framework of the updated Strategy for 2025. The main goal of PrivatBank for 2024 was to ensure the stability of its business model and maintain leading positions in the banking market.

However, in connection with the current military situation, the management of PrivatBank is turning its efforts to ensuring the stability of operational processes, personnel safety, ensuring business continuity and solving other urgent tasks. The bank's plans will be reviewed after martial law ends.

Analysis of PrivatBank's financial statements allows you to get an idea of the state of its assets and liabilities. Table 2.1 shows the dynamics of the bank's assets for the period from 2020 to 2022 [45].

Table 2.1

Dynamics of assets of JSC CB "PrivatBank" for 2020-2022, mln. UAH

Assets	2020	2021	Deviation		2022	Deviation	
			Absolutely	%		Absolutely	%
1	2	3	4	5	6	7	8
Cash resources and their equivalents, as well as mandatory reserves	50011	52935	3024	6.0	96480	43645	82.5
Indebtedness to other banks	25159	26343	1284	4.8	103937	77694	295.8
Credit resources provided to clients in the form of loans and advances	55121	68318	13297	24.1	68184	-135	-0.3
Investment securities	221761	222377	716	0.4	239852	17575	8.0
Other elements of assets	30973	31823	950	2.9	32643	920	2.7
Total assets	382625	401306	18871	5.0	540696	139400	34.8

Source: compiled on the basis of the company's financial statements

In 2021, the volume of loans granted to clients increased by 13,297 million. UAH (by 24.1%), compared to 2020, which indicates the stabilization of the crisis situation in the country caused by the COVID-19 pandemic. Total assets also increased by 18,871 million. UAH, or by 5%, thanks to the attraction of new clients and the increase in the volume of investment securities. In 2022, compared to 2021, there is a slight decrease in the loan portfolio by -135 million. hryvnias (by 0.3%), but in the same period the indebtedness of banks increased by UAH 77,694 million. UAH (2.9 times), which led to an increase in assets by UAH 139,400 million. UAH (by 34.8%). Also, in 2022, monetary resources increased significantly by 82.5%, or by 43,645 million. UAH, which is related to the bank's obligations to ensure the appropriate level of liquidity due to the state of war in the country.

Next, we will consider the growth dynamics of the loan portfolio and the total amount of assets (Fig. 2.1).

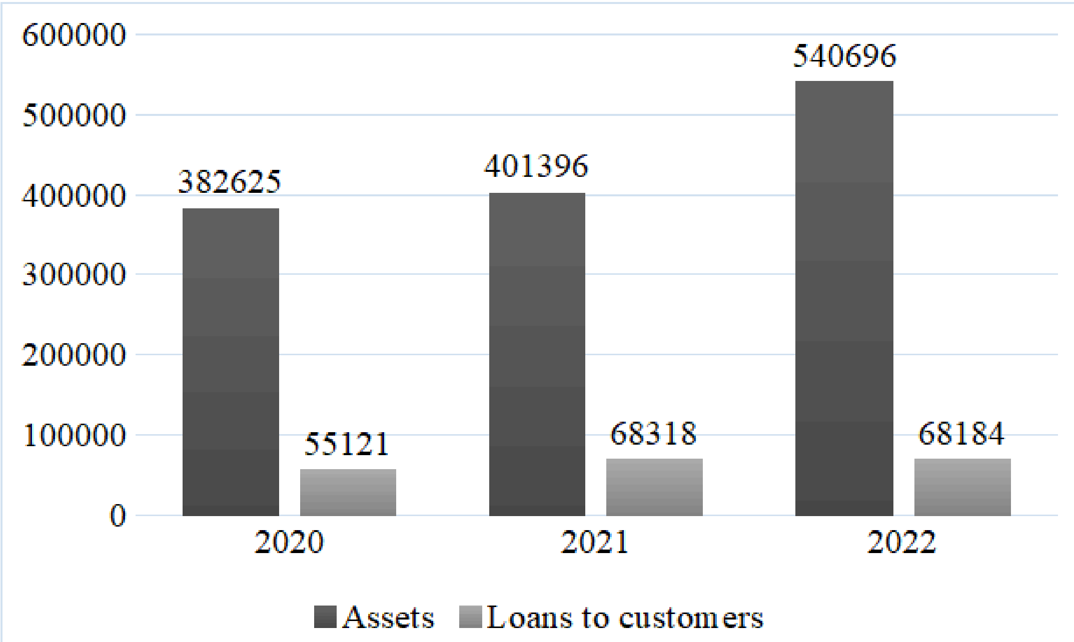

Fig. 2.1. Dynamics of loans and the total amount of assets of JSC CB "PrivatBank" for 2020-2022

Source: compiled on the basis of the company's financial statements

So, it is obvious that the growth of the value of loans is slower than the growth of the value of assets. The small amount of the loan portfolio of CB "PrivatBank" can be explained by the fact that the bank actively provides short-term consumer loans and loans for small amounts.

Next, we will consider what part of the loan portfolio it makes up in the structure of the bank's assets (Table 2.2) [48].

Table 2.2

Loan portfolio in the structure of assets of JSC CB "Privat Bank"

Assets	2020	2021	Deviation	2022	Deviation
1	2	3	4	5	6
Cash resources and their equivalents, including mandatory reserves	13.1	13.3	0.3	17.9	4.7
Debt obligations to other banks	6,7	6.6	-0.2	19.3	12.8
Loans and advances granted to customers	14.5	17.1	2.7	12.7	-4.5
Investment financial instruments	58.0	55.5	-2.6	44.4	-11.2
Remaining assets	8.2	8.0	-0.3	6.1	-2.0
Total assets	100.0	100.0	0.0	100	0.0

Source: compiled on the basis of the company's financial statements

The table shows that the share of the loan portfolio in the bank's assets over the past three years was from 13% to 18%, and in 2021 it increased by 2.7% compared to 2020 due to the unstable economic situation in Ukraine, which indicates an increase insolvency population It is also important to note that a significant part of assets consists of investment securities, which accounted for 58% of all assets of PrivatBank JSC in 2020 and 44.4% in 2022. It should be noted that in 2023 the structure of assets changed significantly in the direction of an increase in the share of bank loans from 6.6% in 2021 to 19.3% in 2022. The share of cash also increased from 13.3% to 17.9%. All this once again confirms that the bank aims to support liquidity, not profitability (Fig. 2.2) [45].

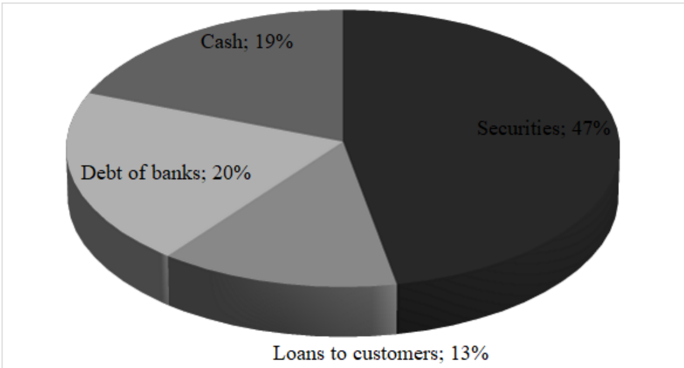

Fig. 2.2. Structure of assets of JSC CB "PrivatBank" for 2022

Source: compiled on the basis of the company's financial statements

Analyzing the structure of the assets of CB "PrivatBank", it can be noted that it differs from the standard one, since investment activity usually does not occupy such a large share, which is uncharacteristic for the Ukrainian banking sector. In most other banks, the loan portfolio is a significant share. This is explained by the fact that during the nationalization of the bank, the bonds were issued from the domestic state loan, and now these bonds constitute the main part of the investment portfolio.

Regarding the liabilities of banks, which in 2020 made up a significant share - 6.6%, and in 2021 - 6.5%, these liabilities include certificates of deposit that were attracted by the National Bank of Ukraine at a rate of 5% to 6% , so this amount cannot be used in the loan portfolio. In 2022, the amount of required reserves at the NBU for deposits of natural persons up to 6 months increased to 19%, and certificates of deposit were attracted at the rate of 21% per annum. Analyzing the structure of the bank's assets, it was found that the loan portfolio is approximately 1/5 of the total assets.

The operational activity of the bank is based on its financial resources, formed from capital and liabilities. Therefore, it is important to analyze in detail the structure of the liabilities of JSC CB "PrivatBank" (Table 2.3) [45].

It was found that at the beginning of 2021, the total volume of the bank's liabilities increased by UAH 72,902 million, or by 23.6% compared to 2020. During 2020-2022, in the structure of the bank's liabilities, which is a component of its resource base, the most significant part was customer funds: 77.8% in 2020, 81.8% in 2021 and 87.32% in 2022.

Table 2.3

Dynamics of liabilities of JSC CB "PrivatBank" for 2020-2022, mln. UAH

Balance sheet	2020	Specific weight,%	2021	Specific weight, %	2022	Specific weight,%
1	2	3	4	5	6	7
Obligation						
Client funds	240721	77.8	312808	81.8	472070	87.32
Other financial obligations	1622		3007		5005	0.92
Reserves and non-financial liabilities	3360	1.06	12182	3.17	5904	1.08
The total amount of liabilities	255294	82.5	329800	86.3	482907	89.32
Capital						
Share capital	206160	66.6	206160	53.9	206160	38,13
Issuance income	24		24		24	
Unrealized loss on investment securities	(1374)	-0.5	(3037)	-0.9		0.00
Result from transactions with shareholders	12274	4.0	12274	3.3	12274	2.26
General reserves and other funds	6950	2,3	6581	1.8	11549	2.13
Accumulated deficit	(170018)	-54.9	(171755)	-45.0	(156849)	-29.01
Total amount of capital	54629	17.7	52925	13.9	57889	10.70
The total amount of liabilities and capital	309823	100.00	382625	100.00	540696	100.00

Source: compiled on the basis of the company's financial statements

The bank has a significant negative amount of accumulated deficit (unallocated loss), which is indicated with a minus sign. The share of the accumulated deficit in the structure of the bank's liabilities decreased from -54.9% in 2020 to -30% in 2022. This trend reflects a significant reduction in the accumulated deficit of JSC CB "PrivatBank" for the period from 2020 to 2022 in the amount of UAH 13,269 million.

An analysis of the dynamics and structure of the liabilities of JSC CB "PrivatBank" showed that the total volume of the bank's liabilities increased by 227,713 million. UAH, or by 89%, compared to 2020.

Analysis of the bank's liabilities indicates changes in their share in the structure of liabilities during the considered period. In 2022, the share of the bank's liabilities in the structure of liabilities was 89.32%, which is 3.11% higher than in 2021 and 6.92% higher than in 2020.

A positive development aimed at ensuring the stability of the banking institution is an increase in equity in absolute terms in 2022.

Taking into account the results of the attraction of resources, it is worth noting the proper work on the formation of a stable composition of the bank's resources due to the attraction of deposits of individuals.

2.2. Analysis of the state of the organizational culture of JSC CB "PrivatBank"

At the first stage of the analysis of the organizational culture of JSC CB "Privat Bank", it is recommended to carry out a quick assessment of this phenomenon. Basic information about the bank is given in table. 2.4.

Table 2.4

Express assessment of the organizational culture of JSC CB "Privat Bank"

Components of organizational culture	Availability	Signs
1	2	3
Expressed philosophy of business values	+	The key principles that govern the company are high professionalism, ensuring safety and promoting team spirit.
The social responsibility of the enterprise has been announced	+	The bank employs 4% of people with disabilities. All documents are processed electronically, so the use of paper is minimal, and the company works according to ecological cash collection technology. Every year, PrivatBank organizes Saturday parties, in which anyone can take part.
Symbols of the enterprise, which includes		
logotype	+	Created corporate logos for Privat24 and identification marks for bank cards.
design of buildings and interiors	-	Bank departments have the same design, which forms uniform standards.
brand clothing	+	Work clothes are the same for all employees of the bank.
Established moral norms of management and behavior, such as:		
code of ethical conduct	+	Establishes moral principles of work and interpersonal communication in the corporation's team.
internal rules	-	The lack of clear rules is regulated within the code of ethical conduct.
Types of organizational management structure, such as centralized or decentralized	+	The company operates a centralized, hierarchical management system, where all divisions and departments are accountable and under the control of the directorate.
Type of communication system	+	Communication is carried out with the help of hierarchical chain subordination between different divisions of the company.
Rites, rituals, ceremonies, customs and traditions	+	Secret Santa and corporate events for major holidays are held regularly.
Employee incentives	+	A bonus has been established for mentoring and not being late for a month.
Procedures for introducing new employees into the team	+	There is a mentoring and training program in which a new employee is assigned to an experienced colleague to practice professional skills.

Source: compiled by the author based on company data

Analyzing the data given in table. 2.4, it can be concluded that JSC CB "Privat Bank" has a stable organizational culture. The bank actively contributes to society, adheres to high standards of its own reputation and regularly updates the Code of Ethical Conduct, taking into account modern challenges.

The OCAI method by K. was used to determine the type of organizational culture. Cameron and R. Quinn, who focuses on the key characteristics of culture, provides a qualitative and quantitative assessment and analyzes the dynamics of the company's culture, which is most optimal.

OCAI methodology K. Cameron and R. Quinn allows you to assess six key parameters of organizational culture (1 - main characteristics; 2 - general leadership style in the organization; 3 - employees and management; 4 - unity of the organization; 5 - strategic goals; 6 - success criteria) and analyze their current and expected level .

The OCAI questionnaire has six questions, each with four possible answers. Respondents must allocate the 100 points assigned to each question among the proposed options in the proportions that best fit the culture of the organization. The assessment is carried out both for the current state of the culture (column "Current Status") and for the desired one (column "Desired Status"). After filling out the questionnaire, the results of all answers are calculated for each question and summed up. The average score for each option is determined by dividing the sum of points by 6. This process is repeated for questions B, B, D. Thus, the type of culture visualized in the profile form is determined.

All data is divided according to its type:

1) Parameter A reflects the cultural type of the clan;
2) Parameter B corresponds to an adhocratic culture;
3) Parameter C corresponds to the market culture;
4) Parameter D characterizes a hierarchical culture.

The dominant type of culture is determined by the parameter with the largest number of points, taking into account significant differences of 10 points.

The study of the deep level of organizational culture was carried out on the basis of JSC CB "Privat Bank", in which 24 employees took part: 18 men and 6 women. Of them, 16 are aged 18 to 25 and 8 are aged 26 to 31.

The evaluation of the survey results is given in the table. 2.5.

Table 2.5

The results of the survey at JSC CB "Privat Bank"

Type of culture	Current state	Desired state
Clan	25,22	25.51
Adhocratic	21.33	22,27
Rynkova	26.00	31.83
Hierarchical	27.45	20,39

The next step in the diagnosis of organizational culture is to create a profile of this culture. For this you need:

Plot the average scores for each alternative in the form of a diagram called an "organizational profile."

Connect the marked points in each quadrant so that a quadrilateral is formed.

Repeat this process for each question separately.

The last stage is the interpretation of culture profiles. According to the received data, the existing and desired profiles of the company's culture are compared.

During the analysis of the obtained results, it was found that there is no unambiguously dominant culture at the enterprise, since the gap between the leading positions ("C" and "D") is 3.45, while it is recommended to consider significant differences of 10 points. This also indicates insufficient strength of the organizational culture. However, the indicator with the highest ratings (29.3) is "D", which characterizes a hierarchical culture.

Formalism and proceduralism are priorities in the researched organization. For this type of culture, compliance with rules and procedures is more important than the individual qualities and talents of each employee, which slows down the maximum disclosure of the potential of each employee and does not facilitate quick response and use of ideas coming from outside the enterprise.

In second place is market culture. The main thing for her is to achieve results at any cost, every employee is aimed at a high level of competition and wants to be the best.

The next most important type of culture is clan culture. She is characterized by devotion to traditions, great attention is paid to a high level of friendship, team cohesion and moral climate. In addition, group work is encouraged in the organization.

The least pronounced at the enterprise is the market culture with a score of 19.3. The gap with its closest alternative (D) is 5.7.

During the analysis of the desired profiles of the organizational culture of JSC BC "PrivatBank", it was found that the respondents prefer to strengthen the influence of the market culture (option "C") and want this type of culture to become dominant. This is reflected in an increase of 5.83 points from 25 to 30.83. The number of points for clan culture (option "A") remained almost unchanged, from 25.22 to 25.51. Indicators of hierarchical culture decreased by 7.06 points.

Therefore, the existing organizational culture of the enterprise is weakly expressed, since it does not have a clearly defined type. The most significant is the hierarchical type of culture, which reflects formalism and bureaucracy. The desired state of organizational culture implies the predominance of the market type. This shows the desire of employees to participate in tough competition to achieve high results in all areas of professional activity.

2.3. Assessment of the impact of the bank's organizational culture on its activities

The organizational culture of JSC CB "PrivatBank" is characterized by the fact that the main values of the bank are intensively supported and clearly defined. It manifests itself in the following aspects:

- basic social, philosophical and moral values;
- peculiarities in the field of business relations between employees;
- adoption of the "Bank Code", that is, a set of rules and procedures to which all bank employees must obey;
- the presence of a certain and widespread socio-psychological atmosphere in the team;

- employees' satisfaction or dissatisfaction with the socio-psychological atmosphere in the bank and their own work;
- availability of career growth for each employee and motivation system.

In order to maintain corporate spirit and tradition, create a socio-psychological atmosphere and trust within the bank, strengthen informal relations among employees and create a sense of belonging to a common goal, JSC CB "PrivatBank" regularly organizes various corporate holidays.

For the effective formation of the bank's organizational culture, various methods of personnel assessment and training are used. These trainings contribute to the development of PrivatBank's organizational culture, unite the team, and help train staff on how to get out of a difficult situation. Among the various methods of personnel training, collective discussions, business games, and active trainings occupy a special place. Newly hired employees are also given the opportunity to acquire professional knowledge. During a certain period of time, new employees undergo an internship, they are given various trainings for adaptation.

In order to build a profile of the organizational culture of JSC CB "PrivatBank" and further identify its impact on the bank's economic activity, a study was conducted among the bank's employees using the Daniel Denison method. The evaluation of the organizational culture of JSC CB "PrivatBank" according to this methodology makes it possible to take into account the peculiarities of not only the internal, but also the external environment of the bank and evaluate the level of compliance of the organizational culture with the bank's strategy and goals. The essence of the application of this methodology is the description of the influence of four factors of organizational culture on the effectiveness of the bank: involvement, coherence, adaptability and mission. In model D. According to Denison, a bank capable of solving the problems of external adaptation and internal integration is considered effective.

To obtain information, an anonymous survey of employees of JSC CB "PrivatBank" was conducted. 27 people participated in the anonymous survey: 17 men (62.9%) and 10 women (37.1%) from the following structural divisions: financial management, recruitment and evaluation of personnel, information center, marketing and online sales department, and treasury. The average age of the respondents is 25 years; the oldest employee is 29 years old, the youngest employee is 21 years old. The seniority of the surveyed respondents ranges from 4 months to 6 years.

The anonymous questionnaire consisted of 60 questions, which included 4 listed characteristics of organizational culture: involvement, coherence, adaptability and mission, which correspond to a certain indicator. Each indicator of organizational culture corresponds to five questions, the respondents rated the questions on a scale from 1 to 5: 1 means absolute disagreement of the employee with the statement, 5 - absolute agreement. The obtained results are displayed in the table. 2.6.

The profile of the organizational culture of JSC CB "PrivatBank" with the analysis of indicators is shown in fig. 2.4, where organizational culture is reflected in the coordinate system: external and internal focus, stability and flexibility.

Table 2.6

The structure of Denison's model of organizational culture in JSC CB "PrivatBank"

Characteristics of culture	Indicator for evaluating organizational culture	Coefficient	Interest
1	2	3	4
Adaptability	Ability to change	4.2	75-100%
	Attention to customers	4	75%
	Learning ability	3.4	50-75%
Mission	Strategic direction	4	75%
	Setting goals	3.8	75-100%
	vision	3.4	75-100%
Consistency	Coordination	3	50%
	Consent	3.6	75-100%
	Values	3.4	75-100%
Involvement	Grant of powers	2.9	50-75%
	Possibility of development	3.6	75-100%
	Work in a team	4.4	75-100%

Source: Compiled by the author based on the results of a survey

The culture profile is built as a result of averaging the coefficients and converting them into percentages. Internal focus shows the degree of involvement and sequence of processes in the bank. External focus considers the degree of adaptability and mission of the bank.

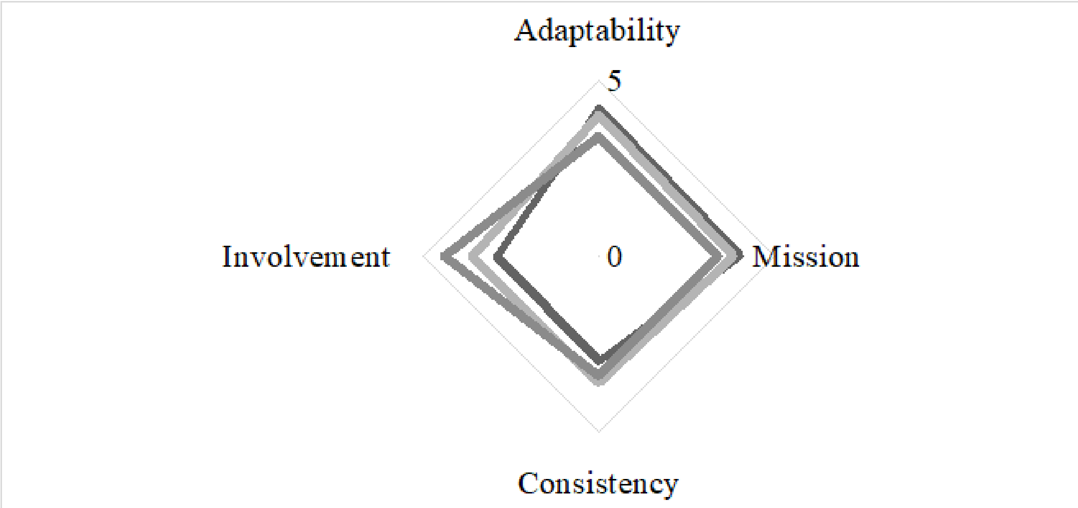

Fig. 2.3. Profile of the organizational culture of JSC CB "PrivatBank"

Source: Compiled by the author based on the results of a survey

From fig. 2.3 it can be concluded that almost all 12 indicators have a high value. Such a characteristic as adaptability has the highest rating, the coefficients vary between 3.4 and 4.2. This means that employees at PrivatBank are prone to innovations and very rarely resist changes. JSC CB "PrivatBank" is able to effectively collect and analyze information coming from the external environment and take the necessary measures to improve the efficiency of the bank's activities. The bank is well aware of the needs of its customers and their opinion is taken into account by the managers, failure is considered an opportunity for improvement, and staff training is an important goal of the bank.

The coefficients of the characteristics of the organizational culture of PrivatBank "Mission" vary between 75-100%, which means that bank employees understand the role of their bank's existence, what needs the bank satisfies, what the bank's goals are. The formulated mission of JSC CB "PrivatBank" shows the uniqueness of the bank, creates a corporate spirit of unity and has a positive effect on employee relations within the bank.

Indicators of strategic direction and goal setting show that strategic planning and goals, which are consistent with the bank's strategy and mission, are clearly formulated. The coefficient of "vision" is 3.4, which means that the bank's employees understand the prospects of the bank's development in the future, which, in turn, serves as a motivator and a guide for employees.

The indicators of the "Coherence" culture characteristic are 3-3.6, which shows that the level of integration and coordination among the bank's employees is not high in PrivatBank. Management is based on clear rules and principles rather than integration and coordination. However, despite this, various structural divisions of the bank are able to interact to increase the effectiveness of the assigned tasks.

The coefficients of characteristics of the organizational culture of PrivatBank "Involvement" vary between 2.9-4.4. This characteristic of culture shows the extent to which employees participate in the bank's activities.

The "Granting authority" indicator shows the minimum value and is 2.9. This means that although employees participate in the bank's activities, managers delegate limited authority to employees.

The coefficient of the "teamwork" characteristic is 4.4, which means that the bank's employees are oriented to teamwork, not competition.

As a result of this study, the relationship between the indicators of organizational culture and the efficiency of the bank was established.

The most important aspect in the assessment of organizational culture is the separation of levels according to the concept of E. Shayna. Edgar Shane distinguishes three levels of organizational culture: surface, that is, visible manifestations of the bank; subsurface, i.e. values and beliefs shared by employees; deep, i.e. attitude to the environment of the bank, perception of reality, activities of employees and their relationships. In fig. 2.4 shows all three levels of E. Shayna at JSC CB "PrivatBank".

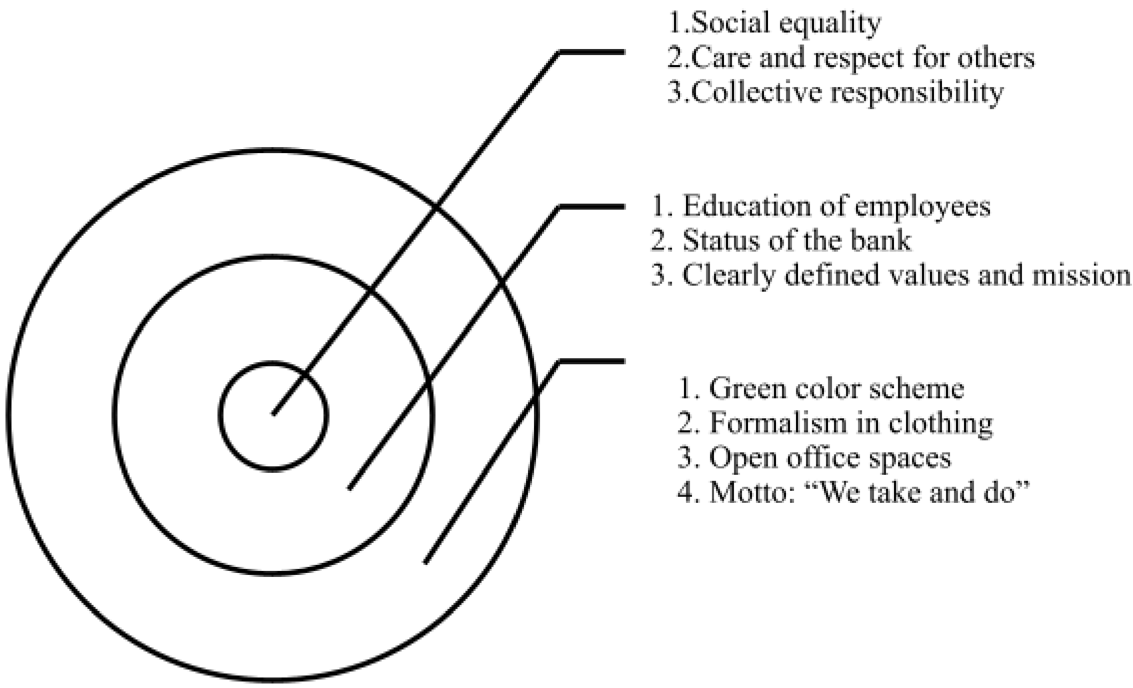

Fig. 2.4. The three-level model of E. Shayna on the example of JSC CB "PrivatBank"

Source: Compiled by the author based on [35, p.154]

Thus, the study of the organizational culture of JSC CB "PrivatBank" according to the concept of Edgar Shane gives a clear idea of the level of organizational culture and makes it possible to determine the attitude of the bank to the environment, the perception of the activities of employees and their mutual relations, values and beliefs among employees and visible manifestations of the bank.

CHAPTER 3
IMPROVEMENT OF THE BANK'S ORGANIZATIONAL CULTURE MANAGEMENT MECHANISM

3.1. Directions for improving the management mechanisms of the bank's organizational culture in wartime conditions

The full-scale military invasion of the territory of Ukraine and the directly related global financial and economic crisis significantly affected most socio-economic and management processes, including the development of organizational cultures of companies, namely:

- the need to develop new approaches to managing the organizational culture of personnel involved in remote employment;
- growing need for high-quality psychological counseling of employees, in particular those forced to work under constant shelling;
- the risk of mobbing of certain categories of personnel (for example, internally displaced persons) in conditions of probable reduction of employees caused by the impact of the crisis on most sectors of the economy, which requires an operational modification of the management of organizational culture.

So, nowadays one of the most urgent problems of the development of systems for managing the organizational culture of companies of various forms of ownership and types of economic activity is staff mobbing.

In its most general form, staff mobbing is "a form of psychological violence that is usually inflicted on one or more employees by the majority."

The most frequent objects of mobbing as an absolutely destructive element of the organizational culture of a number of companies are:

– employees, newly hired, whose career development violates the plans of formed groups of personnel for promotion on the official ladder;

– young employees who are especially distinguished by a significantly lower level of qualification compared to the average for the company (department);

– employees of retirement and pre-retirement age (the most immoral version of mobbing);

– employees of a different gender, religion, etc., with whom it was not possible to build effective intra-organizational cross-cultural communications.

The main factors of personnel mobbing, typical for companies of various profiles, are shown in fig. 3.1.

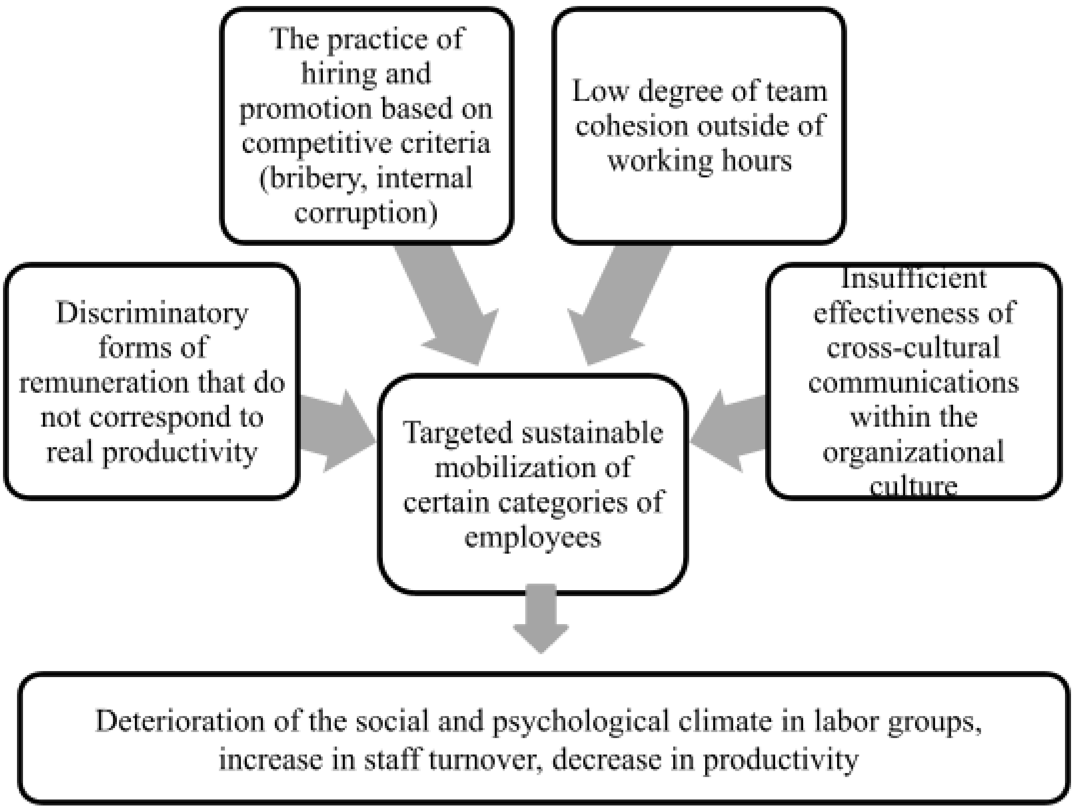

Fig. 3.1. The main factors of employee mobbing within the organizational culture

Source: compiled by the author.

We offer the following ways of countering personnel mobbing within the general system of organizational culture management, which can be used in Ukrainian banking organizations (Table 3.1).

Table 3.1

Regulations on countering personnel mobbing in the management system of the organizational culture of banking institutions

Proposed ways of countering staff mobbing	Direct content	Impact on mobbing of the company's personnel
1	2	3
Implementation of effective mentoring	Financial incentives for mentors are proportional to the increase in the productivity of young professionals under their care	Reduction of mobbing of young professionals both due to the growth of their qualifications and as a result of protection from authoritative mentors in the team
Introducing the position of psychologist to the company's staff	Provision of free psychological assistance not only to full-time employees of the company, but also to their immediate family members (spouses, parents, children)	Reduction of the general level of potential conflicts in the workforce, reduction of the risks of socially deviant behavior, in particular mobbing
Formation of a rotation program for older employees	Creating a flexible program for older employees to gradually transition to less labor-intensive positions (advisors, mentors, etc.)	Reducing the risks of mobbing for professionals of retirement and pre-retirement age, increasing the degree of company loyalty of middle-aged personnel
Creation of trainings on the reintegration of IDPs from other regions of the country	Taking into account the interests of IDP employees (even if there are only a few employees of this type)	Development of a person-oriented management system of organizational culture, demonstration of respect for employees

Source: compiled by the author.

Thus, according to the proposed approach, the main tool for countering organizational mobbing of young professionals, one of the most common variants of destructive psychological influence in the workforce, is the formation of production and management mentoring systems, which are implemented strictly on a paid basis (in contrast to common forms of voluntary mentoring and free mentoring). At the same time, this kind of mentoring can be carried out both for the purpose of labor adaptation of new production branches, and for the initial training of the company's functional specialists (in the field of marketing, financial management, planning, etc.).

At the same time, the remuneration for each mentor should consist of two parts:

- a small fixed amount for training young professionals directly at the workplace during the first few months of the latter's labor activity;
- the bonus is proportional to the increase in the individual productivity of the young professionals who are being trained in the specified period (ideally, the increase in individual productivity should be evaluated on the basis of the KPI of employees, on an objective quantitative basis).

A similar approach to the organization and implementation of industrial and managerial mentoring will contribute to the acceleration of the process of labor adaptation of young specialists, primarily those who do not have industry work experience, increase their level of labor productivity, reduce the risks of mobbing new employees and, accordingly, improve the organizational culture in general. The mentoring institute should be integrated into the organizational culture of the company through the approval of special local norms (regulations on mentoring in the company, etc.).

Another proposed way of counteracting real and potential mobbing of personnel within the framework of organizational culture is the formation of a psychological service in the company (for large corporate structures) or the introduction of the position of a specialist psychologist (for medium-sized companies).

In many large foreign companies, there is a psychological service, which is engaged in the study of psychological processes of personnel development, early preventive management of the process of preventing socio-psychological conflicts in the workforce, and the provision of psychological and psychoanalytic counseling services for employees. In Ukrainian banks, especially medium and small-scale ones, it is rare to have a psychological service or even just a psychologist on staff. As for the institution of psychoanalysis, typical for Western civilization, which is used, in particular, in the practice of corporate organizational management, it is currently practically undeveloped in our country.

The novelty of the proposed approach to the implementation of psychological counseling of personnel as one of the tools for countering employee mobbing within the framework of managing the organizational culture of the bank is as follows:

1. In contrast to the practice of intra-corporate psychological counseling common abroad, it is proposed to provide operational psychological assistance services not only to the full-time specialists of the company, but also to their family members and close relatives. This will make it possible to reduce the risks of intra-family conflicts, which usually in the long term have a negative impact on the level of productivity of employees and are an indirect factor in the activation of mobbing processes in the workforce due to accumulated psychological irritation. In addition, the organization of such a system of counseling personnel on psychological problems will additionally demonstrate the value of employees for the development of the company and, accordingly, will increase the level of loyalty of members of the labor team to the values of the bank's development.

2. It is proposed to carry out not only psychological, but also psychoanalytice personnel counseling, which will require the organization's full-time psychologist or specialists of the psychological service with relevant competencies, which are relatively rare for psychologists in the labor market of Ukraine. However, complex psychoanalysis in the USA and EU states has demonstrated a fairly high effectiveness, primarily in terms of relieving psychological stress, typical for many categories of personnel. In addition, the use of psychoanalysis tools in the practice of corporate psychological service will make it possible to reduce the risks of socially deviant behavior (primarily such as domestic alcoholism), which negatively affects the level of employee productivity.

3. For employees of the psychological service of the bank, it is proposed to form a part of the remuneration fund based on KPI, the main elements of which should be the following quantitative indicators:

- decrease in the number of personnel dismissed for violation of labor discipline;
- reducing the number of employee complaints to managers of banking institutions of various levels;
- decrease in staff turnover rate;
- increase in labor productivity.

The directions of personal psychological counseling of employees can naturally be very diverse. At the same time, it is possible to single out certain standard directions of a professional psychological employee of individual groups of personnel of modern banking organizations (Table 3.2).

Table 3.2

The main directions of professional psychological counseling of a number of groups of bank personnel

Staff groups	The main directions of professional psychological counseling in the management system of organizational culture
1	2
Top management and middle management	Consultations on issues of rational organization of working hours, stress relief from psychological overstrain. Psychological counseling on issues of rational relations with subordinates (inadmissibility of neither excessive pan-fraternity, nor, on the contrary, expressed disdain and detachment from lower-level employees). If necessary, consultation on overcoming "managerial alcoholism" - an extremely negative phenomenon, the presence of which in large organizations is often kept silent
Specialists in personnel management	Psychological consultations on the organization and implementation of rational personal communications with various types of employees. Formation within the framework of the company's organizational culture of an effective system of counteracting socio-psychological conflicts. Facilitating the organization of psychological testing of personnel
IT specialists	The formation of psychological methods of counteracting the impact on a person's personality, his mental world of large arrays of insufficiently relevant information. Methods of combating natural fatigue from working at a PC, relieving irritation
Marketers	Psychological support for the effectiveness of marketing communications with various groups of external counterparties within the overall marketing management complex

Continuation of the Table 3.2

1	2
Line office employees	Creation of a relaxation system without the regular use of socially deviant methods (alcohol, light drugs, etc.). Psychological methods of reducing the level of fatigue from monotonous labor operations

Source: compiled by the author.

At the same time, the psychologist of the organization must know:

- legislative and normative legal acts, methodological materials on personnel management;
- the structure and staff of the company, its profile, specialization and development prospects;
- personnel policy and strategy of the bank;
- personnel evaluation systems and methods;
- basics of general psychology, social psychology, work psychology, psychological counseling;
- basics of profession, career orientation work with bank staff, interested youth.

In order to perform his duties and realize professional competences in the most effective way, the psychologist of the bank should be guided by:

- legislative acts of Ukraine;
- the company's charter, internal labor regulations, other regulatory acts of the banking institution;
- orders and orders of management.

It is assumed that a competent psychologist of a modern company performs the following duties directly aimed at improving the quality of the development of organizational culture:

- studies the influence of psychological, economic and organizational factors on the labor activity of bank employees in order to develop measures to improve their working conditions and increase work efficiency;

- identifies the most urgent issues and problems that need to be solved (staff turnover, violations of labor discipline, inefficient work), determines ways to eliminate the causes that cause them;

- develops professional profiles and detailed psychological characteristics of the professions of employees of a banking institution, determined by the influence of the environment on the neuropsychological stress of the employee, gives recommendations on the conditions for the optimal use of a person's personal labor capabilities, taking into account the prospects for the development of his professional abilities;

- prepares proposals for management and participates in the implementation of measures aimed at increasing labor productivity and job satisfaction;

- participates in the implementation of measures for the professional adaptation of young specialists;

- develops and applies in practice methods for evaluating organizational culture, moral and psychological climate and management styles and provides management with systematized information and recommendations based on the results of the study;

- participates in the implementation of activities related to the formation and broadcasting of corporate culture and improvement of the social and psychological climate in the team;

- selects methods and methods of personnel diagnostics adequate to the assigned task, conducts diagnostics, provides qualitative analysis and interpretation of diagnostic results, develops recommendations for department heads.

With the aim of the relatively widespread practice of mobbing older employees in companies of modern Ukraine, it is proposed to form effective rotation programs of such an element of the staff in relatively large banks in the following main areas:

a) transfer of elderly specialists to less time-consuming and comparatively less paid areas of labor activity, which for many specialists of this age group is still preferable, compared to retirement;

b) activation of the use of labor potential, experience of elderly employees within the framework of the previously described mentoring programs;

c) introduction of positions of advisers to line and functional managers of various levels for senior management professionals.

In addition, within the framework of the above-mentioned areas of countering personnel mobbing and development of organizational culture, in general, we singled out the creation of a special program for the reintegration of IDPs within the framework of banking institutions, at least large and medium-sized ones.

The program of reintegration of employees of banking institutions from among the displaced may include various measures aimed at supporting their successful adaptation and integration into the new work environment. These measures include:

1) Providing specialized training courses in banking and finance to update skills and ensure adaptation to the requirements of the banking sector in a new location.

2) Trainings on understanding the local legislation and regulatory environment.

3) Assistance in the search for vacancies in the banking sector, including the provision of information about vacancies and support in the process of submitting documents.

4) Organization of an induction program with mentors or curators for new employees, who will help them adapt faster and familiarize themselves with the bank's organizational culture.

5) Conducting individual consultations regarding professional development and career opportunities.

6) Providing access to psychological counseling to help overcome stress and adapt to new working conditions.

7) Organization of integration activities and cultural programs to support the adaptation of immigrants to the new socio-cultural environment.

8) Provision of financial support for the period of adaptation, including the possibility of receiving a loan or grant to cover living expenses.

These measures are aimed at ensuring the successful reintegration of migrants into banking institutions so that they can continue their careers.

In general, the proposed measures will make it possible to reduce the risks of mobbing of certain categories of the company's personnel, improve the social and psychological climate in the workforce, and ensure, on this basis, an increase in the effectiveness of the development of the organizational culture management system.

3.2. The main areas of application of methods of increasing the economic efficiency of management of organizational culture in the bank

Modern commercial banks consider organizational culture as a strategic tool that allows to combine the goals of employees with the general purpose of the bank and ensures their effective interaction. Thus, the formation and constant improvement of organizational culture contributes to a radical change in the internal appearance and behavior of a commercial bank. The creation of an active organizational culture leads to the unity of team members, mutual cooperation, the improvement of the quality of services and the efficiency of the bank's activities, as well as to the achievement of a competitive position.

The formation of a sustainable organizational culture is an urgent and, at the same time, a difficult task facing Ukrainian commercial banks. It is obvious that it is impossible to improve it only within the framework of organizational culture. It is necessary to introduce systemic changes in commercial banks as a whole.

It is necessary to note the influence of organizational culture on the effectiveness of the bank's activities. Currently, many banks evaluate the performance of branches, choosing only financial indicators, such as net profit and other indicators, which are determined by the manager of the bank branch in the management system. A real assessment of the bank's performance requires indicators based on both financial and non-financial information, which takes into account changes in the internal and external environment. In order to increase the economic efficiency of managing the organizational culture and all activities of the bank, it is suggested to use an effective management technology - the concept of a balanced system of indicators. The concept of a balanced system of indicators was developed based on the results of a study conducted in the 1990s by professors D. Norton and R. Kaplan [26, p. 162]. This concept will make it possible to create a strategy for managing the bank's activities based on key indicators that take into account all important factors of activity, both financial and non-financial.

During the implementation of strategic tasks, individual activities and actions of employees must be coordinated in such a way that the goals are achieved with minimal costs and in a short period of time. The concept of a balanced scorecard helps coordinate the actions of departments and employees to achieve the main goals facing the company.

According to this concept, the success of a bank's activity consists not only of financial indicators, but also of such aspects as personnel, customers and business processes. Key indicators make it possible to indicate where revenue growth comes from and which customers provide revenue growth, develop organizational culture and socio-psychological climate in the bank, identify the main business processes on which the bank should focus when improving management, help direct investments in work with personnel.

The effectiveness of the balanced scorecard concept depends on the quality of implementation. The implementation of this concept is carried out in three stages:

1) Preparation for building a balanced system of indicators.
2) Construction of a balanced system of indicators.
3) Cascading balanced scorecard.

According to the concept of a balanced scorecard, at the first stage it is necessary to form a strategic map, which represents goals and specific measures to achieve these goals, grouped according to four interrelated perspectives:

1) Perspective - Finance: what opinion of itself should the bank create among shareholders in order to achieve financial success?

2) Perspective - Customers: what opinion of itself does the bank need to create among customers to realize its vision of the future?

3) Perspective - Business processes: what business processes should the bank improve to meet the demands of shareholders and customers?

4) Perspective - Learning and Development: How should the bank support its employees to realize its vision for the future?

A properly developed balanced scorecard represents the bank's strategy through a sequence of cause-and-effect relationships. On the basis of the conducted research, a balanced system of indicators was developed for JSC CB "PrivatBank". The proposed strategic map of JSC CB "PrivatBank" is presented in fig. 3.2.

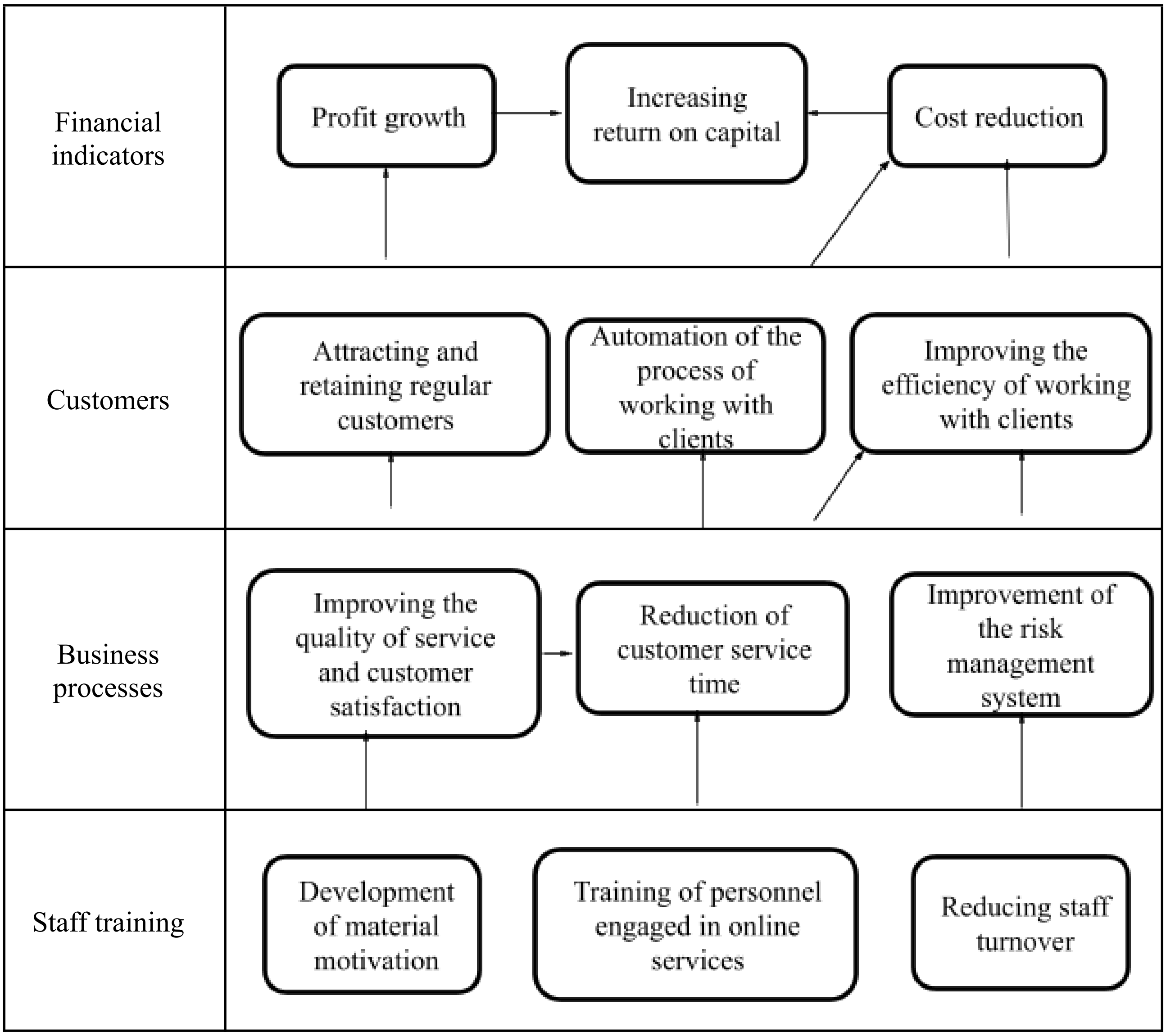

Fig. 3.2 Proposed strategic map of JSC CB "PrivatBank"

Source: compiled by the author.

The bank's key financial indicators are located at the very top of the proposed strategic map of JSC CB "PrivatBank".

The financial perspective contains goals that reflect the financial performance of the bank. Examples of such goals can be profit growth, increase in return on equity, and cost reduction.

The next level of the strategic map is the prospect - customers. Examples can be such goals as attracting and keeping regular customers, automating the process of working with customers, improving the efficiency of working with customers. This perspective is extremely important for increasing the economic effectiveness of organizational culture management, because it determines the choice of loyal customers on which it is oriented. For example, improving the efficiency of working with clients leads to the preservation and expansion of the client base. Maintaining a customer base inevitably helps to increase profits. In order to automate the process of working with customers, it is proposed to robotize routine tasks of the staff. This, in turn, will increase the satisfaction of employees with their work, since they will not have to perform routine tasks every day.

The third level of the balanced scorecard is the perspective of internal business processes. This perspective defines the main internal processes in which the bank must outperform its competitors. Examples of such goals are improving the quality of service and customer satisfaction, reducing customer service time, and improving the risk management system. The perspective of internal business processes identifies essential operations that are subject to improvement and development to strengthen competitive advantages. Key indicators of this perspective characterize business processes that contribute to customer satisfaction.

The basis of the strategic map is the perspective of personnel development and training. This perspective defines important elements of organizational culture. An example of goals is the development of material motivation, training of personnel engaged in online services, reduction of staff turnover. It is suggested to use the following methods of material motivation: payment of transportation expenses, medical care programs, training and improvement of the employee’s qualifications, additional payments, such as gifts in honor of holidays, monetary rewards for the employee recognized as the best in customer service, trips to medical institutions and resorts, flexible schedule work, benefits and compensations, systems for obtaining soft loans. Online services lead to a reduction in customer service time, therefore, improving the skills of employees engaged in online services contributes to the automation of work with customers and increases customer satisfaction.

A strategic map helps employees understand the mission and purpose of the bank. It should be noted that the strategic map clearly explains to employees how their individual goals and achievements are interconnected with the realization of the overall goal of the bank and the economic efficiency of managing the organizational culture. For each defined goal, it is necessary to develop indicators, target values and strategic measures to achieve the goals.

In the table 3.3 shows the general goals of the bank, indicators for these key indicators, target values that the bank needs to achieve and corresponding measures to achieve the goals, as well as increase the efficiency of the bank's activities.

Table 3.3

The proposed balanced system of indicators of JSC CB "PrivatBank"

Goals of the bank	Indicator	Target value	Strategic measures
1	2	3	4
Profit growth	Profitability of sales, %	15	Identify and eliminate deficiencies in the company's business processes
Increasing number of corporate clients	The share of corporate clients from the total number of clients, %	19	Development of an overnight service for corporate clients
Attracting and retaining regular customers	% of returning customers	25	Improvement of the bank application for online services
	% of new customers	20	
Reduction of customer service time	Service time per client, min	6	Automation of all operations, staff training
Improving the quality of service and customer satisfaction	Customer satisfaction index	45	Building a quality management system
Development and training of personnel	Index of satisfaction with qualified personnel	50	Implementation of gamification in the process of training and adaptation of personnel

Continuation of the Table 3.3

1	2	3	4
Development of the personnel motivation system	Sales growth	30	Flexible work schedule. Payment of transport costs

Source: compiled by the author.

One of the key goals of the bank is to increase profits, for this it is suggested to first of all identify the shortcomings and eliminate them. Increasing the number of corporate clients and attracting regular clients are important aspects of increasing the economic efficiency of organizational culture management. Their indicators are the share of corporate clients from the total number of clients as a percentage, the percentage of repeat clients, and the percentage of new clients.

The proposed measures to achieve these goals are the development of an overnight service for corporate clients and the improvement of the bank's application for online services. Business processes include reducing customer service time and improving the quality of service and customer satisfaction, and the corresponding measures to achieve them are the automation of all operations, the improvement of personnel qualifications, and the construction of a quality management system.

The main goals of increasing the economic efficiency of organizational culture management are the training of employees and the development of the personnel motivation system. For the training and adaptation of employees, it is proposed to use a new tool such as gamification (the use of game methods during employee training, which makes it possible to increase the involvement of employees in solving complex tasks and increase employee loyalty). Standard methods are quite obvious to employees, so going beyond the existing system will lead to greater results through novelty.

The final stage of the balanced scorecard concept is balanced scorecard cascading. During cascading, the goals and measures for their achievement specified in the strategic map are extended to all levels of management of the bank's activities. The overall goals, indicators, targets and improvement measures are then specified and shared across departments and teams.

The expected result from the implementation of the concept of a balanced system of indicators:

- increasing the general level of labor productivity;
- attraction and retention of loyal customers by increasing the efficiency of their service;
- reduction of adaptation time of new employees by 2 times;
- determining the vector of development of each specific employee and the team in general and motivating them to develop in this direction;
- providing all employees with prompt feedback based on the results of their activities;
- unification of employees with a common idea, their involvement in teamwork;
- changing the professional thinking of employees;
- personnel training for mastering and implementing new technologies;
- an opportunity for employees to improve their professional and creative skills.

3.3. Ways to improve the information support of PrivatBank's organizational culture management system

The development of the management system of the organizational culture of modern banks should be standardized and regulated in a certain way. In the practice of commercial banks, such internal documents are absent or have a purely formal, nominal character.

The system of the main functions of the code of ethics of modern commercial banks is presented in fig. 3.3.

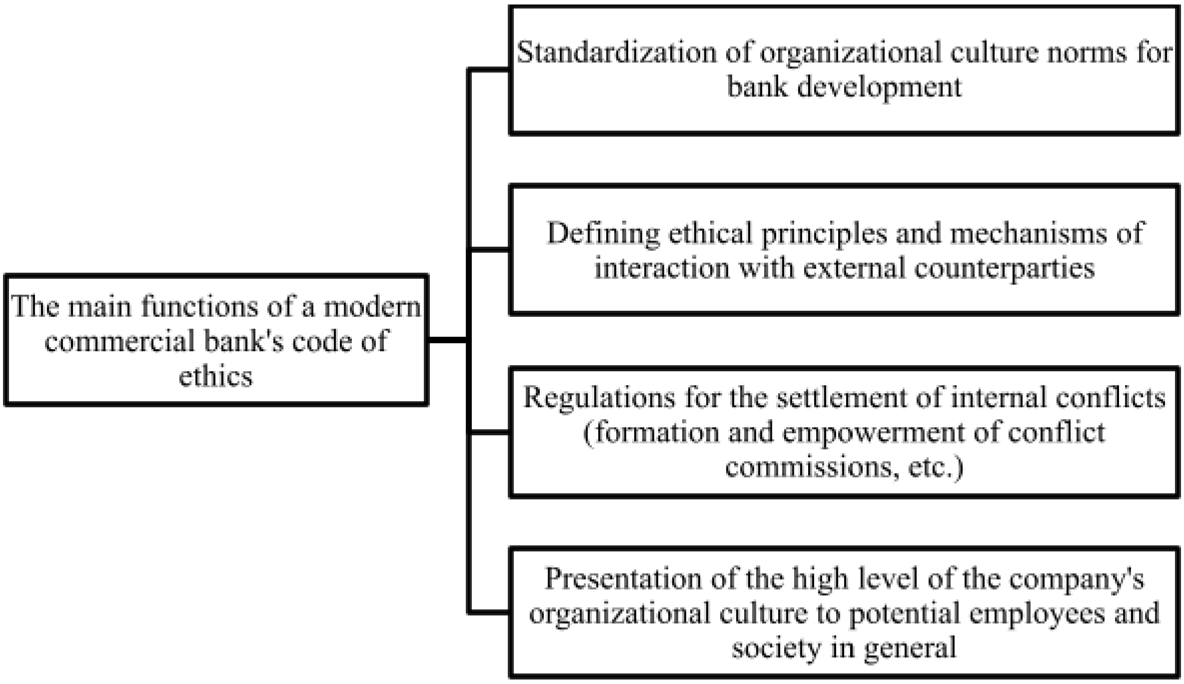

Fig. 3.3. The system of basic functions of the code of ethics of modern commercial banks

Source: systematized by the author.

As shown in fig. 3.3, the functions of an effective, rather than a nominal, code of ethics of a modern bank should reflect the main aspects of the formation and development of organizational culture, as well as be a certain reference point for potential external counterparties (possible future employees, partners, society in general) regarding interaction with the company.

The rational structure of the code of ethics of a modern bank should include the following main elements:

1) Ethical components of the mission and strategic goals of the company's development (for example, regarding corporate social responsibility, long-term programs of social development of personnel, investments in environmental protection measures, relations with retired employees - veterans of the company, etc.).

2) The main ethical principles of the company's development, which include, in particular, transparency, social justice, especially during the formation of material rewards for different groups of employees, objectivity, in particular regarding the

provision of career growth prospects for personnel, orientation towards the intensive implementation of social and charitable programs, etc.

3) Declaring the fair nature of direct financial incentives for the work of personnel, as close as possible to the individual results of labor activity. Description of the KPI system, if one is implemented in the company's activities.

4) Description of the nature and mechanisms of indirect material stimulation of labor activity, the intensity and effectiveness of which directly depends on the effectiveness of the formation and development of organizational culture (corporate pensions and other support tools for bank employees who retired due to old age and were characterized by high results of individual productivity during the period of labor activity; additional health insurance for employees; reimbursement of part of the expenses of employees for meals, as well as other tools for supporting the company's employees).

5) Basic principles and directions of corporate education. Ensuring equal competitive access of various personnel groups to obtaining additional education (improvement of qualifications) at the expense of the company.

6) Ethical norms of interaction with the company's external counterparties, such as consumers, contractors, founders, co-investors, specialized regulatory bodies of the state government and local self-government, etc.

7) Declaration of ensuring the ethical norms of the marketing activity of the organization, including in the part of Internet marketing carried out within the virtual segment of the modern digital economy (for example, a ban on posting notoriously unreliable information about the bank on certain Internet resources, on the formation of unfair reviews about the company's competitors on specialized portals and social networks, aggressive electronic marketing, etc.).

8) Regulation of the intra-organizational conflict management system: tasks, principles, organizational solutions in this area.

9) The system of management of social responsibility of business (charity programs and projects, initiatives in the field of ecological development, interaction

with state authorities and local self-government entities on issues of formation and implementation of public-private partnership projects of social direction).

10) Isolation of the system of bodies within the framework of the company's management structure, responsible for the implementation of the provisions of the code of ethics on improving the management of processes of formation and development of organizational culture in general.

The code of ethics of a commercial bank will have a certain positive effect on the development of organizational culture, provided that its norms are widely discussed within the framework of the work team. In addition, the main provisions of the code must be submitted to the general meeting of shareholders (founders) of the company. Finally, the draft code of ethics can be submitted for additions and corrections by industry trade unions, as well as specialized state regulatory bodies.

A broad discussion of the norms and provisions of the bank's code of ethics will make it possible to somewhat reduce the risk of its transformation into a purely formal document.

In addition, the norms of the bank's code of ethics should be detailed within the framework of other local legal acts that ensure the institutionalization of the organizational culture management process, such as the Regulation on indirect stimulation of personnel work, the Regulation on the conflict commission, the job description of the psychologist of the organization, etc.

The actual direction of improving the management system of the organizational culture of most companies in modern Ukraine is the development of information and documentation support for management activities in general. At present, this kind of support in many institutions is not sufficiently systematic and effective, which leads to corresponding problems in terms of the development and improvement of organizational culture.

In this regard, it is proposed to form such a system of internal reports that can be used within the framework of internal management and control of organizational development (Table 3.4).

Table 3.4

The system of basic reports proposed for introduction into the bank management system is aimed at rationalizing the system of organizational relations in general and the process of developing organizational culture in particular

Name of the report	The person or unit responsible for the preparation and execution of the report
1	2
Report on strategic development	Director of the organization
Market position report	Marketing department
Report on financial activity	Accounting, financial department
Statement of cash flows	Accounting, financial department
Report on labor efficiency	Personnel department
Report on staff development	Personnel department
Report on integration into the digital economy	Informatization Department
Innovation report	Director, heads of line units
Risk report	Financial department, marketing department
Report on material and technical support	Accounting

Source: developed by the author.

We will describe the main content of the system of reports proposed for implementation in the bank's activities, aimed at rationalizing and increasing the efficiency of management activities and improving the system of organizational relations and organizational culture within the company. Thus, the report on the strategic development of the bank must contain the following basic provisions:

- the degree of achievement of the strategic goals and objectives of the bank's development provided for in the strategic plan;
- reasons for possible non-fulfillment of the bank's strategic development guidelines in the main areas of its activity;
- the main parameters of the bank's strategic partnership with co-investors, creditors, specialized bodies of state power and local self-government;
- prospects for improving strategic guidelines for development and strategic management, etc.

In other words, the report on strategic development should be built on the basis of the synthesis of other types of management reports characterizing narrower functional areas of the bank's activity. In addition, it should be supplemented and clarified at the level of the manager.

The report on the market position of a commercial bank should contain the following main directions:

- share in the industry market in terms of assortment positions of products and services;
- market share dynamics, analysis of the factors of its change;
- research of the bank's competitive position, which can be carried out on the basis of, for example, building a competitive profile (according to the approaches of M. Porter);
- assessment of the effectiveness of costs for marketing activities and factors for its improvement;
- assessment of the rationality and effectiveness of the marketing management system;
- analysis of features and problems of marketing communications, including in the part of forming and implementing individual and collegial consumer loyalty programs.

According to the proposed approach, the content of the financial development report and cash flow report proposed for implementation in the commercial bank should be significantly broader compared to the legally approved forms of the company's accounting statements, and should not involve their simple compilation. Thus, the report on the financial development of the bank should contain the following main directions:

- study of dynamics and factor analysis of gross and net profit;
- analysis of change trends and factors of formation of profitability of products and profitability of assets;
- research of the company's business activity, trends in slowing down or accelerating turnover of the company's property complex and its individual elements;
- analysis of current, quick and instant liquidity of financial development;
- study of financial stability and probability of possible financial insolvency;

- assessment of the company's value and drivers of its formation.

The report on cash flows in accordance with the proposed approach to improving the system of information and documentation support for the development of a commercial bank should contain the following main areas:

- factor analysis of the dynamics and structure of cash flow from operating activities;
- factor analysis of the dynamics and structure of cash flow from financial activities;
- factor analysis of the dynamics and structure of cash flow from investment activities;
- study of the rationality of the cash management system and various parameters of receivables and payables.

In accordance with the proposed approach, it is proposed to differentiate the content of the management report on labor efficiency and the report on the development of the bank's personnel. Thus, the report on labor efficiency should include trends and analysis of output, labor intensity, labor resources, staff turnover and other parameters characterizing various aspects of labor efficiency.

The staff development report should integrate the following main areas:

- information on the demographic and professional qualification structure of the bank's staff;
- data on programs of corporate additional education, professional development and retraining of personnel;
- analysis of the business career management system of various personnel groups;
- analysis of the social and psychological climate in the workforce and the factors of its formation;
- study of the conflict management system within personnel management;
- evaluation of the effectiveness of the material and non-material labor stimulation system.

A report on the integration of a banking institution into the digital economy is a new proposed type of management reporting. It should reflect both the intensity and effectiveness of the bank's informatization system, as well as the assessment of the effectiveness of development in the virtual markets of services, labor, financial resources, etc.

The report on innovative development of the bank should contain the following main analytical indicators:

- dynamics of investment in innovation;
- share and dynamics of innovative products and services in gross output;
- investments in innovative modernization of the management system;
- assessment of the intensity and effectiveness of strategic partnership in the field of innovation.

The report on the risks of the bank's development, in accordance with the proposed approach, should contain a quantitative and qualitative analysis of the level of general market, operational, investment, financial and other types of risks of the bank's development, as well as justification of organizational and economic measures to minimize them. This report should closely correlate with the information contained in the previously reviewed reports of the organization on financial development and cash flow dynamics.

The report on the material and technical support of the bank's activities must contain the following main items:

- analysis of the composition and structure of the bank's fixed assets and indicators of their use, such as the parameters of the technical and technological structure of the fixed capital, return on assets, etc.;
- information about intangible assets and the effectiveness of their use;
- analysis of data on investment projects.

In general, the proposed system of reports will make it possible to organize and standardize the management activities of a commercial bank, clearly define the centers of responsibility in the management system and quantitative criteria for determining the effectiveness of their functioning, which should ultimately have a favorable effect on the parameters of the organizational culture. At the same time, an important condition for the quality of the system of reports proposed for implementation is their integrability, interconnectedness, and internal consistency of parameters: for example, the data of the financial development report should serve as the information basis for the risk report; data on integration into the digital economy should correspond directly to information in the report on innovative development, etc. All reports must cumulatively form aggregated data for the final report on the bank's strategic development.

As a result, we have singled out the main directions for improving the information and documentation support of the organizational culture management systems of modern banks. The role of an effective intra-corporate code of ethics in the development of norms of organizational culture of companies is shown; the most general type of structure of this kind of local normative legal act is proposed.

CONCLUSIONS

The following conclusions can be drawn on the basis of the conducted research.

In general, organizational culture sets a certain coordinate system that explains why the company functions in this way and not otherwise. In addition, it makes it possible to significantly smooth out the problem of aligning individual goals with the overall goal of the company, forming a common cultural space containing values, norms and behavioral patterns shared by all employees.

The strength of organizational culture significantly affects both individual and corporate performance in the long run.

On the basis of a comparative analysis of the approaches presented in the special literature, the author clarified the content of the company's organizational culture, namely, organizational culture is a complex of interconnected local norms (rules, traditions, standards of organizational behavior, etc.) of both a formal and informal nature, which are formed on the basis of institutional opportunities and restrictions, under the influence of operational and transaction costs for the purposes of personnel management and organizational development, taking into account the internal and external system formed in the company cross-cultural communications.

The study of the effectiveness of the management of organizational culture is reduced to a sociological or expert assessment, which is clearly not enough. In this regard, the main groups of methods for researching the effectiveness of organizational culture, which can be applied in modern business practice, were systematized.

In the second part of the study, the activities of JSC CB "Privatbank" were considered. An analysis and assessment of the bank's financial condition for the period 2018-2023 was carried out. During the analysis of the organization's financial condition, it was found that the key resources in the activities of PrivatBank are financial, human and technological. As part of the management system, PrivatBank uses methods of budgetary control and planning, a system for monitoring the implementation of plans and evaluating activity results. During 2022, PrivatBank continued to occupy leading positions on the national banking market, and compared to the previous year, its profit increased by UAH 10.8 billion (or 44%). Business development, cost control, rational credit policy and effective management of both internal processes and customer service contributed to a significant increase in profit, which made PrivatBank one of the most successful banks in Ukraine in 2022, with a share of 45% in the total profit of the banking system .

In 2024, PrivatBank intends to continue its successful trajectory, which was defined last year, including carrying out transformation processes within the framework of the updated Strategy for 2025.

Analyzing the structure of the assets of CB "PrivatBank", it can be noted that it differs from the standard one, since investment activity usually does not occupy such a large share, which is uncharacteristic for the Ukrainian banking sector. In most other banks, the loan portfolio is a significant share. This is explained by the fact that during the nationalization of the bank, the bonds were issued from the domestic state loan, and now these bonds constitute the main part of the investment portfolio.

An analysis of the dynamics and structure of the liabilities of JSC CB "PrivatBank" showed that the total volume of the bank's liabilities increased by 227,713 million. UAH, or by 89%, compared to 2020.

Analysis of the bank's liabilities indicates changes in their share in the structure of liabilities during the considered period. In 2022, the share of the bank's liabilities in the structure of liabilities was 89.32%, which is 3.11% higher than in 2021 and 6.92% higher than in 2020.

Also, in the second section, an analysis of the organizational culture of JSC CB "PrivatBank" was conducted and the effectiveness of the influence of organizational culture on the bank's activities was evaluated. Formalism and proceduralism are priorities in the researched organization. For this type of culture, compliance with rules and procedures is more important than the individual qualities and talents of each employee, which slows down the maximum disclosure of the potential of each employee and does not facilitate quick response and use of ideas coming from outside the enterprise.

In second place is market culture. The main thing for her is to achieve results at any cost, every employee is aimed at a high level of competition and wants to be the best.

The evaluation of the effectiveness of the influence of organizational culture on the bank's activities according to the concept of E. Shane gives a clear idea of the level of organizational culture and makes it possible to determine the attitude of the bank to the environment, the perception of the activities of employees and their relationships, values and beliefs among employees and the visible manifestations of the bank.

In the third section, recommendations were given for the development of organizational culture management mechanisms in the conditions of a full-scale invasion, namely the need to form new approaches to the management of the organizational culture of personnel involved in remote employment; establishment of high-quality psychological counseling of employees, in particular those forced to work in conditions of constant shelling; countering the mobbing of certain categories of personnel (for example, internally displaced persons) in conditions of probable reduction of employees caused by the impact of the crisis on most sectors of the economy, which requires an operational modification of the management of organizational culture.

Methods of increasing the economic efficiency of management of organizational culture in commercial banks have been developed. During the implementation of strategic tasks, individual activities and actions of employees must be coordinated in such a way that the goals are achieved with minimal costs and in a short period of time. The concept of a balanced scorecard helps coordinate the actions of departments and employees to achieve the main goals facing the company.

Recommendations were also made for improving the information support of the organizational culture management system at PrivatBank CB JSC. The development of the management system of the organizational culture of modern banks should be standardized and regulated in a certain way. In the practice of commercial banks, such internal documents are absent or have a purely formal, nominal character, therefore the functions of an effective, not nominal code of ethics of a modern bank should reflect the main aspects of the formation and development of organizational culture, as well as be a certain reference point for potential external counterparties (possible future employees, partners, society in general) regarding interaction with the company.

The actual direction of improving the management system of the organizational culture of most companies in modern Ukraine is the development of information and documentation support for management activities in general. Currently, this kind of support in many institutions is not sufficiently systematic and effective, which leads to corresponding problems in terms of the development and improvement of organizational culture. In this regard, a system of internal reports was proposed, which can be used in the framework of internal management and control of organizational development

Thus, the set tasks have been solved, and the goal of the research has been achieved.

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