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Educational and Research Institute “Karazin Business School”

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T A S K
TO MASTER THESIS

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1. Title “Improving the management of corporate culture of an enterprise”

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2.	Preparation of the thesis' first section
3.	Completion of the first section according to the supervisor recommendations. Writing the thesis' second section
4.	Completing of the second section according to the supervisor recommendations. Preparation of the thesis' third section
5.	Completing of the third section according to the supervisor recommendations. Preparation of a report for a scientific conference with a presentation of the main results of the thesis
6.	Writing of the introduction, conclusions of the thesis. Making references list
7.	Submission of the thesis to the Department of Management and Administration

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INTRODUCTION

Modern market conditions require enterprises to develop and implement a system of values, i.e. corporate culture, which is due to changes in consumer demand, competitive pressure, and other factors that affect the enterprise's activities. Competent development and implementation of corporate culture can contribute to increasing the efficiency of the enterprise. This may include improving communication, staff motivation, teamwork development, and other aspects that affect the overall performance of the enterprise. Also, corporate culture creates a unique image of the enterprise in the eyes of customers and partners, which contributes to increasing competitiveness. The development of a rational corporate culture makes it possible to use it as an effective tool for adapting the enterprise to the external environment, integrating the internal environment, and identifying employees and companies in general as individual entities in conditions of chaotic structuring, uncertainty, globalization, and integration of society and the economy. Accordingly, the deepening of the theoretical, organizational and methodical principles of managing the company's corporate culture in view of their adaptation to the modern needs of business and the world economy deserves special attention.

Certain issues of corporate culture management were studied by the following scientists, in particular: K. Cameron, J. Caslione, R. Kilman, J. P. Kotter, J.L. Heskett, G. Hofstede, Cameron K. S., Quinn R. E., Shane E. et al.

The aim of the study is to develop theoretical and practical recommendations for improving the management of the enterprise's corporate culture.

In accordance with the set goal, the following tasks were defined and solved:

- to determine the essence, place and functions of corporate culture as an object of management;
- conduct a diagnosis of the enterprise's corporate culture;
- assess the level of corporate culture management at the enterprise;
- justify the concept of managing the corporate culture of the enterprise;

- to determine directions for improving the management of corporate culture;
- justify directions for improvement of information management of the enterprise's corporate culture.

The object of the study is the process of managing the enterprise's corporate culture.

The subject of the study is the theoretical and organizational components of managing the corporate culture of the enterprise.

In the research process, general scientific and special methods and methods of cognition were applied. General scientific methods, in particular analysis, synthesis, induction, deduction, theoretical generalization, made it possible to reveal the essence of corporate culture as an object of management, to define principles, and to systematize and specify the types of management of enterprise corporate culture. Observational methods and statistical techniques were used to assess the effectiveness of managing the company's corporate culture and to analyze and deepen the theoretical and methodical foundations of diagnosing the company's corporate culture. A systematic approach, methods of analogy, scientific abstraction and comparison are used to justify the concept of corporate culture management, development of organizational foundations of the functional construction of corporate culture management.

The information base of the research is the theoretical and scientific-practical works of scientists devoted to the problems of corporate culture management; statistics; data of practical activity of PJSC "HARVERST"; reference and informational and periodical publications, Internet resources.

The thesis substantiates the concept of managing the corporate culture of the enterprise, which is based on the separation of components (principles of management; management models; levels of management; management functions; a form of management based on signs; cultural mechanisms of control; functions of corporate culture) and enables the multivariate construction

of a management model corporate culture, based on the strategy, specifics, information system of the enterprise and the external environment of its functioning.

Approbation of the results of the thesis. The main indicators of the company's corporate culture management system were published at the International scientific and practical internet conference "Problems and prospects of ensuring sustainable socio-economic development of territories", Kharkiv (October 27–28, 2023).

The thesis consists of an introduction, three sections, a list of used sources and annexes.

SECTION 1

THEORETICAL PRINCIPLES OF MANAGEMENT OF THE ENTERPRISE'S CORPORATE CULTURE

1.1 The essence, place and functions of corporate culture

The transformation of approaches to the management of enterprises determines the need to revise the traditional principles of building their corporate culture. In today's conditions of chaotic structuring, globalization and integration of society and economies, the question of taking into account the influence of the behavior of individuals in conditions of uncertainty becomes important. At the same time, the solution to this problem is important for all spheres of society and economy.

In the context of business and leadership, understanding and navigating VUCA conditions have become crucial for organizations to adapt, innovate, and thrive in a constantly changing landscape. Leaders and organizations that can effectively manage VUCA challenges are better equipped to respond to unexpected events, make informed decisions in uncertain situations, and navigate complexity and ambiguity strategically.

VUCA is an acronym that stands for Volatility, Uncertainty, Complexity, and Ambiguity. It originated in the military and was later adopted in the business world to describe the challenging and rapidly changing nature of the modern environment. Each component of VUCA represents a different aspect of the challenges organizations may face:

Volatility: Refers to the speed and magnitude of changes in an industry or market. Rapid and unpredictable changes can create a volatile environment.

Uncertainty: Represents a lack of predictability and the inability to foresee future events accurately. In uncertain situations, it becomes challenging to make accurate decisions based on available information.

Complexity: Relates to the intricate and interconnected nature of today's globalized world. Complex systems have numerous components and variables that interact in various ways, making it difficult to understand and manage them comprehensively.

Ambiguity: Involves the lack of clarity and the existence of multiple interpretations of events or information. Ambiguous situations make it challenging to understand cause-and-effect relationships [51].

American scientists in the field of management H. Hemel and K. Prahalad emphasize that the task of modern managers is to see the future before it arrives, and earlier, no matter who it is. The future can be found at the intersection of changes in technology, lifestyles, government regulation, demography, and geopolitics [28].

Under these conditions, enterprises must be strategically flexible and be in constant transformation. Strategic flexibility of the company is achieved only when developing, implementing and controlling a clear business development strategy. Therefore, the management efficiency of a modern enterprise is determined by the achieved level of its corporate culture. No wonder, at the beginning of the last century, Henry Ford Sr. said: "Take away my factories – and in a year I will build new ones, take away my team – and in a year my factories will be overgrown with grass" [20].

Convincing confirmation of the existence of a direct relationship between the company's profitability indicators and corporate culture management are the results of Peters I. and R. Waterman's research [62], according to which among the studied highly profitable companies, 88% had specialized departments that were directly responsible for the implementation of moral values; 58% of companies used special programs for the cultural work of personnel; 65% of these enterprises had programs to combine moral values with concrete actions to increase profitability.

Despite the presence of numerous studies in the literature on the use of corporate culture as a tool for company management and the development of practical principles of such management, according to research by American scientists [24], who analyzed 80 companies regarding the compliance of their

activities with defined basic values, only 30% of companies had clearly formulated values and beliefs. The outlined state of affairs is due, in particular, to the orientation of scientific research in foreign publications to the psychological aspects of corporate culture.

The first step in ensuring effective management of corporate culture at an enterprise is a clear understanding of the essence of this term. An analysis of special literature was carried out, the results of which are presented in Appendix A table A.1 made it possible to state the absence of a single approach to the interpretation of corporate culture. This is due, first of all, to the presence of different views of scientists regarding the place of corporate culture in the internal environment of the enterprise.

Shane E. emphasizes [69] that organizational culture is an integrated set of basic ideas that a given group invented, accidentally discovered, borrowed or achieved in some other way as a result of attempts, solving problems of adaptation to the external environment and the internal organization, in order to be recognized, effective and worthy of consolidation and transfer to new generations of organization members.

In general, the analysis showed that the vast majority of proposals for structuring the corporate culture of an enterprise are based on the classic approach of its division by levels, the author of which is the outstanding scientist Shane E. The approach proposed by Shane E. [67] involves the allocation of three levels of corporate culture: level 1 – visible artifacts, level 2 – proclaimed values, rules and norms of behavior, level 3 – basic ideas that are at the basis of external manifestations and proclaimed values.

The study of the approach proposed by Shane E. to the analysis of the company's corporate culture made it possible to formulate the following benchmark for the formation of the company's corporate culture (Fig. 1.1).

Artifacts are visible organizational structures and processes. In turn, the declared values are the company's strategies, goals, and philosophy. Basic ideas should be understood as subconscious, which are imagined as something obvious,

beliefs, features of perception, thoughts and feelings (primary source of all values and actions). According to Shane E., the basic ideas underlying external manifestations should determine the declared values, rules and norms of behavior. In turn, visible artifacts that form the corporate culture of the enterprise should be created based on the declared values.

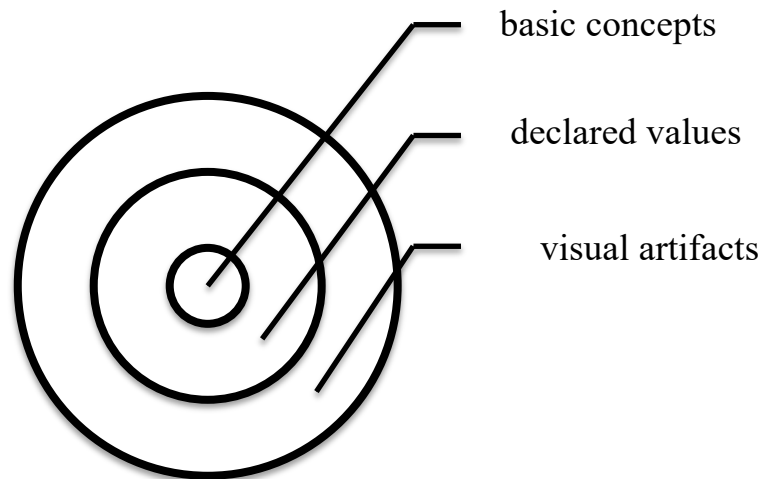


Figure 1.1 – Components of the company’s corporate culture [67]

The structure of corporate culture as a set of elements – types of corporate culture is quite widely presented in special literature.

Thus, Terry D., Kennedy A., Kennedy A.A., Deal T.E. single out [72] the main elements of corporate culture: external culture (employee culture, relationship with customers, social responsibility), internal culture (culture of interpersonal relations), spiritual culture (culture management) and material culture (culture of working conditions, culture of work tools and labor process). Such a division requires substantial justification in terms of determining the criteria for the classification of types of culture, in particular the essence of the type – spiritual culture. Gorton G.B., Grennan J., Zentefis A.K. distinguish [21] the culture of working conditions, the culture of work tools and the labor process, the culture of interpersonal relations, management, and the culture of the employee.

A critical assessment of the relevant literature proved the existence of the following problems in the formation of the functions of the corporate culture of the enterprise:

- the presence of a significant number of corporate culture functions, which in many cases are identical in essence;
- generalization of the content of individual functions of corporate culture in another;
- assigning its properties, components, influence on personnel to the composition of corporate culture functions.

In order to solve them, I propose my own approach to defining the functions of corporate culture, which is based on the classical understanding of the function as the purpose and essence of corporate culture, formed by Shane E. [67].

By purpose, the corporate culture of an enterprise should perform three functions (Fig. 1.2): adaptation to the external environment, integration of the internal environment, and identification.

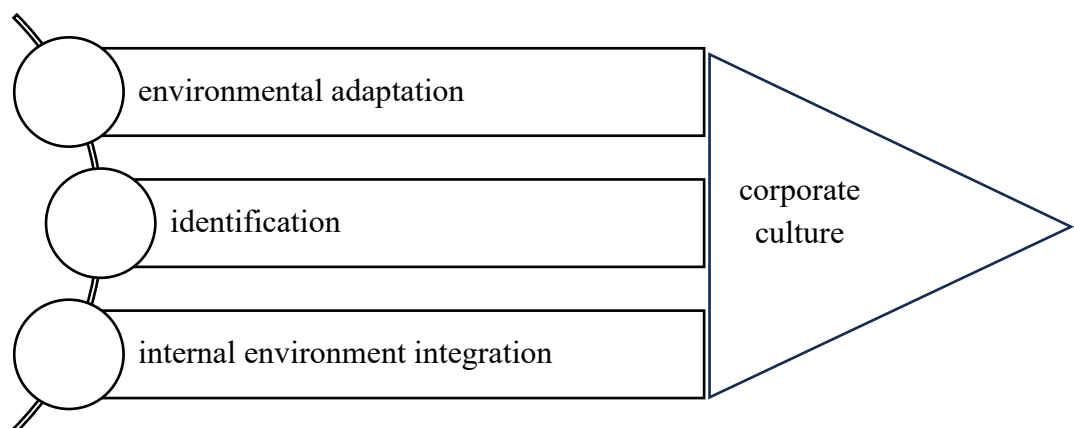


Figure 1.2 – Functions of corporate culture of the enterprise [67, 69]

The function of adaptation to the external environment is that the purpose of corporate culture is the adaptation of the enterprise to the external environment (the environment that surrounds it). Performing this function, the corporate culture should direct employees and the enterprise as a whole to non-standard behavior, taking into account the specifics of the conditions for making management decisions, understanding the fluidity of the external economic, political, social, and

competitive environment of the enterprise's functioning and the need to adapt to them.

The function of the integration of the internal environment means the appointment of a corporate culture for mutual adaptation, mutual coordination through unification, smoothing and neutralization of conflicts, mutual exchange, mutual adaptation of all members of the enterprise (employees, structural divisions).

In general, the integration function focuses attention on the internal environment of the enterprise. Smoothing and neutralization of conflicts is achieved through the regulatory feature of integration.

When forming the essence of the identification function, one should proceed from an understanding of the purpose of cultural identification. National, or as it is now customary to say, ethnic consciousness presupposes the identification of an individual with the historical past of a given group and emphasizes the idea of "roots".

The identification function reflects the purpose of the company's corporate culture to shape the worldview of employees and their awareness of belonging to the company as a part of a single whole organism.

The process of such awareness should provide for self-affirmation of the employee as a norm, when the traditions, language, culture, customs, and needs of the enterprise coincide with the employee's own interests and the readiness to defend and implement them. An effective tool for fulfilling the identification purpose of corporate culture is the use of religious factors – the positioning of corporate culture as a spiritual component of the company.

Thus, corporate culture should ensure the identification of employees within the collective and corporate culture of the enterprise and the identification of the enterprise in the external environment as an independent authentic social entity.

Understanding the functions of the enterprise's corporate culture provides an opportunity to formulate the essence of its management at the enterprise.

Note that when managing corporate culture, the specificity of management is the object of management (corporate culture), while the management functions of such an object generally remain classical. Therefore, the management of corporate culture is essentially not a function, but a separate direction of enterprise management.

Accordingly, we propose to understand the management of corporate culture as a direction of enterprise management, which includes forecasting, organization, support, coordination and control of the enterprise's corporate culture.

In general, understanding the essence of corporate culture, its structure by levels (basic ideas, value representations and artifacts) and types, awareness of its functions (adaptation to the external environment, integration of the internal environment and identification) and tasks contribute to the formation of a general concept of its management in a theoretical direction and awareness of corporate culture as an object of management in a practical direction, which will enable its use as an effective tool for increasing the efficiency of the enterprise.

The next component of the formation of the fundamental principles of corporate culture management is the definition of principles, the observance of which is the basis for making management decisions regarding the support, development and change of the enterprise's corporate culture.

1.2 Principles of managing the enterprise's corporate culture

The foundation of effective corporate culture management is the formation of a system of principles for such management. In essence, the principles (from the Latin "beginning, foundation") are 1) the basic starting position of any doctrine, theory of science, worldview, political organization, etc.; 2) a person's internal beliefs, which determine his relationship to reality, norms of behavior and activity; 3) the main feature of the construction of any mechanism, device [79].

At the present time, the issue of formation of corporate culture management principles has not been investigated. There is no clear definition of the term principle

of corporate culture management, the development of principles is selective and is limited to certain areas of management or consideration of the enterprise's corporate culture as linguistic communication. Thus, Kotter J.P., Heskett J.L., considering the foundations of management culture, singled out two organizational principles of language communication: the principle of cooperation and the principles of politeness [42]. The principle of politeness is formed by four rules: tact, positivity in evaluating others, consistency, modesty, generosity. In turn, the essence of the principle of cooperation was formulated by Morgan P.: the communication contribution at each step of the dialogue should be such that the jointly accepted goal (direction) of this dialogue requires [56].

Based on the fundamental definitions of the definitions of "principle", I suggest that the term "principle of corporate culture management" should be understood as: 1) the basic premise of corporate culture management; 2) the main feature of building a corporate culture management system.

The analysis of sources [13, 34] proved the presence of three directions of corporate culture management: formation of corporate culture, development of corporate culture, change of corporate culture. Based on the chosen direction, researchers propose the use of relevant principles. The systematization of the results of the analysis, in relation to the principles proposed for application in the management of corporate culture, is presented in fig. 1.3.

Let's dwell on each of the directions in more detail.

The question of the principles of the mechanism of formation of organizational culture was investigated by Kandt R.K. [38], which suggests distinguishing the following principles: awareness, purposefulness, dynamism, alternative, synergy, balance, combination of flexibility and stability, complexity, transparency, harmony, resource availability, innovativeness, algorithmicity, systematicity.

Recognizing the indisputable scientific and practical value of such development, we note that it has certain contradictions and limitations. Thus,

the expediency of distinguishing the principles of systematicity and complexity, which are essentially identical, needs clarification.

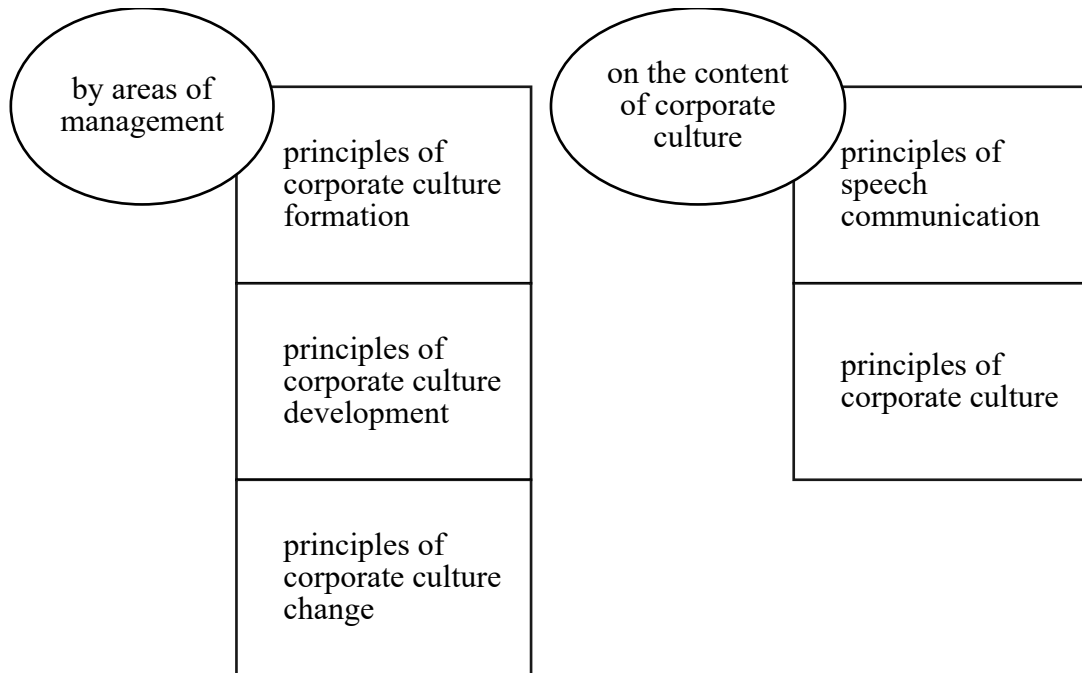


Figure 1.3 – Groups of corporate culture management principles (compiled by the author according to [38])

In addition, some of the proposed principles apply to any system because, as noted by Kandt R.K. [38], they are signs of systematicity, in particular the principles of purposefulness and algorithmicity. Considering the above, it is expedient to expand the scope of application of these principles from the formation of corporate culture to the system of managing the enterprise's corporate culture as a whole through appropriate adaptation and clarification of their essence.

It should be clearly understood that the integration and globalization of the modern economic environment directly affect the nature of business development and determine the specifics of its transformation. Globality in all business processes and functional areas of activity, in particular in the production, financial, technical and marketing spheres of management, is inherent to modern companies, which is manifested in the use of new management tools (communication systems, interactive meetings, electronic payments, etc.), globality

the organizational structure of the enterprise also acquires, which becomes more geographically and economically dispersed. In turn, the integration processes of the world economy determine the integration of enterprises and their business processes, their transnationality.

The outlined state of affairs requires the formation of a fundamentally new corporate culture of the enterprise, which will be characterized to a certain extent by contradictory properties: transnationality and individuality, stability and turbulence, globality and uniqueness, internationalization and specificity, mobility and traditionality.

Thus, when forming the principles of corporate culture management, we aim to identify single rules that enable the existence of corporate culture, its self-development, self-organization and transformation as a tool for managing the enterprise as a whole.

Adherence to these principles should ensure the functioning of the corporate culture as a necessary component for the fulfillment of the enterprise's mission. At the same time, corporate culture is considered not only as "complex basic concepts acquired by the group in the process of external adaptation and internal integration" [67], but also as "the dominant system of common values of a certain community of people, which determines the content of its purposeful activity".

The proposed system of corporate culture management principles of modern enterprises is presented in fig. 1.4.

The principle of turbulence involves the orientation of corporate culture to the operation of the enterprise in extreme socio-political and economic conditions. Turbulence is a form of liquid or gas movement in which individual elements move violently, disorderly, along complex trajectories [78].

In general, the concept of "market turbulence" was first proposed by Kotler P., Caslione J.A. in the book "The Business of Managing and Marketing in the Age of Turbulence" [41], who explained this phenomenon from the standpoint of the principles of turbulence in nature, which is characterized by aggressive, restless behavior, therefore turbulence in business is also defined as unpredictable

and rapid changes in the internal and external environments of the organization that affect its activities.

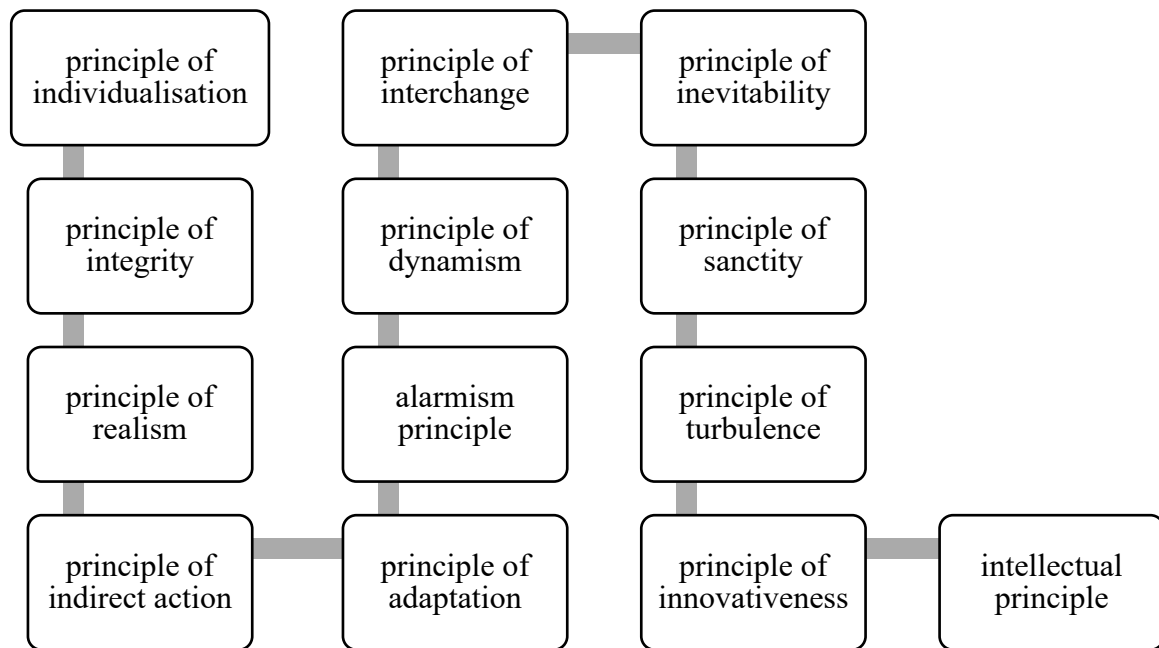


Figure 1.4 – System of principles of corporate culture management in modern conditions (compiled by the author according to [38])

Alexandros M. Goulielmos defined turbulence in the economy “as rapid, unpredictable, contrasting changes that are difficult to influence by means of state regulation” [23].

When managing corporate culture, it should be assumed that the external and internal environment of the company is always turbulent, that is, it is characterized by unpredictable and rapid changes, which are characterized by aggressive, restless behavior and affect the company’s activities.

The principle of innovativeness determines the orientation of the enterprise’s corporate culture to the acquisition of knowledge. Müller R. considered innovation in the context of changes (active or passive) of a specific system in relation to the external environment [57].

In relation to the management of corporate culture, the principle of innovation regulates the need for continuous development of the enterprise’s corporate culture

through its enrichment with new knowledge, behavior models, artifacts and other innovations.

The principle of intellectuality is focused on the formation of a high level of abstract thinking, which determines the appropriate level of intelligence. The deep relationship between knowledge and the person who acquires it depends significantly on a number of personal characteristics of a person – his intellectual abilities.

Accordingly, the efficiency of enterprise management directly depends on the intellectual level of its employees. The task of corporate culture is to encourage the growth of this level, since in essence intelligence is a system of cognitive properties of the individual, which enables the effectiveness of acquiring knowledge, the ability to adapt to the surrounding environment, understanding the state of affairs and spiritual creativity. This, in turn, is a source of innovative development of the enterprise as a whole.

The principle of individualization should be understood as the management of corporate culture, taking into account the specific characteristics of each enterprise. A manager must be well aware that no two businesses are the same, and accordingly, each enterprise is unique. Therefore, the corporate culture for each enterprise is unique. At the same time, it is important to implement the spirit of choice in relation to each employee, business process and the company as a whole.

The principle of integrity involves the orientation of corporate culture to a global, holistic approach to the external and internal environment at all levels of the enterprise's functioning. The implementation of this principle is aimed at adjusting the labor, financial, material and intangible resources of the company to achieve a single mission and awareness of teamwork. In relation to the external environment, the enterprise acts as a collective member of society. On the other hand, all characteristics of this environment are considered as a whole.

Adherence to the principle of realism is aimed at recognizing the values of current life. Realism in the management of corporate culture refers to the development of levers of motivation and stimulation, which are based

on the recognition of the achievements of employees, divisions, projects and the enterprise as a whole. It is also the setting of real goals, tasks that can be achieved, a real assessment of the company's potential and resources.

Management of corporate culture using the principle of indirect actions determines the priority of indirect intervention in all business processes of the company by the management. The priority in this context is the encouragement of employees to make the decisions needed by the company, the so-called "hidden management" of the company. In the conditions of such management, such tools as "brainstorming", "survey", "collective contracting", "bonus payment system", "internal control", "creation of artifacts", "company image in society", "opportunity" are widely used "self-realization", "image of the profession".

The principle of mutual exchange has several components. It provides for a constant relationship between the corporate cultures of various enterprises and their mutual enrichment along with the rejection of outdated properties and components. This principle is aimed at ensuring mutual exchange between business processes, individual segments and, in general, subjects and objects of enterprise management. Mutual exchange also determines the circulation of information, labor, and financial resources in the enterprise. This principle also extends to the external environment of the enterprise. The principle of mutual exchange also projects into the corporate culture the postulate that "loss for one is always an acquisition for another".

Dynamism (from Greek δυναμις – force) is a view of the world as developing, changing, and in motion. Dynamism in the management of corporate culture implies constant development, changes, movement of the corporate culture of the enterprise. The principle of dynamism determines the efficiency and mobility of management decision-making, readiness for changes and understanding of changes and movement as a mandatory component of the enterprise's functioning.

The principle of alarmism is aimed at preserving the corporate culture and the enterprise as a whole in difficult and tough conditions of the external and internal

environment. In general, alarmism (from the French *alarme* – anxiety, restlessness) which literally means “To arms!” plays the role of a special tool (both now and in the future) for assessing measures of viability and threats to the existence, functioning and actions of living systems, organisms, communities, and man (together with his target orientation, values and ideals) [19]. Accordingly, alarmism when applied to corporate culture involves constant awareness and monitoring of existing threats and develops the ability of the enterprise to react instantly in non-standard situations. This principle is becoming more and more relevant in today’s chaotically structured economy, according to which the unpredictability of actions is an objective condition for the existence of companies.

The implementation of the principle of adaptation contributes to the management’s focus on the need to adapt the enterprise to the surrounding environment. Adaptation includes flexibility, variability and non-standardization. This principle encourages non-standard behavior, which is determined by the creative nature of the activity and allows adaptation in the existing operating conditions. The principle of adaptation essentially focuses attention on the fluidity of all processes and the world as a whole and, accordingly, the uniqueness of each action, process and conditions of management decision-making. The outlined state of affairs requires different behavior in different conditions due to taking into account their specific features. At the same time, the priority is to make those management decisions that ensure changes for the benefit of the company.

The principle of inevitability involves managing corporate culture with rigor and discipline. This includes the obligation and inevitability of punishment for employees when considering the external environment and an adequate response to opponents from the external environment. Such ruthlessness towards the enemies who tried to destroy the enterprise is a guarantee of the effectiveness of managing the corporate culture and the company as a whole. The principle of inevitability of punishment helps to accelerate the implementation of changes in the company and strengthens the position of management, directs the company to achieve the defined strategic goals.

The principle of sanctity in the management of corporate culture focuses attention on respect, the sanctity of everything related to the enterprise. In a broad sense, this principle contributes to the unity of the company's spirit, forms a sense of a great idea and belonging to the "holy place" in both the physical and spiritual sense. He encourages employees to respect their workplaces and protect the company's property. On the other hand, the implementation of this principle increases the quality of all business processes of companies, the quality of products and management as a whole. An example of the use of this principle is the Japanese model of corporate culture.

In general, the developed system of principles is aimed at managing corporate culture in an unstable economy. The introduction of these principles into the practice of enterprises determines the formation of a fundamentally new corporate culture, which will be characterized by transnationality and individuality, stability and turbulence, globality and uniqueness, internationalization and specificity, mobility and traditionality.

In this way, corporate culture will become an effective tool for achieving the mission of the enterprise in modern features of the external and internal environment of the enterprise, which are characterized by globalization and integration, instability, unpredictability, turbulence, dynamism, and crisis.

The proposed consideration of the principles as components of the system ensured the identification and introduction of interconnections and integration between them, which contributes to the improvement of the overall effectiveness of the management of the enterprise's corporate culture, in particular, through the launch of self-organization and self-development mechanisms.

1.3 Types of corporate culture management

In the academic sense, a type (from Greek τυπος) is an impression, form, sample, specimen selected and marked by a researcher, describing a new species or

subspecies. Thus, the type of corporate culture management is a model that describes a new type or subtype of corporate culture management.

Separately, let's dwell on the relationship between the terms form and type in relation to corporate culture management. Form (lat. forma) is the way content exists, its internal structure, organization, and external expression [67].

In the context of corporate culture management, the form reflects the appearance of such management, and unites different types of corporate culture management. At the same time, for each enterprise in a certain period of its life activity, its own form of corporate culture management is inherent.

Please note that the form of corporate culture management is created through the use of various classical types of corporate culture management through their combination and adaptation to a specific enterprise within a single system of corporate culture management. Thus, it is the determined ratio and interaction of types of corporate culture management that determines the form of corporate culture management of the enterprise.

Taking into account the above, the issue of systematization of types of corporate culture management through their classification according to the relevant characteristics acquires topical importance in theoretical and practical aspects.

Evaluation of special sources [67, 32] proved the absence of a comprehensive study of this issue.

In general, existing areas of research can be grouped as follows:

- classification of types of corporate (organizational) cultures according to various characteristics or without characteristics;
- classification of types of management in general without consideration of the possibilities of adaptation of these types in application to the corporate culture of the enterprise;
- combination of types of management, their features in one organization;
- types of management in different national cultures and their typification.

Thus, in modern literature, practically no attention is paid to the study of the specifics of corporate culture management as a component of enterprise management.

In turn, the uniqueness of corporate culture as an object of management based on its essence (in particular, as “unconscious” in the company), place and properties outlined in point 1.1 of this work, requires the development, generalization and systematization of possible types of its management, as a theoretical basis for creating, evaluating, maintaining and changing the form of corporate culture management, the most effective for a specific enterprise in a certain time frame and external environment. Of course, the systematization of these types must take into account the variability of the social, political and economic environment and the general chaotic nature of the economy.

As a way of solving the outlined range of issues, it is advisable to systematize the types of corporate culture management through their classification, which takes into account the existing work of scientists regarding the classification of types of corporate (organizational) cultures according to different characteristics or without characteristics, types of management in general, the possibilities of combining types of management, their characteristics in one organizations and types of management in different national cultures and adapts them to corporate culture management.

The classification of types of corporate culture management should be understood as the division of types of corporate culture management by types, for which types/subtypes of corporate culture management that have a common classification feature fall into one group.

The systematization of types of corporate culture management according to various characteristics is presented in the table 1.1.

We will form the essence of each of the defined types of corporate culture management according to the defined classification features.

Table 1.1 – Systematization of types of corporate culture management
(compiled by the author according to [18, 32, 67])

No	Classification sign	Types of corporate culture management
1.	Orientation	socio-economically oriented; socially oriented; economically oriented; conditionally oriented
2.	Business size	family; polygroup*
3.	Internationalization	internal; national; international; global
4.	Connections	technocratic; person-oriented
5.	Insights into decision-making	political; bureaucratic; collegiate
6.	Interaction with the external environment	“greenhouse”; “collectors of ears of corn”; “city”; “garden”; “large plantations”; “lianas”; “a shoal of fish”; “traveling orchid”
7.	Nature of change management*	hereditary; stepped; oscillatory; global (revolutionary)
8.	The level of taking into account the interests of interested persons*	full consideration of interests; with partial consideration of interests; regardless of interests
9.	The nature of the participation of the supervisory board	the participation of a “watchdog”; participation of the “guardian”; the participation of the “pilot”; without participation
10.	A set of values	clan; market; hierarchical (bureaucratic); adhocratic
11.	Impact on personnel	positive; negative
12.	Management style	culture of power; role culture; culture of the task; personality culture
13.	Social Technologies*	social design; maintaining the stability of social systems; changes and development of social systems; humanitarian*
14.	Nature of expenses	cost administration; cost motivation; privacy costs; Web costs

Based on this division of corporate culture in relation to its management, we suggest using the classification feature “orientation” and distinguishing four types of corporate culture management:

- socio-economically oriented – management with a combination of a strong orientation to the individual and a strong orientation to the economic efficiency of the enterprise;
- socially oriented – management with a combination of a strong orientation to the individual and a weak orientation to the economic efficiency of the enterprise;

- economically oriented – management with a combination of a weak orientation on the individual and a strong orientation on the economic efficiency of the enterprise;
- conditionally oriented – management with a combination of a weak orientation to the individual and a weak orientation to economic efficiency.

The type of corporate culture management depends on the size of the business. For example, a “family” corporate culture is typical for small enterprises, and for others – a multi-group corporate culture.

Polygroup management of corporate culture should be understood as purposeful management taking into account the specifics of individual groups and using an individual approach to each of the groups with the aim of uniting them and directing them to a common strategic goal.

The classification feature “internationalization” involves combining types of corporate culture management depending on the level of globalization and integration of the enterprise in the global economic environment.

According to connections, technocratic and person-oriented management are distinguished [27]. The technocratic type is characterized by the autocratic tactical nature of management with a rigid hierarchy and centralization of power, the predominance of vertical connections and the expansion of the scope of documented control. The personally-oriented type is characterized by a strategic and goal-oriented nature of management with decentralization of power and delegation of authority, predominance of horizontal connections and narrowing of the sphere of control and its emphasis on meaningfulness.

The classification feature “according to the perception of decision-making” provides for the division of types of corporate culture management depending on the degree of consideration of human influence on decision-making, since the current state of the economy is characterized by the formation of the knowledge economy and the informatization of society.

Separately, we will focus on the classification of types of corporate culture management depending on the interaction with the external environment [39]

distinguish eight main types of organizational cultures based on this feature. Based on these proposals, we cross out:

- “greenhouse” management – management without taking into account the influence of the external environment, with a low level of staff motivation, anonymity of relations and bureaucracy, which is characteristic of state enterprises;
- management of “spike pickers” – management in a difficult environment and with little opportunity to motivate staff, typical of small enterprises whose strategy depends on the situation;
- “garden” management – a pyramidal management structure aimed at maintaining dominant positions in the market, existing business models are used with minimal changes and low staff motivation;
- “garden” management – a version of “garden” management, which is somewhat modified under the influence of American innovations, which takes place at large enterprises;
- management of “large plantations” – management with an insignificant level of hierarchy, due to constant innovations in adaptation to the external environment, flexibility of staff work;
- management of “lianas” – minimization of managerial influence due to the wide application of information technologies, orientation to market requirements and high responsibility at all levels, which ensures a significant degree of staff motivation;
- management of a “school of fish” – management due to high maneuverability and flexibility in relation to changes in market conditions;
- “traveling orchid” management – management is characterized by migration, exhausting the possibilities of one market and moving to another (typical for advertising agencies and consulting firms).

The systematization of types of changes is given in the work of Gorton G.B., Grennan J., Zentefis A.K. [22], based on which we distinguish the following types of corporate culture management by the nature of change management:

- hereditary – management of corporate culture while preserving the established strategy with the exception of minimal modifications;
- staggered – management of corporate culture through gradual changes in strategies in parts, systematically;
- fluctuating – management of corporate culture through the inclusion of strategy changes that do not have a specific goal or direction;
- global (revolutionary) – management of corporate culture through the introduction of strategic changes of a revolutionary or transformative nature over a certain period of time.

As one of the basic features of the classification of types of corporate culture management, we suggest considering the level of consideration of the interests of interested parties. According to the level of consideration of the interests of interested parties, the following should be distinguished: full consideration of interests – management of corporate culture with full consideration of the interests of all interested parties of the enterprise; with partial consideration of interests – management of corporate culture with partial consideration of the interests of all/part of the interested parties of the enterprise; without taking into account interests – management of corporate culture without taking into account the interests of all interested parties of the enterprise.

Corporate governance involves taking into account the participation of the supervisory board in the management of the enterprise. When applied to the corporate culture of an enterprise, we suggest distinguishing the following types of management according to the nature of the participation of the supervisory board:

- participation of a “watchdog” – “total supervision” of the supervisory board over the management of corporate culture;
- participation of the “guardian” – the supervisory board considers itself responsible to society for the company’s corporate culture, strives to uphold the company’s traditions, assumes responsibility for the risk of strategic decisions made regarding corporate culture change;

- participation of the “pilot” – active participation of the supervisory board in determining the corporate culture management strategy, active collection and generalization of information on the state of the enterprise’s corporate culture, making high-risk decisions, taking over the board’s competence in corporate culture management in many issues;
- without participation – the supervisory board does not take part in the management of the enterprise’s corporate culture.

The classification based on a set of values is based on the types of organizational cultures identified by the American researchers Cameron K. and Quinn R. [8] according to the corresponding set of values: clan, market, hierarchical (bureaucratic), adhocratic.

The following types of corporate culture management should be distinguished:

- clan – (value – family relations) – management is based on devotion to traditions and “family” values of the enterprise, the manager acts as an educator (father), is characterized by a high level of commitment and team cohesion;
- market – (value – result) – management is task-oriented, managers are strict and demanding leaders, based on the desire to win, characterized by a strict focus on competitiveness;
- hierarchical (bureaucratic) – (value – norms and rules) – management is formalized and structured by positions, managers act as rationally thinking coordinators and organizers, is based on ensuring stability and smooth operation of the enterprise;
- adhocratic – (value – innovation) – management is focused on dynamism and creativity, managers act as innovators who are ready to take risks, is based on dedication to experimentation, growth and acquisition of new resources, is characterized by the creation of new products, encouragement of personal initiative and freedom.

The diagnostic method proposed by Cameron K. and Quinn R. involves building corporate culture profiles. In this way, scientists assume that enterprises use signs of all types of cultures, although one of them may prevail.

Positive and negative corporate cultures are distinguished [68] by their influence on the implementation of labor values of the staff. It is appropriate to use the classification feature “influence on personnel”, according to which types of corporate culture management are divided into the following types:

- positive type of corporate culture management;
- negative type of corporate culture management.

A positive type of corporate culture management is based on clearly defined and announced strategic goals of the enterprise, which are integrated into the values of the staff, fixes the value of employees and positively affects the company’s staff. The negative type of corporate culture management is characterized by the absence of clear norms and rules, the leveling of the importance of personnel for the enterprise, the presence of shadowy relations and opaque actions, the goals of the enterprise and the values of employees, the divergence of basic ideas, presented values and artifacts, which in general negatively affects the personnel.

When forming the type of corporate culture management, social technologies should be taken into account as an element of human culture used to influence the consciousness and behavior of a group of people.

The use of the principle of indirect actions, the essence of which is formed in point 1.2, for the management of corporate culture. of this work, determines the development of humanitarian technologies (high-hume) – a type of social technologies based on the practical use of knowledge about a person in order to create a free and comprehensive development of the personality.

In general, the management of an enterprise with the use of humanitarian technologies assumes the priority of a person as the object of such management, which is becoming more and more relevant in the modern conditions of the formation of the knowledge economy. Conflict management, career and professional growth, social mobility, motivation and stimulation of employees,

communication management, work with personnel in general are the tools of such management.

It is important to typify the management of corporate culture depending on costs.

According to the nature of expenses, the following types of corporate culture management should be distinguished:

- cost administration – corporate culture management is aimed at controlling costs and encouraging compliance with planned indicators;
- cost motivation – management of corporate culture involves the prevalence of costs for motivation and stimulation;
- rub on confidentiality – management of corporate culture involves the prevalence of costs for protection against external interference;
- Web costs – management of corporate culture is based on the costs of searching and distributing information.

Thus, the management of corporate culture in the practice of enterprises should take place with the application of the proposed types of corporate culture management, which are systematized according to 14 classification features, which can be manifested to varying degrees, which allows the company to form, maintain, and change its own form of corporate culture management, taking into account existing laws and regulations development of its external and internal environment in conditions of uncertainty, in particular, integration, globalization, dynamism, chaos, informatization, which contributes to increasing the efficiency of the enterprise's management as a whole.

Conclusions to section 1

1. In the current state of chaotic structuring, globalization and integration of society and economies, the issue of taking into account the impact of the behavior of individuals in conditions of uncertainty becomes important. Under these conditions, enterprises must be strategically flexible and be in constant

transformation. Therefore, the management efficiency of a modern enterprise is determined by the achieved level of its corporate culture.

2. The corporate culture of an enterprise should be understood as: a system of material and spiritual values created by the enterprise and inherent in it, which interact with each other and reflect its individuality and perception of itself and others in the social and material environment, which is manifested in behavior, interaction, perception oneself and the environment; subjective perception of the basic ideas of the enterprise with an objective desire to achieve them.

3. The structure of the enterprise's corporate culture is considered as: a set of levels of corporate culture; a set of elements – types of corporate culture (basic concepts, presented values and artifacts).

4. By appointment, the corporate culture of the enterprise should perform three functions: adaptation to the external environment, integration of the internal environment, and identification. Corporate culture should ensure the identification of employees within the collective and corporate culture of the enterprise and the identification of the enterprise in the external environment as a self-sustaining authentic social entity.

5. The “principle of corporate culture management” should be understood as: the basic premise of corporate culture management; the main feature of building a corporate culture management system.

6. When forming a system of corporate culture management principles, one should rely on the specifics of the external and internal environment. Integration and globalization of the modern economic environment directly affect the nature of business development and determine the specifics of its transformation. Modern companies are characterized by globality in all business processes and functional areas of activity, and the organizational structure of the enterprise, which is becoming more geographically and economically dispersed, is also becoming global. The integration processes of the world economy condition the integration and transnationality of enterprises. This requires the formation of a fundamentally new corporate culture of the enterprise, which will be characterized to a certain

extent by contradictory properties: transnationality and individuality, stability and turbulence, globality and uniqueness, internationalization and specificity, etc.

7. The system of principles of corporate culture management in an unstable economy should consist of 13 principles – elements of the system (turbulence, innovation, intellectuality, individualization, integrity, realism, indirect actions, mutual exchange, dynamism, alarmism, adaptation, inevitability, sanctity), which ensures the detection and introduction of interrelationships and integration between them and contributes to increasing the overall efficiency of managing the corporate culture of the enterprise as a single organism, in particular, through the launch of self-organization and self-development mechanisms.

8. A type of corporate culture management is a sample describing a new type or subtype of corporate culture management. The form of its management is created through the use of various classical types of corporate culture management through their combination and adaptation to a specific enterprise within a single system of corporate culture management. Thus, it is the defined ratio and interaction of types of corporate culture management that determines the form of corporate culture management of the enterprise.

9. The classification of types of corporate culture management is a division of types of corporate culture management by types, for which types of corporate culture management that have a common classification feature fall into one group.

10. The systematization of the types of corporate culture management should be carried out according to 14 classification features: orientation, business size, internationalization, connections, ideas about decision-making, interaction with the external environment, the nature of change management, the level of consideration of the interests of interested parties, the nature of the participation of the supervisory board, set of values, influence on personnel, management style, social technologies, nature of expenses. This makes it possible for each enterprise to form, maintain and change its own form of corporate culture management, taking into account existing laws and patterns of development of its external and internal environment in conditions of uncertainty.

SECTION 2

ANALYSIS AND EVALUATION OF ORGANIZATION OF CORPORATE CULTURE MANAGEMENT AT THE ENTERPRISE

2.1 Analysis of the effectiveness of corporate culture management of Ukrainian enterprises

The effectiveness of management and the general prospects of the enterprise are determined by the effectiveness of corporate culture management. As Cameron K. rightly pointed out [8], it is well known that up to $\frac{3}{4}$ efforts directed at reengineering, total quality management (TQM), strategic planning, and downsizing companies have been completely unsuccessful. Moreover, these actions very often created problems that threatened the existence of the company as a whole. One of the fundamental reasons for such failures was the neglect of the company's corporate culture.

The consequence of realizing the outlined state of affairs was the development by scientists and practitioners of methodical approaches to assessing the corporate culture of an enterprise [8, 34, 41]. Summarizing the current developments in the evaluation of corporate culture, it is determined that there are many indicators that emphasize its importance as an internal source of innovative development and multiplication of the potential of enterprises.

In general, the preliminary analysis of special literature made it possible to state that the vast majority of the presented methodical tools are aimed at evaluating the corporate culture of the enterprise, in other words, at the obtained product. At the same time, the issue of assessing the state of corporate culture management has practically not been investigated. However, this kind of management can directly influence the corporate culture of the enterprise, and shape, change and maintain its profile, level achieved, place in the company and the specifics of structuring.

Taking into account the current state of reformatting of the world economy into a knowledge economy, it seems appropriate to consider and evaluate corporate culture as a factor that determines the economic efficiency of companies.

We will analyze the general state of corporate culture management on the example of a machine-building enterprise in the Kharkiv region Private Joint Stock Company “Kharkiv Machine-Tool Plant” (PJSC “HARVERST”). The company’s products were exported to 41 countries of the world, including the USA, Italy, France, Belgium, Japan, China, India, Great Britain. Over the long years of operation, more than 90 000 units of equipment, more than six hundred different models, many of which are unique and manufactured only at the Kharkiv Machine-Building Plant, have been produced.

The issue of the list and content of management functions is to some extent debatable in the specialized literature. Therefore, when studying the functions of corporate culture management, we took into account the most common approaches [60] in order to reduce the risk of inaccurate interpretation by respondents of the essence of each of the functions and obtain more objective results. In general, the implementation of the following functions was analyzed: planning, organization, implementation, control, motivation and regulation.

The results of the study of the functions of corporate culture management, which are implemented at the investigated enterprise, allow us to conclude that two functions are mainly performed: organization, implementation, regulation.

This state of affairs is explained by two factors. First, the low level of managers’ awareness of the importance of corporate culture as a management tool. Secondly, the complex and sometimes crisis situation at the enterprise, which determines the emphasis of managers’ attention on finding financial opportunities for its stabilization, work with potential investors and creditors.

The implementation function is carried out by the enterprise without existing programs for the development of corporate culture (for example, programs for combining moral values with specific actions to increase efficiency).

The regulatory function is used partially, in the vast majority of cases, in the process of resolving labor disputes and conflicts.

The effectiveness of corporate culture management is determined by the quality of its provision. The results of the study of the provision of corporate culture management at the enterprise indicate that there is no special organizational provision for the management of corporate culture.

The organizational function is reduced to the development of norms and rules governing relations with employees and the development and distribution of visible artifacts. At the same time, the company does not have special departments and employees who are directly responsible for the implementation of the company's values.

Information support is formed within general information needs and is used selectively by managers when making operational and tactical management decisions. Financing of corporate culture management is carried out within the limits of costs for artifacts (the largest specific weight: costs for corporate attributes and corporate style).

This once again proves the fact that corporate culture is not considered as a full-fledged object of management, the management of corporate culture at the enterprise is carried out in an unsystematic manner, in most cases, an active and effective management mechanism is not used within the framework of general management and prompt resolution of issues that arise.

We will analyze the effectiveness of corporate culture management based on the main financial ("finance" group) and labor ("personnel" group) indicators, which are summarized and calculated using public information of this enterprise.

The main financial indicators of the researched enterprise for 2020–2021 presented in the table 2.1.

Further evaluation of the enterprise is possible using the relevant financial coefficients shown in Fig. 2.1–2.2.

Indicators characterizing the direction of "personnel" at the enterprise are presented in the table 2.2.

Table 2.1 – Main financial indicators of PJSC “HARVERST”, thousand UAH

Indicator	Year	
	2020	2021
Financial results from ordinary activities before taxation	7302	1385
Assets	54449	66935
Net profit	5259	512
Equity	29167	35540
Current assets	21980	28393
Current liabilities	17056	31395

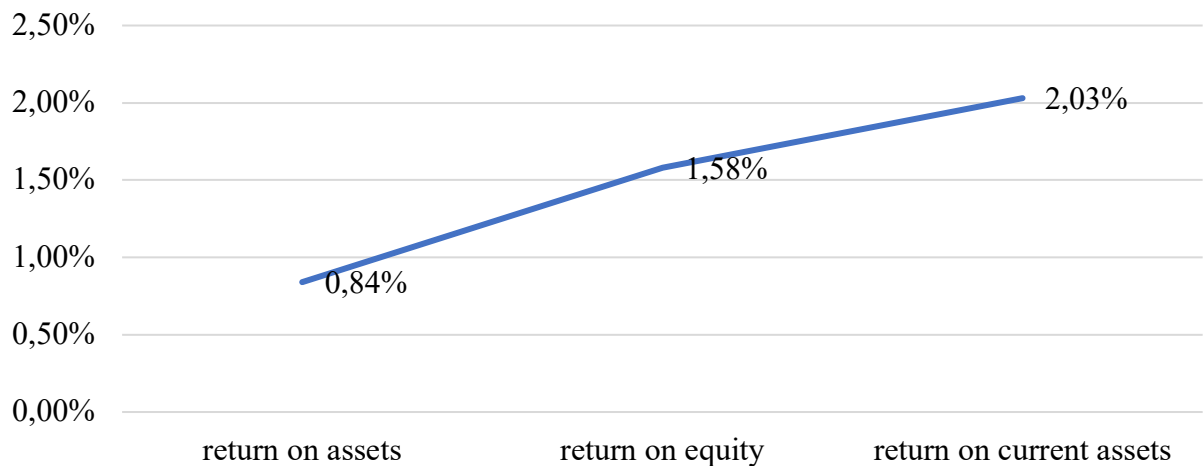


Figure 2.1 – Profitability indicators of the enterprise for 2021

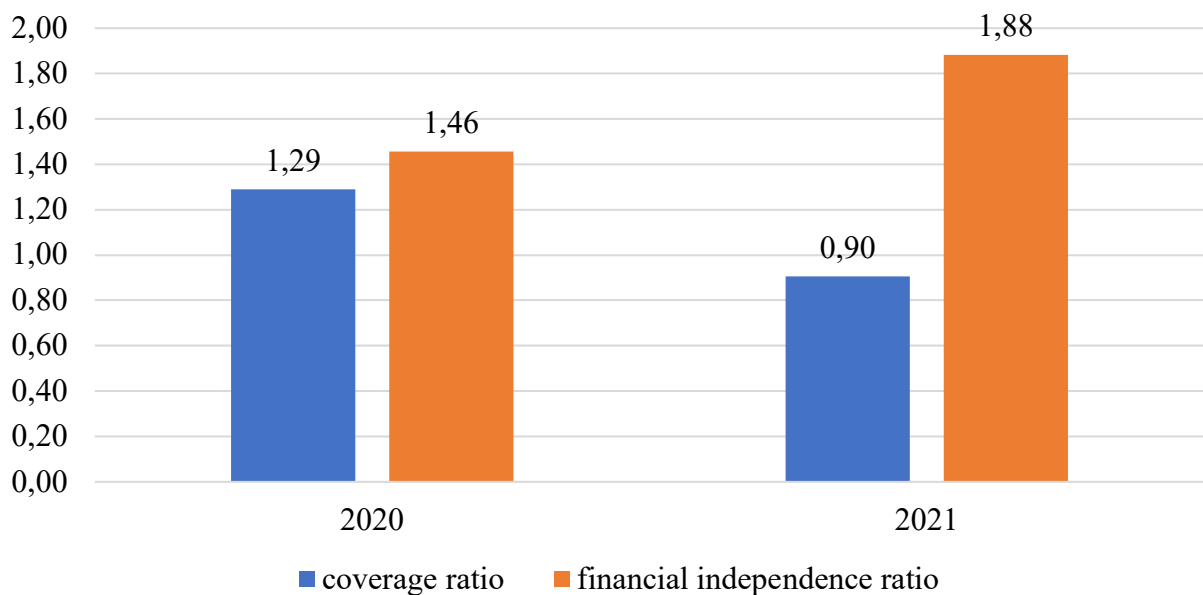


Figure 2.2 – Dynamics of coverage ratios and financial independence of the enterprise for 2020–2021

Table 2.2 – Information on the number of employees and their wages at PJSC “HARVERST”

Indicators	2021
The average number of accounting employees, persons	232
The number of part-time employees, persons	10
Fund for payment of labor, thousand UAH	29232

The personnel program of PJSC “HARVERST” is aimed at ensuring the level of qualification of employees to the operational needs of the enterprise: the recruitment of new personnel at the enterprise is carried out independently, training and training with personnel is carried out by the management of the enterprise.

In general, the analysis of financial and labor indicators confirms the previous conclusions regarding the general state of corporate culture management at the enterprise. Based on the above, the need to develop the toolset for managing the corporate culture of the enterprise in terms of the formation of information support for the management of corporate culture in the conditions of information asymmetry becomes relevant.

Further directions of research are the modeling of the process of comprehensive diagnostics of the enterprise’s corporate culture according to various criteria and the evaluation of the form of organization of corporate culture management at the enterprise.

2.2 Diagnostics of the enterprise’s corporate culture

The state of corporate culture management of an enterprise is determined by the achieved state of its corporate culture. At the same time, it is important to form appropriate assessment results not only regarding its current state, but also trends and development prospects, which contributes to the adoption of reasonable management decisions aimed at eliminating problematic points and weaknesses

in the management of corporate culture and using the advantages that the enterprise has. Therefore, the need to diagnose the company's corporate culture is urgent.

The conducted preliminary research of special literature [8, 67] made it possible to single out the most fundamental developments in the issue of diagnosing corporate culture in international science, including: the method of clinical research by Shane E. [67], the method of diagnosing the corporate culture of an organization proposed by Cameron K. and Quinn R. [8].

We will critically evaluate these developments from the point of view of their effectiveness in the current situation of the formation of the knowledge economy in the world, the informatization of society and the general instability of the economic system.

Shane E. suggested studying the company's corporate culture using the clinical research method. At the same time, he draws attention to the fact that only this method allows revealing deep ideas of group participants [67]. We will carry out the diagnostic scheme of the enterprise's corporate culture using the method of clinical research according to Shane E., which is presented in point 1 of this study in fig. 1.1.

According to Shane E. [67], the effectiveness of the company's corporate culture is determined by the conformity of the formation of its components according to the following scheme: level 1 – the basis of corporate culture – basic ideas that are at the basis of external manifestations and determine the declared values and visible artifacts; level 2 – declared values – are based on basic ideas and form visible artifacts; level 3 – visible artifacts – rules and norms of behavior are created based on the declared values.

The presence and significance of such a relationship allows us to judge the achieved level of the company's corporate culture and its compliance with both deep-seated ideas of employees and the general strategy of this company. At the same time, the author proposes to carry out the diagnosis in the reverse order: first to examine the artifacts, after that – to declare the value, and, finally, to identify the basic values. It should be noted that along with the unconditional fundamental

importance of such an approach, it is aimed at identifying the psychological aspects of the formation of corporate culture and carries a certain level of subjectivism. This is confirmed by the evaluation methodology proposed by the author, which involves conducting surveys of various forms among the company's personnel. A serious limitation of the use of such a technique by modern enterprises is the dependence of the obtained results on the "human factor".

Companies face similar problems when using the method of diagnosing an organization's corporate culture, proposed by Cameron K. and Quinn R. [8]. The researchers use the technique of employee questionnaires followed by scoring possible answer options. Each question has four alternative answers. In the questionnaire, it is proposed to distribute the points of the 100-point evaluation among these four alternatives of the types of corporate culture management in the weighting ratio that best suits the organization. The highest number of points should be given to the alternative that resembles your organization more than others. At the same time, corporate culture is diagnosed by the authors according to 2 blocks of indicators: current organizational culture (as you see it today); desired organizational culture (as we would like to see it). Such a diagnosis is aimed at evaluating the management of corporate culture, and makes it impossible to form a comprehensive picture of corporate culture as such.

In general, the analysis made it possible to state that in the vast majority of special literature, the diagnosis of corporate culture is carried out in order to analyze and identify the interrelationships and the level of integration of the corporate culture of the announced company and its staff.

Diagnostics of an enterprise's corporate culture should be understood as a targeted assessment of the state of its corporate culture, trends and prospects for its development based on a system of indicators in order to make reasonable management decisions aimed at eliminating problematic points and weaknesses of the current corporate culture, using the conditions of operation and strong positions of corporate culture enterprises.

In general, the system of multi-criteria diagnostics of the enterprise's corporate culture is a collection of technology, methods, techniques, indicators, criteria, subjects, objects and resources that interact with each other and provide a comparison of the actual values of the enterprise's corporate culture indicators with the optimal ones.

The first step in diagnosing the company's corporate culture is determining its purpose.

Diagnosing the company's corporate culture should be based on the chosen approach. The American researcher Mohan M. [55] quite thoroughly distinguished three approaches to the study of corporate culture:

- a symbolic approach, which is based on ideas about the company as a system whose internal environment is characterized by a known level of social uncertainty (in these conditions, a symbol that equally understood by the collective, is the main point of reference and is used by employees to regulate service relations, therefore management strives to form in the minds of employees a set of “correct” beacon symbols, thanks to which it influences all spheres of enterprise management);
- a cognitive approach, in which corporate culture is considered as a separate set of rules, beliefs, and knowledge acquired by company members in the course of presenting external social and service relationships; the patterns of behavior in the organization with this approach are based on the joint labor activity of employees (culture management is carried out by conducting various forms of education, trainings, informing the staff, which contributes to solving the problem of insufficient knowledge and understanding by employees of the logic of the economic behavior of the organization and their assimilation of the value orientations that the collective lives by;
- a systematic approach based on the choice as the main cultural determinant of the organizational climate, which, on the one hand, is formed under the influence of the objective properties of the organization (management

style, mission of the organization, etc.), and on the other hand, is characterized by the state of the psychological environment, i.e. fixing in the minds of employees complexes of subjective impressions and thoughts (at the same time, the dominant culture is determined either through samples of official behavior, communication and attitude to material resources of the organization's members, or based on existing beliefs, values and unite people in a team).

The next step is the formation of a system of relevant indicators. The indicator is proposed to be understood as “a digital indicator of the change in economic value, which is used to justify economic policy, the direction of the development of economic processes, and the evaluation of their effectiveness” [28].

Accordingly, the indicators of the corporate culture of the enterprise should be the indicators of the change in the corporate culture, which are used to substantiate the policy of its management, the direction of the development of the corporate culture of the enterprise and the evaluation of their effectiveness.

In turn, indicators of the enterprise's corporate culture should be diagnosed on 3 levels: 1st level – basic ideas that are at the basis of external manifestations, 2nd level – proclaimed values, rules and norms of behavior, 3rd level – visible artifacts.

When considering the mission statement for each company, this moral choice “is largely determined by the value system within which the corporation operates. And these values, in turn, are based not so much on the economic functions of the corporation, but on culture, traditions, personal experience and personal inclinations of their managers, which are revealed in the current economic, political and social situation” [46].

Therefore, at the 1st level of basic concepts, it is necessary to conduct a diagnosis of the corporate culture of the enterprise using indicators: the purpose of the enterprise; public perceptions (social responsibility, presence of socially significant values, image of the enterprise); legal perceptions (legal responsibility, concern for confidentiality); social partnership (perception of employees (devotion to the company, employees' attitude to work); quality of working life (management

style, social partnership, individual approach to employees); social and psychological climate.

At the 2nd level of the declared values, the following can be considered as indicators of the enterprise's corporate culture: the declared mission of the enterprise; declared business principles; corporate rules (collective agreement, labor regulations, code of corporate ethics, regulations on structural subdivisions, job instructions, other rules and norms of conduct), remuneration system, employee incentives, personnel policy.

As indicators for diagnosing the corporate culture of the enterprise at the level of visible artifacts, the following should be used: corporate attributes (flag, trademark, logo, anthem, slogan, company website); corporate history, heroes, myths; corporate style (corporate clothing, corporate templates for documents, corporate colors, corporate printing products (business cards, cards, catalogs, booklets), architectural environment of the company); corporate traditions (corporate holidays, corporate events, corporate rituals); corporate communications (corporate etiquette, corporate communication language, slang, behavior style), company rating.

When diagnosing an enterprise's corporate culture, a basic approach to their measurement should be determined for each of the indicators. It is quite logical to use appropriate measurement criteria that determine the degree of perception of each indicator – the intensity of manifestation.

In general, the diagnostic criteria are the optimal values of the corresponding indicator. Thus, the measurement of the level of corporate culture of the enterprise for each indicator should be carried out through its comparison with the criterion.

At the same time, when measuring intensity, it is important to analyze each indicator from the point of view of compliance. Thus, indicators of the 2nd level “proclaimed values” should be consistent with the basic ideas, in turn, the indicators of the 3rd level “visible artifacts” should be based on the declared values and reflect the basic ideas.

Taking into account the specificity of corporate culture, diagnosis should be carried out taking into account two aspects of its manifestation: in the external and internal environment of the enterprise. Therefore, when analyzing the corporate culture of an enterprise according to each indicator, the intensity of the performance of corporate culture functions should also be evaluated according to each of the criteria:

- intensity of adaptation to the external environment;
- promoting the integration of the internal environment;
- intensity of identification of the enterprise and its employees.

The complexity of diagnosing a company's corporate culture is determined by its specificity as an object of management, in particular, the qualitative dimension on the one hand and the uniqueness of each company on the other. Therefore, it is important to establish unified criteria for its diagnosis, the use of which will make it possible to compare the state of the corporate culture of different enterprises and to identify the prospects for the functioning of the corporate culture of a particular enterprise, to assess its dynamics, and to identify threats and obstacles in this area.

Taking into account the above, the following general complex diagnostic methods can be used:

- the method of dynamic assessment, which is based on the diagnosis of the dynamics of the corporate culture of the enterprise;
- method of reference evaluation of the enterprise's corporate culture.

The use of the dynamic assessment method is aimed at identifying prospects for the development of the company's corporate culture and involves assessing dynamic changes and establishing trends. The evaluation criteria when using this method are the actual values of each indicator for the past or base period of diagnosis.

The application of the method of reference evaluation of the corporate culture of the enterprise provides an opportunity to evaluate and compare the state of the corporate culture of various enterprises compared to the maximum possibilities.

When determining diagnostic criteria using this method, one should start from the reference value of the criterion. It can be equal to 1, or vary depending on the company's policy.

Diagnostics was carried out using the method of reference assessment of corporate culture. The evaluation criteria for each indicator is set at level 1. Accordingly, the actual value of each indicator was determined by measuring the intensity of its manifestation at the enterprise.

This model was used for diagnostics of PJSC "HARVERST". The obtained actual values of indicators of corporate culture at 3 levels (basic ideas, declared values and artifacts) are presented in fig. 2.3–2.5.

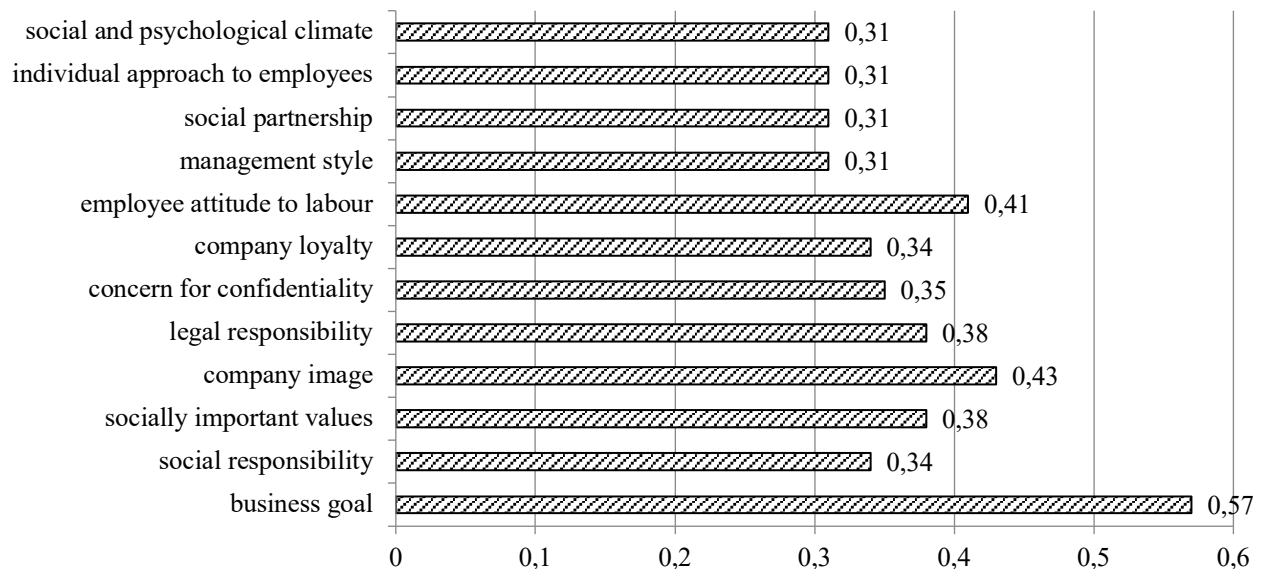


Figure 2.3 – Results of diagnostics of the company's corporate culture according to level 1 "Basic perceptions"

At the level of basic concepts, the company demonstrated an insufficient level of corporate culture within the range of 0.37. The enterprise has a clear idea about the purpose of the enterprise, which correlates with the formed ideas about its social and legal compliance. Considerable attention is also paid to the image of the enterprise. The company has insufficiently formed basic ideas about the leadership style and optimal social partnership.

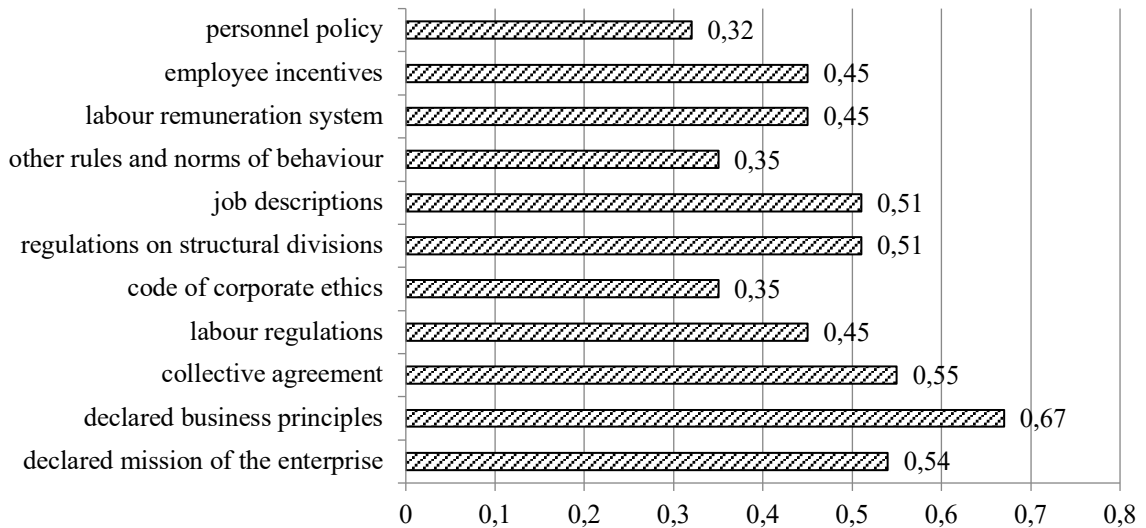


Figure 2.4 – Results of diagnostics of the company’s corporate culture according to level 2 “Proclaimed values”

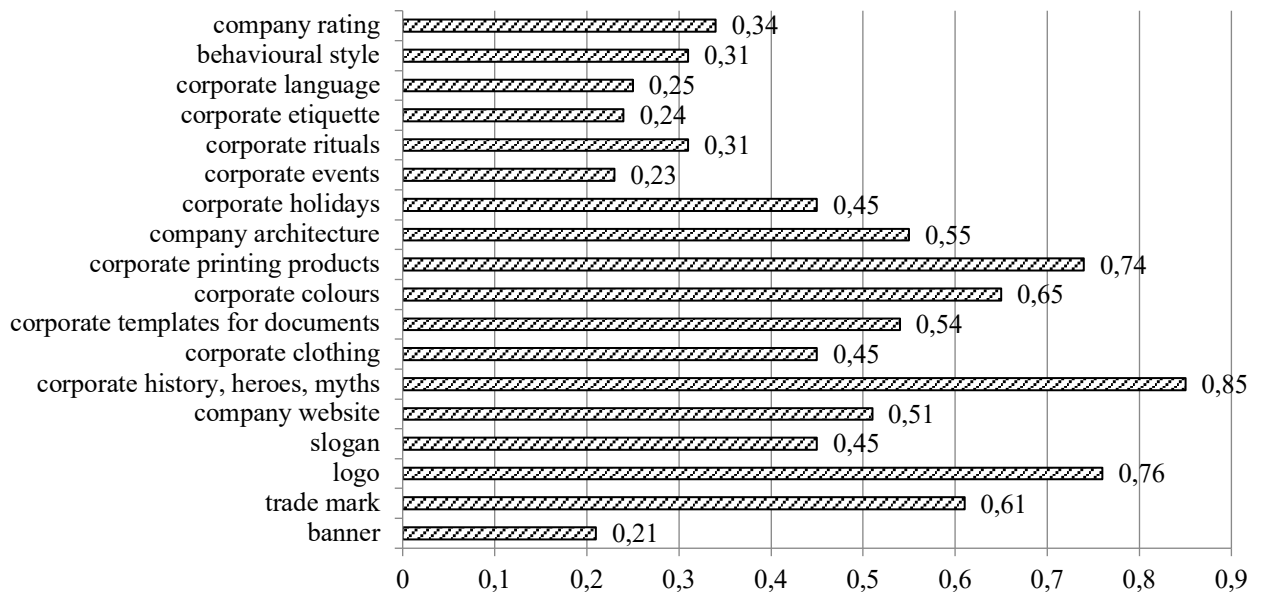


Figure 2.5 – Results of diagnostics of the corporate culture of the investigated enterprise according to level 3 “Artifacts”

At the level of declared values, there is an increase in the value of the complex indicator up to 0.47, but this indicator indicates the lack of a systematic approach on the part of the company’s management to the definition (formalization) of basic

ideas. The declared business principles (0.67), the declared mission (0.54), and the collective agreement (0.55) are the main values proclaimed at the enterprise.

Regarding the use of artifacts, it should be noted that the average value is 0.44.

Corporate history (0.85), logo (0.76) and branded printing products (0.74) are used most intensively as a means of strengthening the integration of the internal environment and identification in the external environment of the enterprise and employees. Attention is also paid to the architectural environment of the company – 0.55, corporate colors – 0.65. This approach determines the growth of the company's rating (0.34). Corporate rituals, corporate etiquette and behavior style do not fully reflect the declared values and basic ideas of the enterprise.

In general, the diagnosis of the enterprise carried out according to the proposed model showed a low level of corporate culture at 3 levels, which makes it urgent to evaluate the effectiveness of corporate culture management and confirms the need for the development of corporate culture management in modern business conditions.

In general, the use of a diagnostic model of the enterprise's corporate culture, which provides for a comprehensive assessment of its state at 3 levels (basic ideas, declared values and artifacts) using 2 methods (reference and dynamic assessment), allows obtaining results of the assessment of the state of the enterprise's corporate culture in terms of 19 groups of indicators and criteria, which provides a high-quality information base for making management decisions regarding trends and prospects for its development, elimination of problematic points and weaknesses of the current corporate culture, use of operating conditions and strong positions to improve the overall efficiency of the company.

2.3 Evaluation of forms of management of corporate culture at the enterprise

The aim of evaluating the form of management of the enterprise's corporate culture is:

- identification of the existing form of management of the enterprise's corporate culture;
- formulation of the desired form of management of the enterprise's corporate culture;
- assessment of prerequisites for changing the form of management of the enterprise's corporate culture.

In order to solve the tasks outlined above, it is necessary to form an appropriate toolkit for evaluating the form of corporate culture management.

In order for the evaluation of the form of management of the corporate culture of the enterprise to be efficient and effective, it should be based on certain initial provisions, functions, method, technology and rules.

It is worth noting that the form of corporate culture management represents the appearance of such management and combines various types of its management.

As John Van Maanen rightly points out, it is a mistake to believe that four and only four types of culture represent the wonderful world of the enterprise [50]. Therefore, when developing a toolkit for evaluating the form of corporate culture management, it is advisable to rely on the types of corporate culture management systematized in point 1.3 of this study according to various classification features.

Thus, the toolkit for evaluating the form of corporate culture management provides for the construction of the form of corporate culture management of the investigated enterprise based on a preliminary assessment of the types of corporate culture management according to 14 classification features: orientation, business size, internationalization, connections, ideas about decision-making, interaction with the external environment, the nature of change management, the level of taking into account the interests of stakeholders, the nature

of the participation of the supervisory board, the set of values, the impact on personnel, management style, social technologies, the nature of costs.

The basis of the construction of this toolkit is the corporate culture assessment tool (hereinafter – OCAI) proposed by Cameron K. and Quinn R. [8].

The following arguments are in favor of such a choice. First, the use of OCAI is aimed at determining the profile of organizational culture, which is based on the framework of defined values and involves the assessment of corporate culture within four types of organizational values: clan, adhocracy, market, bureaucracy. In point 1.3 of this study, it was proved that similar types of corporate culture management are formed according to this classification feature. Therefore, the OCAI can be improved in the context of its use to assess types of corporate culture management. The authors themselves noted [8] that their theoretical model is designed to provide an idea of the types of culture, but it does not pretend to be an exhaustive description of the phenomenon of culture as such.

Secondly, OCAI has a number of advantages that are crucial for building a tool for evaluating the form of corporate culture management, including: practical orientation, timeliness, breadth of involvement, quantitative and qualitative assessment, availability for management, reasonableness.

On the basis of a critical evaluation of special literature [21] and a study of the practice of corporate culture management at the enterprise, the functions of the used tools are singled out, which are presented in fig. 2.6.

The information function involves the permanent or systematic collection of information about the form of corporate culture management at the enterprise from various sources, its detailing by components (types of management, types of activities, centers of responsibility, managers), systematization, grouping, generalization and provision for the optimization of management decisions and corporate culture in as a whole

The identification purpose refers to the identification of existing current, retrospective and predictive forms of corporate culture management, determination

of their characteristic features, advantages and disadvantages, compliance with the general mission of the enterprise.

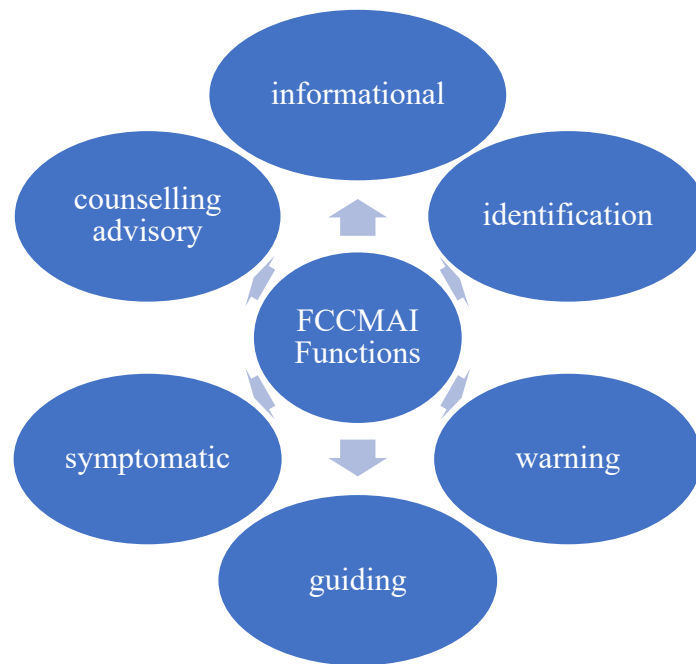


Figure 2.6 – Functions of the tool for evaluating the form of corporate culture management (compiled by the author according to [21])

The warning function involves evaluating the prerequisites for changing the form of corporate culture management of the enterprise and is aimed at identifying possible risks and threats in the current period and forecasting the occurrence of potential crisis phenomena in the future in the context of the compliance of the current form of corporate culture management (including according to the relevant profiles) to existing ideas and needs enterprises.

The directive function is designed to facilitate the elimination of identified shortcomings, deviations, the solution of existing problems and the development of appropriate measures with details according to the relevant profiles, which are based on the received assessment results and are aimed at improving the form of corporate culture management.

The symptomatic function should be understood as the identification and interpretation of the “symptoms” of the existing form of corporate culture

management of the enterprise, the determination of how optimal this form is in relation to the desired one, with detailing according to the relevant profiles.

The consultative and advisory function of the tool for evaluating the form of corporate culture management involves consideration of alternative and multivariate measures that can be developed in order to purposefully solve the problem of the effectiveness of the form of corporate culture management at the enterprise.

The technology for evaluating the form of management of the corporate culture of the enterprise is presented in fig. 2.7.

The used tool for evaluating the form of corporate culture management is based on the use of an empirical research method – a survey, which involves gathering information by clarifying the positions and views of people about the types of corporate culture management used in the enterprise and which are desirable in their opinion based on answers to questions, which are formed in advance. In the context of using the survey tool, it is necessary to conduct periodic questionnaires – collecting primary information by independently filling in written questionnaires developed in advance by respondents, which should be developed in the form of Google questionnaires. Questionnaires have an advantage: the survey is maximally formalized, thus ensuring high comparability of information and their machine processing; questionnaires take less time than interviews, do not require the involvement of a large number of people who carry them out, questionnaires can be distributed through representatives of the administration or sent by mail; the requirement of anonymity of answers is met, which increases their reliability.

The tool for evaluating the form of corporate culture management is designed to evaluate the types of corporate culture management according to 14 classification features.

The questionnaire provides answers to the proposed questions, which allows you to get a complete picture of the form of corporate culture management through the evaluation of the profiles of such management in 14 directions. The questions offered in the questionnaire do not contain right or wrong answers – they are aimed

at measuring the types of management. The accuracy of the received corporate culture management profiles and the general form is conditioned by the objectivity of the received answers.

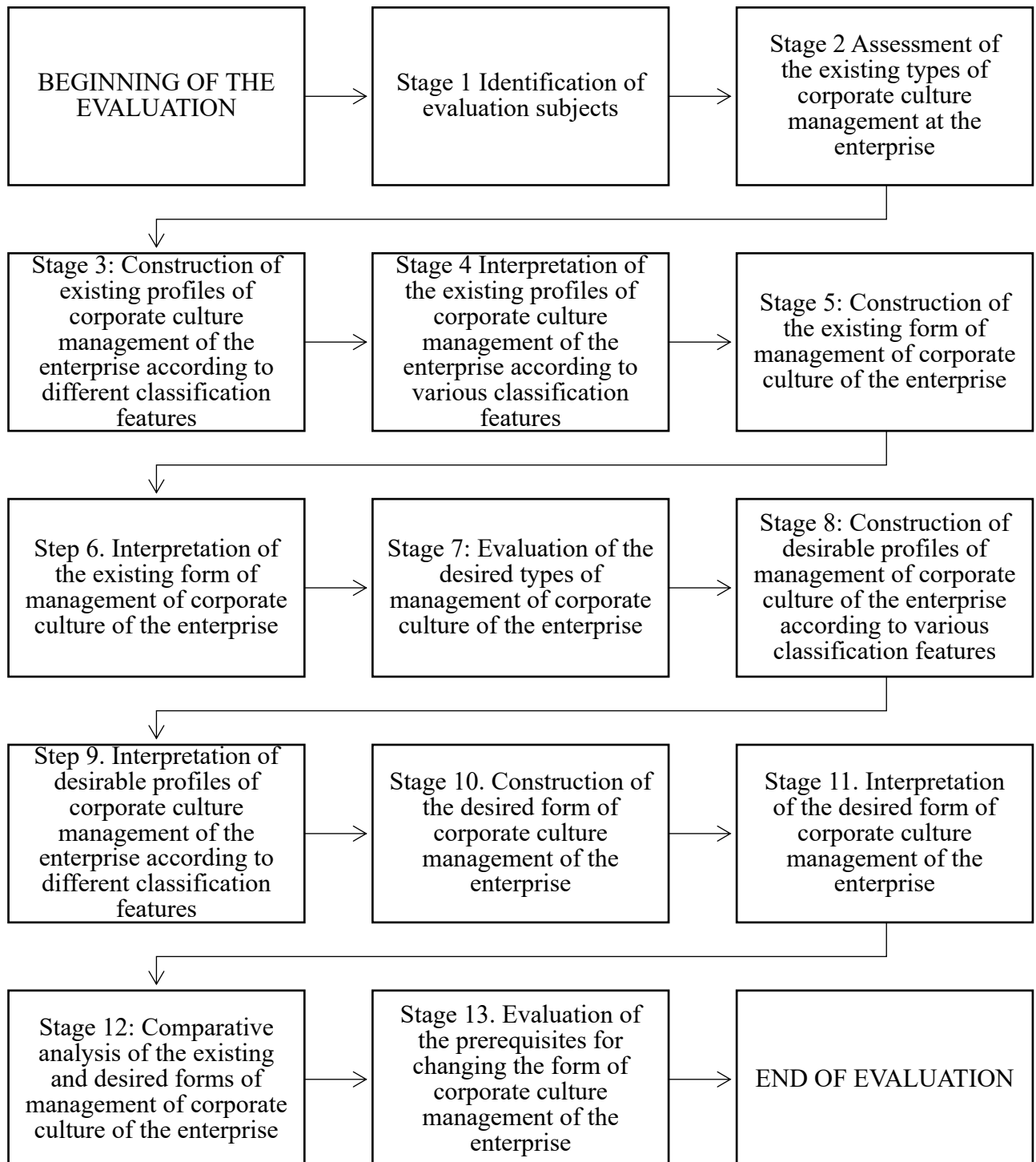


Figure 2.7 – Technology for evaluating the form of management of the enterprise's corporate culture (compiled by the author according to [8, 34, 42])

The proposed questionnaire for evaluating the form of corporate culture management is presented in Annex B. In the answers to the questions, it is suggested to evaluate the form of corporate culture management of the enterprise. To specify the assessment, it is advisable to define its limits: the enterprise as a whole, a structural division, a geographic segment, an economic segment, another business unit. Each of the 14 questions proposed in the Questionnaire suggests several alternative answers. The respondent must distribute the evaluation points between these answers within each question in the weighted ratio that, in his opinion, corresponds to the investigated enterprise to the greatest extent. At the same time, the total number of points for all alternatives for each question should be equal to 100. The greatest number of points should be given to the alternative that best corresponds to the investigated enterprise.

The survey provides an assessment of two alternative forms of management of the enterprise's corporate culture: the existing one and the desired one. The questionnaire has two columns of answers: one column with the heading "Now" and the other with the heading "Preferred" and involves the assessment in two stages. First, there is an evaluation of the other, then the desired types of management of the corporate culture of the enterprise. The next step in evaluating the form of corporate culture management is to determine the average value of the ratings for each profile of the enterprise's corporate culture management. This step is performed in the case of surveying more than one respondent.

To determine the average value of the assessment for each profile, it is advisable to use the formulas of the simple arithmetic mean. This involves adding the points for each alternative for each question, followed by dividing the resulting sum by the number of respondents.

On the basis of the obtained results, corporate culture management profiles are built in the form of polyhedra according to 14 classification features (orientation, business size, internationalization, connections, ideas about decision-making, interaction with the external environment, the nature of change management, the level of taking into account the interests of interested parties, the nature

of participation supervisory board, set of values, influence on personnel, management style, social technologies, nature of expenses).

The number of corners for each profile corresponds to the number of alternative types of corporate culture management for each classification feature. The shape of the polygons is determined by combining the results with the general line of scores indicated on the diagonals. The solid line reflects the existing profile of corporate culture management at the enterprise, and the broken line – the desired one for the enterprise.

As a result of using the proposed tool for evaluating the form of corporate culture management, the enterprise receives profiles of corporate culture management (existing and desired).

On the basis of the received profiles of corporate culture management, a form of enterprise's corporate culture management is built based on various classification features, which can be presented quantitatively in Annex C, and graphically depicted in three-dimensional space in the form of a sixteen-sided pyramid, each of the corners of which corresponds to a defined feature of corporate culture management the culture of the investigated enterprise.

The shape of the polygons is determined by combining the results with the general line of scores indicated on the diagonals. On the Z (height) scale, the values in the rating evaluations for each of the alternatives are set aside in a normalized order.

In order to conduct a comparative analysis of the existing and basic forms of enterprise's corporate culture management, two tables of parameters of the forms of corporate culture management should be compiled by tool and separate hexahedral pyramids should be built – the existing and desired forms of enterprise's corporate culture management under study.

At the final stage, the prerequisites for changing the form of management of the enterprise's corporate culture are evaluated. For this purpose, it is advisable to use two hexagons: dominant types of enterprise's corporate culture management according to various classification features and desired dominance.

The use of the tool for evaluating forms of corporate culture management provides a visual information base for making management decisions regarding the reformatting of the form of corporate culture management, taking into account a thorough assessment of the existing form and the identification of trends in its development.

The advantages of the used tool for evaluating the form of corporate culture management are the following:

- comprehensiveness – it covers all types of corporate culture management at the enterprise and makes it possible to outline the form of such management through grouping by appropriate profiles;
- practical orientation – intended for use in business and provides an analytical and graphical information base for the development of practical recommendations for optimizing the existing form of corporate culture management of a particular enterprise, taking into account its specifics;
- timeliness – the process of evaluating and building a change strategy can be carried out in a time period acceptable for management decisions;
- breadth of involvement – it allows to explore the basic ideas of a wide range of subjects through the involvement of any expert in the assessment (managers of various levels, representatives of the labor team, members of the Supervisory Board, owners, external representatives – contractors, independent specialists, etc.), which helps to identify employees within the enterprise's own corporate culture and their perception of changes, integration of the internal environment of the enterprise, its adaptation to the external environment and strengthening of the general influence of the enterprise's corporate culture as a management tool;
- reasonableness – the basis for calculations is a detailed study of the form of corporate culture management through relevant profiles, which contributes to its in-depth study, which is supported by extensive empirical

material on types of corporate culture management with reliable scientific justification;

- quantitative and qualitative assessment – assessment is based on the quantitative calculation of the impact of types of corporate culture management on the general form of management and takes into account qualitative assessment methods through the use of judgments, symbols and precedents;
- availability for management – this tool can be used by the management of the enterprise independently and does not require the involvement of third parties.

Forms of corporate culture management at PJSC “HARVERST” were evaluated using the evaluation tool. The obtained results are presented in Annex C.

As a result of the assessment, it was found that the existing form of corporate culture management of PJSC “HARVERST” (fig. 2.8) is characterized by significant dispersion and unstable connections.

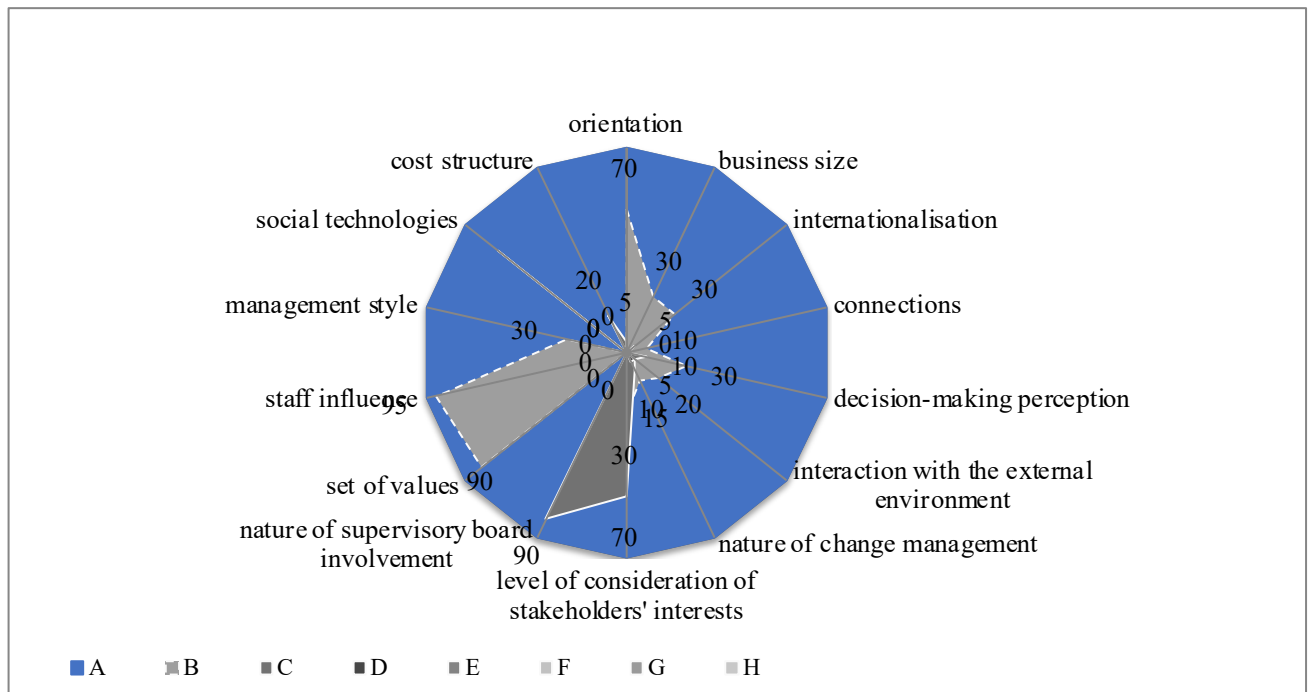


Figure 2.8 – Existing form of corporate culture management of PJSC “HARVERST”

Thus, the management of corporate culture has a socially oriented aspect (70%) with a family color (60%) and is internally oriented (60%) with clearly expressed technocratic connections (90%). At the same time, the perception of decision-making is political (60%), and interaction with the external environment takes place at the level of “greenhouse” (70%) and “spike collectors” (20%). Along with this, the hereditary nature of change management (70%) without taking into account the interests of interested persons (70%) is clearly observed. There is active participation (90%) of the supervisory board in determining the corporate culture management strategy, which actively collects and summarizes information on the state of the enterprise’s corporate culture, makes high-risk decisions and takes over the board’s competence in corporate culture management in many issues. The greatest value of PJSC “HARVERST” is the result, therefore management at this enterprise is 90% task-oriented, managers are strict and demanding leaders, managerial decision-making is based on the desire to win, and management is characterized by a strict focus on competitiveness.

In contrast to the specified characteristics of corporate culture management, PJSC “HARVERST” is characterized by an almost complete (by 95%) lack of clear norms and rules, the leveling of the importance of personnel for the enterprise, the presence of shadowy relations and opaque actions, the goals of the enterprise and the values of employees, the divergence of basic ideas, presented values and artifacts, which in general has a negative impact on personnel. The management style of PJSC “HARVERST” is characterized by a 70% defined center of power with quick decision-making, which are not always optimal, while sympathy and family ties, an administrative-team approach, are used as communication methods. In this context, it is controversial to give an 80% preference to the humanitarian management of the corporate culture of PJSC “HARVERST”, which provides for a visual demonstration of the priorities of the interests of employees with the provision of social stability and support for the wide publicity of one’s own activities, establishing the continuity of one’s own structures and guaranteeing the predictability of one’s own actions. In the context of costs, corporate culture

management is 80% aimed at controlling costs and encouraging compliance with planned indicators, i.e., a policy of cost administration is carried out. In turn, the desired form of corporate culture management of PJSC “HARVERST” is presented schematically in fig. 2.9 and in quantitative expression in Annex C, table C.4 demonstrates the need for the enterprise to completely reformat the existing form in all its components.

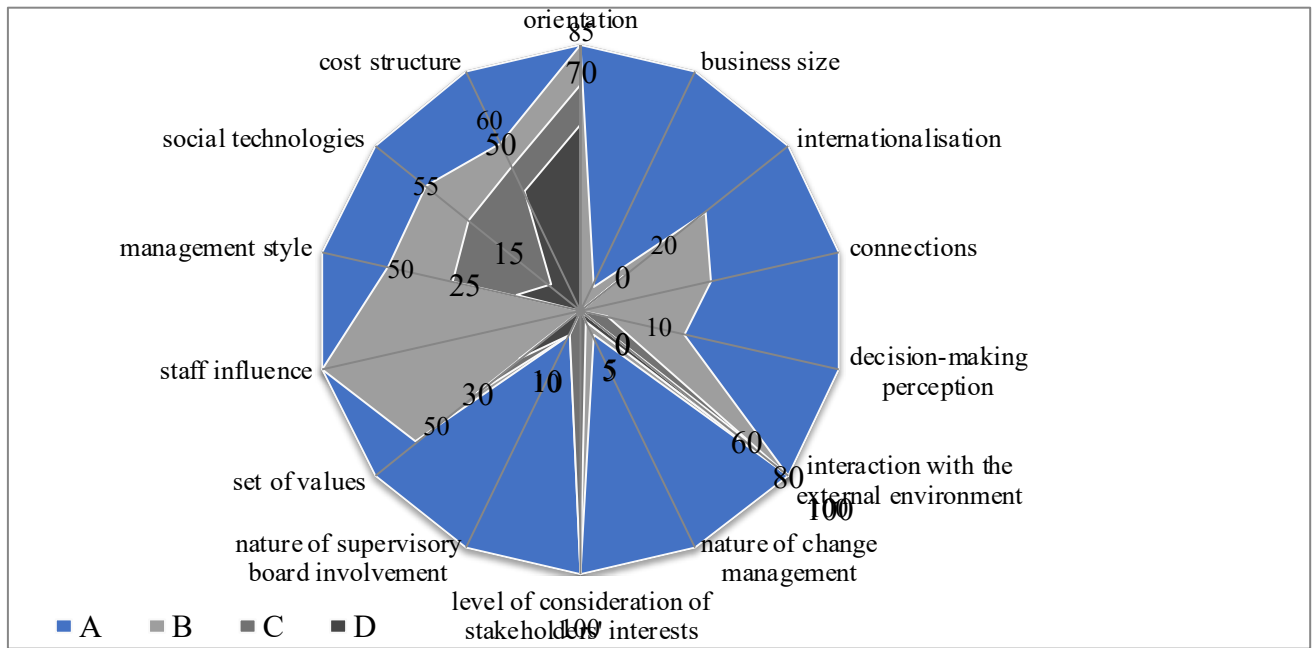


Figure 2.9 – Preferred form of corporate culture management of PJSC “HARVERST”

Analyzing the desired form of corporate culture management, it can be stated that for PJSC “HARVERST” in the future it is important to coordinate the corporate culture management strategy within the existing general strategy of the enterprise. At the same time, preference in most cases should be given to a clear orientation to a certain type of corporate culture management for each of the signs in order to avoid the existing dispersal of disproportions in management.

The results of a comparative analysis of the dominant types of corporate culture management of PJSC “HARVERST” according to various classification features and the desired dominance are presented in fig. 2.10 in the form of two

hexadecimals allow to detail existing trends. The desired form of corporate culture management for PJSC “HARVERST” involves a transition to socio-economic orientation (70%) and polygroup (90%) management along with a bureaucratic (60%) perception of decision-making. Interaction with the external environment is expected with a shift in emphasis to the management of “ear pickers” (40%). There is a complete reorientation of the nature of change management to stepwise (90%) with 100% consideration of the interests of interested parties and a reorientation of the participation of the Supervisory Board as a “guardian” (90%).

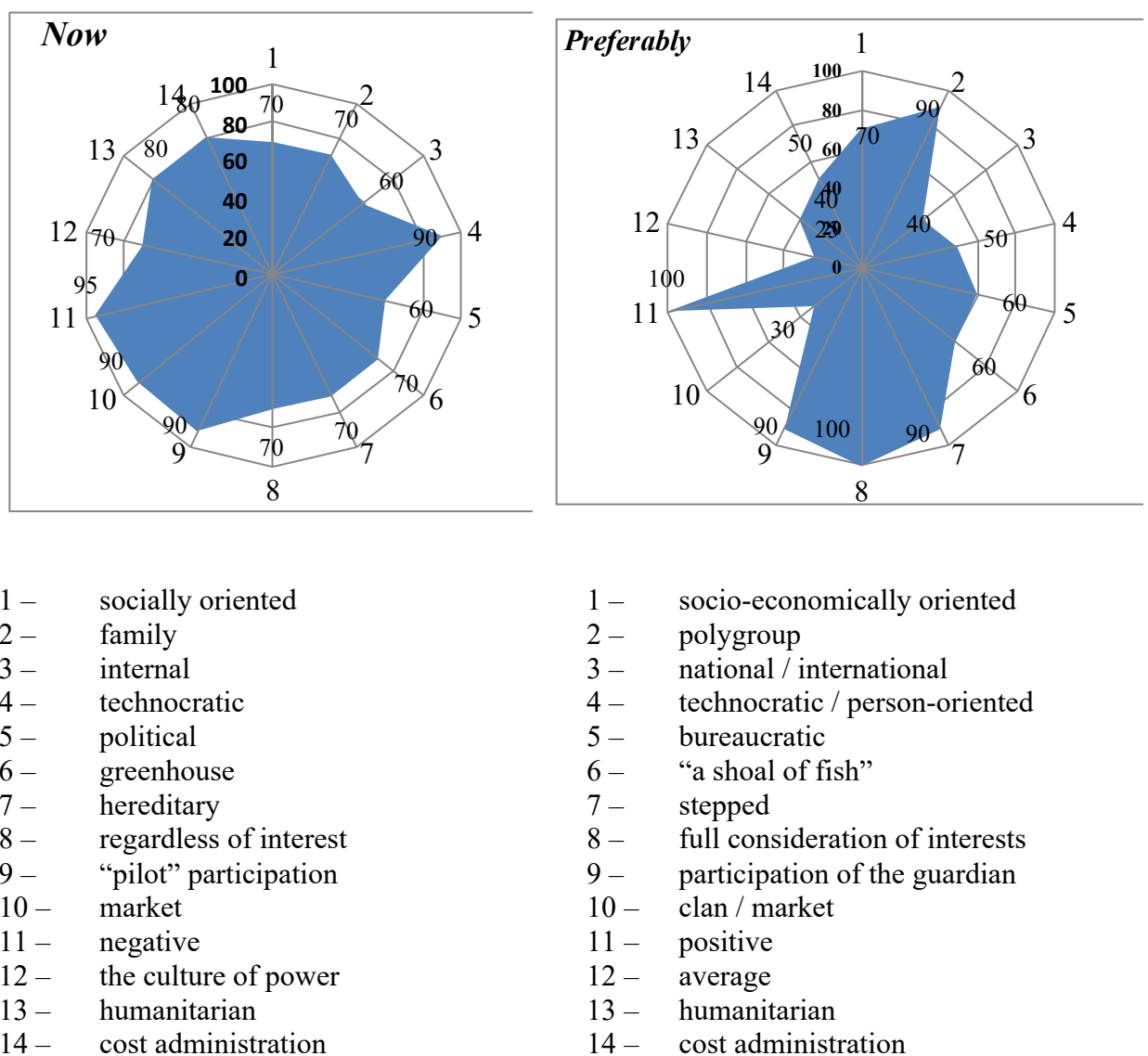


Figure 2.10 – A set of dominant types of corporate culture management at PJSC “HARVERST” according to various classification features

The impact on the staff of PJSC “HARVERST” should become 100% positive, according to which the management of the corporate culture is based on clearly defined and announced strategic goals of the enterprise, which are integrated into the values of the staff, fix the value of employees and have a positive effect on the enterprise’s staff. In management, the use of all social technologies is expected (15% – social design, 25% – stability support, 20% – changes in the workforce, 40% – humanitarian management).

Management of corporate culture should provide control of expenses and encouragement to comply with planned indicators (50%), increase to 30% – expenses for motivation and stimulation, and 10% of expenses for protection against external interference and for searching and disseminating information. Exceptions are internationalization directions, for which the priority for the next 5 years is the combination of management taking into account the impact of regional characteristics on the corporate culture. There is also an attempt to combine technocratic (50%) and person-oriented management (50%), which will carry significant risks for management and the effectiveness of activities in general and different management styles (25% – culture of power, 25% – culture of role, 25% – task culture and 25% – personality culture).

In general, the evaluation of forms of enterprise’s corporate culture management carried out using the proposed tool made it possible to single out the following problems of corporate culture management:

- existing forms of corporate culture management are characterized by significant fragmentation and unstable connections;
- the desired forms of corporate culture management are significantly different from the existing ones;
- managers’ perceptions of existing forms of corporate culture management do not correspond to actual indicators;
- the management of corporate culture is characterized by the absence of clear norms and rules, the leveling of the importance of personnel for the enterprise, the presence of shadowy relations and opaque actions,

the goals of the enterprise and the values of employees, the divergence of basic ideas, presented values and artifacts, which in general negatively affects the personnel;

- the types of corporate culture management used do not correspond to the general strategy of the enterprise;
- there is no clear orientation and defined values in the management of corporate culture;
- internationalization of the enterprise and interaction with the external environment is poorly taken into account when managing corporate culture;
- the mixed nature and to some extent mutually exclusive relationships cultivated at the enterprise are observed;
- ideas about decision-making are largely opposite to the actual management style;
- change management does not dominate enterprise management;
- social technologies are poorly used in managing the corporate culture of enterprises;
- costs of corporate culture management are aimed at encouraging compliance with planned indicators.

The directions for solving the outlined range of problems can be the development of the concept of managing the enterprise's corporate culture in an unstable economy, substantiating the theoretical and organizational components of the construction of corporate culture depending on the specifics of the enterprise, and the formation of theoretical foundations and practical recommendations for the implementation of information support for such management, aimed at reducing the asymmetry of information between subjects of enterprise's corporate culture management.

Conclusions to section 2

1. The study of the state of enterprise's corporate culture management by function showed that corporate culture is not considered as a full-fledged object of management, corporate culture management is carried out unsystematically, in most cases within the framework of general management, and no active and effective management mechanism is used. Planning of corporate culture is not carried out.

2. The implementation function is used by the enterprise without existing corporate culture development programs. The organizational function is reduced to the development of norms and rules governing relations with employees and the development and distribution of visible artifacts. Regulation is used mainly in the resolution of labor disputes and conflicts. There is no special organizational support for the management of corporate culture. Information support is formed within general information needs and is used selectively by managers when making operational and tactical management decisions. Financing of corporate culture management is carried out within the limits of employee incentive costs.

3. The proposed model of multi-criteria diagnostics of the enterprise's corporate culture contributes to the strengthening of the objectivity of the results and the comprehensive study of the state of the corporate culture both in terms of its structure (basic ideas, declared values and artifacts) and the intensity of the manifestation of functions that determine its purpose for the enterprise (the intensity of adaptation to external environment; promotion of internal environment integration; intensity of identification of the enterprise and its employees). The model is based on complex diagnostic methods (dynamic assessment and reference assessment). The comparative assessment of the aggregated complex indicators of corporate culture at the enterprise demonstrated: 1) a tendency towards uniform structuring of corporate culture by its levels, which may indicate the gradual development of corporate culture depending on the influence of the external environment and internal needs; 2) a low range

of combined complex indicators of corporate culture, which ranges from 0.37 to 0.47 with a reference value of 1, which necessitates a review of approaches to corporate culture as an object of management; 3) general low level of corporate culture based on basic ideas, declared values and artifacts.

4. The developed evaluation toolkit (FCCMAI) provides for the construction of the form of corporate culture management of the investigated enterprises in a quantitative dimension in a table and graphically in a three-dimensional space in the form of a pyramid based on a preliminary assessment of the types of corporate culture management according to 15 classification features and is aimed at performing 6 functions (informational, identification, warning, directional, symptomatic, consultation and advisory).

5. The problems of managing the company's corporate culture are as follows: the existing forms of management are characterized by significant dispersion and unstable connections; the desired forms of management are significantly different from the existing ones; managers' perceptions do not correspond to actual indicators; there are no clear norms and rules, the leveling of the importance of personnel for the enterprise, the presence of shadowy relations and opaque actions, the goals of the enterprise and the values of employees, the divergence of basic ideas, presented values and artifacts, which in general negatively affects the personnel; the used types of corporate culture management do not correspond to the general strategy of the enterprise; there is no clear orientation and defined values; internationalization of the enterprise and interaction with the external environment is poorly taken into account; the mixed and to some extent mutually exclusive nature of the relationships cultivated at the enterprise is observed; ideas about decision-making are largely opposite to the actual situation; change management does not dominate enterprise management; social technologies are poorly used; expenses are aimed at encouraging compliance with planned indicators.

SECTION 3

IMPROVING THE ORGANIZATION OF MANAGEMENT OF THE ENTERPRISE'S CORPORATE CULTURE

3.1 The concept of managing the enterprise's corporate culture

The management of corporate culture is becoming more and more important in the management system of the enterprise in the modern economic environment (which is characterized by instability, turbulence, dynamism, and, as a result, crisis) on the one hand, and the growing degree of informatization of society, levels of communications in all spheres of the economy. A fundamental role in this is played by the general transition to the knowledge economy, which is characterized by the dominance of information resources, intellectual capital and intangible assets.

Enterprise management is as effective as it ensures an increase in the value of the enterprise (share value, dividends, capital gains). Creating maximum value in the long term requires precise and creative strategic decisions. The accuracy of such decisions is manifested in the best solution of emerging problems within the chosen concept of managing the enterprise's corporate culture.

The current operating conditions of enterprises require clarification and improvement of the conceptual principles of corporate culture management in view of their adaptation to the modern needs of business and the world economy.

The first step in the formation of the concept of corporate culture management is the determination of the relevant influencing factors of the environment in which the enterprise operates.

The basis of the formation of the corporate culture management system should be the assessment of the existing influencing factors, the relationship of which is schematically presented in fig. 3.1.

The influence of the external environment on the management of the enterprise's corporate culture in an unstable economy should be evaluated

according to the following factors: economic environment; competitive environment; informatization of society; political environment; social environment and technological change.

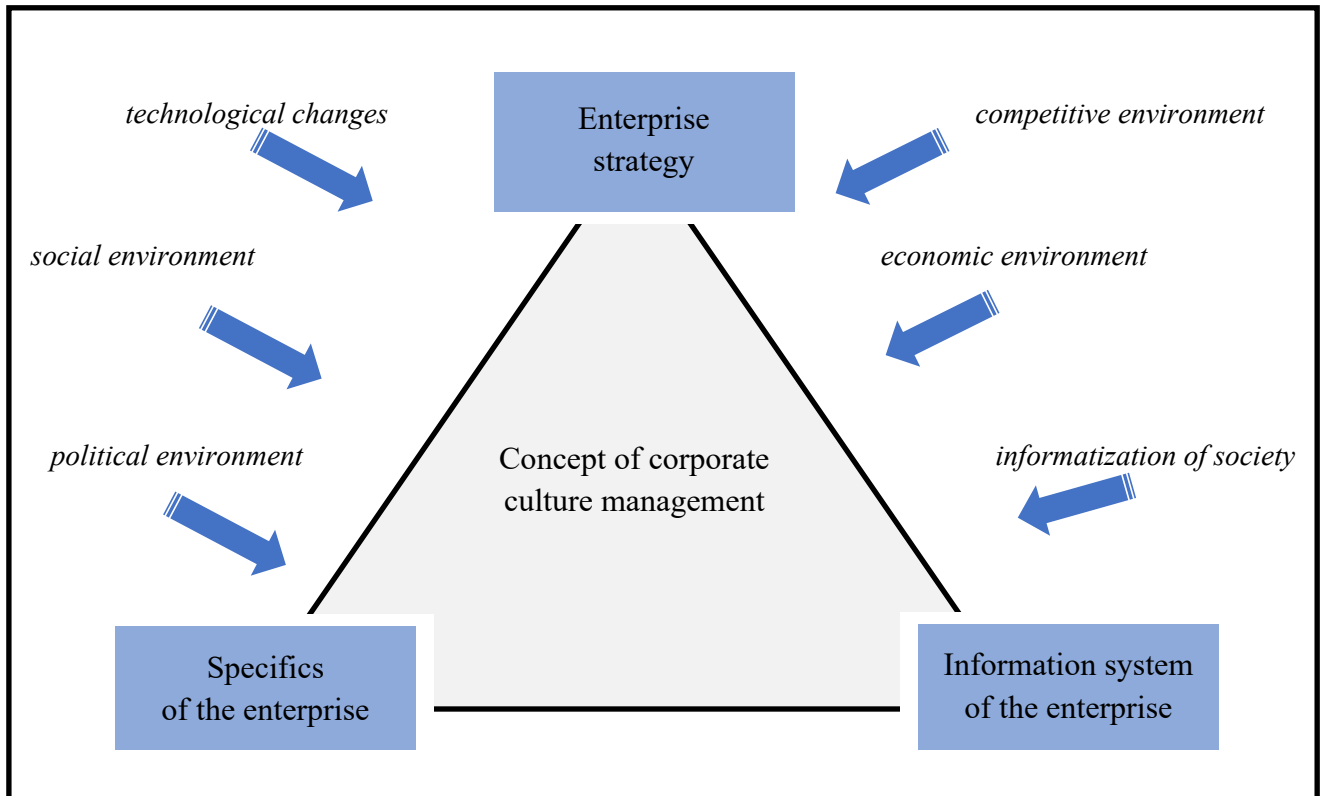


Figure 3.1 – Factors influencing the management of the enterprise's corporate culture

Therefore, it is necessary to consider the task of the corporate culture management system to counter the negative influence of external factors, the formation of reactionary behavior to external factors that bring the enterprise's corporate culture out of equilibrium.

In turn, internal factors are under the influence of the enterprise, and can be changed in the management process. When developing and implementing a corporate culture management system, the need to ensure thorough detailing of the endogenous component is indisputable. The degree of influence of these factors on the enterprise's corporate culture is assessed using internal diagnostic criteria.

It provides for the formation of a system for managing the enterprise's corporate culture based on the following components: the principles of managing the enterprise's corporate culture in an unstable economy; management models of the enterprise's corporate culture; methods of accounting for instability in the management of the enterprise's corporate culture; levels of management of the enterprise's corporate culture by elements; corporate culture management functions; a form of corporate culture management, which is formed according to signs; cultural control mechanisms of the enterprise; functions of the enterprise's corporate culture.

The essence of the relevant principles of corporate culture management is formed in clause 1.2 of this work.

The form of corporate culture management, as proved in clause 2.3 of this paper, is built individually within each enterprise through the definition of management types according to 14 classification features (orientation, business size, internationalization, connections, ideas about decision-making, interaction with the external environment, the nature of change management, the level of taking into account the interests of interested parties, the nature of the participation of the supervisory board, the set of values, the impact on personnel, management style, social technologies, the nature of costs). Possible types of corporate culture management for each of these features are systematized and characterized in clause 1.3 of this study.

In clause 1.1. this work defines the functions that the enterprise's corporate culture should perform by appointment: adaptation to the external environment, integration of the internal environment and identification.

We substantiate the essence of the other defined components of the enterprise's corporate culture management.

A specific model of managing the enterprise's corporate culture should be formed through the evaluation of alternative models, and should be chosen based on the enterprise's strategy, its specifics and the enterprise's information system, and the existing features of the external environment in which the company operates.

And that is why the key role of the enterprise's corporate culture as a guide of the enterprise's strategy to concrete results comes to the fore.

In order to increase the value of the company and improve its efficiency, the following variants of the business development strategy are used in the practice of enterprises:

- segmentation of activity (providing advantages over competitors in the market segment (geographic, psychographic, demographic, etc.);
- differentiation (penetration into other areas, or inclusion of new areas of business in the portfolio of the enterprise's business activity);
- creating a competitive advantage;
- use of the concept of a “perfect” company;
- increasing the enterprise's own share in the value added chain in comparison with competitors, suppliers and consumers of the enterprise's products (including the creation of vertically integrated companies);
- focus on stock market activity, allocating resources to support constant internal and external innovations, initiating changes to the rules of the game in the market to one's advantage;
- cost minimization.

Limiters of corporate culture should be the goal of business development (not the enterprise's resources) and the requirements (characteristics) of the external environment, so corporate culture should be considered as a means of resolving contradictions between the goals and capabilities of the enterprise at a specific moment in time.

In relation to the management of corporate culture, we propose to single out the following models: conviction, cooperation and pragmatism. The properties of each of them are systematized and presented in table 3.1.

The target orientation of each of the specific models of corporate culture management should be determined by the general goal of management as a reference point, which is specified in the process of developing and implementing the concept,

gradually approaching the specific goal. In accordance with each guideline of activity, companies develop a certain concept, which is a means of achieving the set tasks. In order to choose a corporate culture management model of an enterprise that corresponds to its mission, a specific component of corporate culture of a certain level should be developed for each target reference point, the totality of which created a tree of development of the enterprise's corporate culture.

Table 3.1 – Models of corporate culture management of the enterprise (compiled by the author according to [31])

Properties	Models of corporate culture management		
	Belief	Cooperation	Pragmatism
Direction of business strategy	Innovations	Analysis	Protection
Role	Opportunistic	Comprehensive	Protective
Resource	Own	Mixed	Outsourcing
Structuring	Decentralization	Combined	Centralization
A method of accounting for instability	Risk analysis	Sensitivity analysis	Method of adjustments

The decisive parameter for choosing a model of enterprise's corporate culture management is the defined focus of its overall strategy.

If it has a direction of innovation, the use of the “conviction” model is effective. This model involves the use of leadership as a tool for managing the enterprise's corporate culture. Implementation of basic ideas, general development of corporate culture is achieved according to this model as a result of persuasion of employees and imposition of declared values and artifacts. This model relies on the internal resources of the enterprise. Accordingly, the subjects of corporate culture management are managers at all levels of management and employees of the enterprise. According to the management structure, the model provides for the decentralization of power and the transfer of levers of influence to each structural unit.

It should be noted that the use of this model leads to the strengthening of opportunism. The opportunistic role of corporate culture is to strengthen its influence on employees and the enterprise as a whole at any cost.

When directing the business strategy to analysis, i.e. support of existing positions and improvement through the analysis of innovations introduced in other companies, it is advisable to choose a corporate culture management model – “cooperation”, which consists in management through partnership. According to this model, the use of both internal and external management resources is envisaged, for example, the involvement of consultants for the development of corporate culture, experts to assess the state of management. The manager’s role in this case is comprehensive, that is, his task is to achieve employees’ understanding of the enterprise’s basic ideas, support of the declared values, and perception of visual artifacts. Therefore, the organizational structure of corporate culture management should be combined (mixed) and provide for the presence of appropriate managers responsible for managing this direction with further decentralization of management functions in structural units.

In the case of directing the enterprise’s strategy to protect existing positions, it is advisable to use the “pragmatism” model, according to which the management of corporate culture is based on usefulness and benefit. In this case, the manager acts as a defender, and the corresponding corporate culture performs a protective role for the enterprise. The main resource according to this model is external, which involves the involvement of outsourcing services for managing corporate culture. According to this model, it is possible to involve external consultants, experts, controllers. In addition, a centralized structure with a special director for managing corporate culture or a relevant department is effective. It is also possible to entrust the responsibility of corporate culture management to the head of the enterprise.

Since the business realities of the 21st century are characterized by chaos and instability, corporate culture management managers must think “synergistically”. The synergistic approach is aimed at the formation of the most effective management solutions for unstable systems (including for companies) inherent in modern

business realities. The application of this approach involves the study of existing laws of self-development and the launch of mechanisms of self-organization of enterprises in the conditions of a chaotically structured economy.

A “synergistically” thinking manager will no longer evaluate this or that decision through a straight-line comparison of the previous and next state: he is obliged to compare the actual course of implementation of the enterprise’s corporate culture with the probable course of implementation in the case of an alternative key management decision. In other words, the manager must understand that there is no single way to implement the enterprise’s corporate culture. You can intervene at the right moment in the course of events and change it. Thus, he assumes that there are several options for the future and due to the use of a synergistic approach, in many cases self-organization of the corporate culture management process occurs under the influence of changes in the internal and external environment of the enterprise.

The effectiveness of corporate culture management is determined, first of all, by the effectiveness of the organization of the work of the enterprise’s management bodies and personnel as a whole, the distribution of powers between them, the clear demarcation of centers of responsibility and the coordination of their activities in this direction. The formed layering of the management of the corporate culture of the enterprise involves distinguishing three levels of management: strategic, tactical and operational.

Strategic management involves the planning of corporate culture through the formulation of the basic ideas of the enterprise. At the level of tactical management, the enterprise’s corporate culture is modeled, the result of which is its construction and the declaration of the enterprise’s values.

Operational management of corporate culture consists in its implementation, therefore, visual artifacts come to the fore.

The effectiveness of corporate culture management is determined by the quality level of personnel who deal with this issue at all levels of management: starting from members of the Supervisory Board and ending with

ordinary employees of the company. When applied to the general construction of the enterprise management system, the distribution of powers can be presented as follows. The owners formulate: “what they want from the business, how they see their business in the future” – set the goal of business development. In turn, the Supervisory Board determines: “what needs to be done to achieve the goal” – develops a strategy for achieving this goal; and controls: “at what stage before achieving the goal are we now, what needs to be done to optimize the enterprise’s movement towards achieving the goal” – controls the implementation of the strategy – carries out strategic management of the enterprise. Accordingly, the executive body determines: “what the company is doing right now (at this moment in time) to implement the strategy” – carries out operational management of the company.

The above for domestic business can be summarized with the following illustrative example. If we ask the executive body and the Supervisory Board what is the essence and main purpose of their activities, we will hear two different answers: the first will say that its purpose is to make a profit, and the second – to create conditions for making a profit. The difference between operational and strategic approaches is obvious.

The first step in studying the possibility of using the Supervisory Board as a body for managing the corporate culture of an enterprise in Ukraine is to assess its place and importance in the management of the company.

The highest governing body of a joint-stock company is the general meeting of shareholders. The Supervisory Board performs the functions of the enterprise’s highest management body in the intervals between general meetings of shareholders. This management body is subject only to the general meeting of shareholders, and, in turn, controls and regulates the activities of the executive body. Thus, the Supervisory Board, in fact, is the leader of shareholders’ decisions and the controller of their implementation.

The work procedure, remuneration payments and responsibilities of the members of the Supervisory Board in Ukraine are regulated at the regulatory level.

The authority regarding the functioning of the committees, as well as the established conditions and procedure for the early termination of the powers of the members of the Supervisory Board provide a full opportunity to use this management body as a customer and controller of the implementation of the strategy for the development of the corporate culture of the public joint-stock company, including creating the appropriate committee.

Thus, the customer and controller of the implementation of the enterprise's corporate culture should be the Supervisory Board. Regarding the corporate culture, on the one hand, it comes from the interests of the owners (shareholders) and their vision of the enterprise's business development, on the basis of which the Supervisory Board orders (determines) the enterprise's business development strategy. And, on the other hand, the Supervisory Board controls and regulates the activities of the executive body for the implementation of the strategy, that is, it acts as the controller of the implementation of the business development strategy. Therefore, it is effective to use the Supervisory Board as a body for strategic management of corporate culture – to form the basic ideas of the enterprise, an executive body for tactical management of corporate culture with further distribution of operational management functions depending on the model of corporate culture management chosen at the enterprise.

The functions of corporate culture management are determined by its purpose. As defined in point 1.1 of this study, corporate culture management should be understood as the direction of enterprise management, which includes forecasting, organization, support, coordination, and control of the enterprise's corporate culture.

Accordingly, the functions of corporate culture management are:

- planning, which includes forecasting, strategic planning and tactical planning of the enterprise's corporate culture;
- an organization that provides for the functional construction of corporate culture management at the enterprise;

- implementation of planned actions regarding the management of corporate culture, which includes coordination, the instruments of which are regulation and motivation of employees;
- control, which includes monitoring the effectiveness of managing the enterprise's corporate culture;
- analysis, which involves assessing the state of corporate culture and developing corrective measures.

In order for the enterprise's corporate culture management system to be able to self-organize and, accordingly, to develop progressively, it must meet the general requirements for open systems and can be adapted directly to the corporate culture management system as follows:

- first, the corporate culture management system of the enterprise must be open, i.e. exchange cultural attributes, values and information with the external environment of the enterprise;
- secondly, the processes of corporate culture management should be corporate, i.e. coordinated with each other;
- thirdly, the corporate culture management system of the enterprise must be dynamic;
- fourthly, the corporate culture management system of the enterprise should be far from the state of equilibrium.

In conditions of instability of the economic environment, corporate culture should act as a stabilization tool in the management of the enterprise.

In general, the developed concept of managing the enterprise's corporate culture is based on the realities of the development of the modern economy, which is characterized by dynamism, turbulence and chaotic structure. The proposed model for managing the enterprise's corporate culture, methods of accounting for instability, and cultural control mechanisms will ensure self-organization and overall dynamic development of the enterprise's corporate culture in practice. Formulated levels by elements and functions of corporate culture management should be used as a basis for the development of an organizational mechanism

for the functional construction of corporate culture management, depending on the specifics of the enterprise.

3.2 Functional construction of corporate culture management depending on the specifics of enterprises

The effectiveness of using corporate culture as a management tool is determined by the degree of its adequacy to the existing and future specifics of the enterprise. Despite the increased need of Ukrainian business for the functional construction of corporate culture management, taking into account the specific features of enterprises, there are practically no relevant studies in the special literature.

The development of organizational principles for the functional construction of corporate culture management, taking into account the specifics of the enterprise, is relevant.

The functional construction of corporate culture management should be understood as determining its place in the overall enterprise's organizational structure.

The developed algorithm for the functional construction of corporate culture management, depending on the specifics of the enterprise, is presented in fig. 3.2.

The key areas of such a definition are: definition of the purpose and functional tasks of corporate culture management at the enterprise; study of the specifics of the enterprise, which affects the functional construction of corporate culture management; outline of the link of the organizational structure of the enterprise in which the functions of corporate culture management should be concentrated and performed; determination of corporate culture management tasks that will be integrated with the tasks of other units; formulation of powers and responsibilities for making managerial decisions regarding the enterprise's corporate culture.

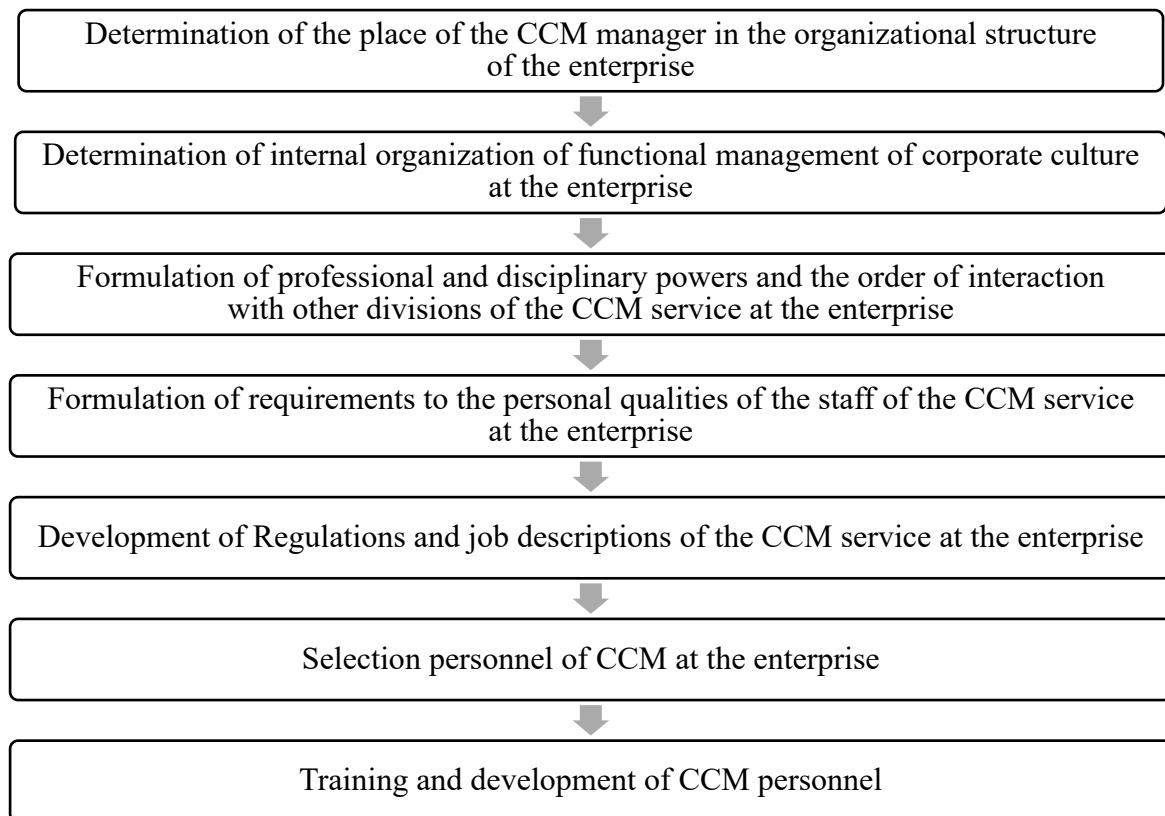


Figure 3.2 – Algorithm for functional construction of corporate culture management

The first step in the implementation of corporate culture is a clear understanding of the specifics of the enterprise, since it is the consideration of such specific features when organizing the management of corporate culture at the enterprise that ensures its further effectiveness and overall efficiency. At the same time, the variety of influencing factors on the enterprise management system determines the need for separate determinants that determine the specifics of the functional construction of corporate culture at various enterprises. Justification requires the delineation of directions for the specification of enterprises, the selection of their components, and the establishment of specific determinants that determine its specificity.

A preliminary assessment of the peculiarities of the functioning of domestic and foreign enterprises and the formation of corporate culture in these systems as a whole and interaction with the external environment of the enterprise made it possible to separate the following factors that determine the specifics

of the functional construction of corporate culture management (fig. 3.3):

- external influencing factors caused by the external environment of the enterprise: dynamism of the external environment; pressure of the external environment;
- internal factors of influence, which are determined by the internal environment of the enterprise: the specifics of the business and the specifics of the personnel.

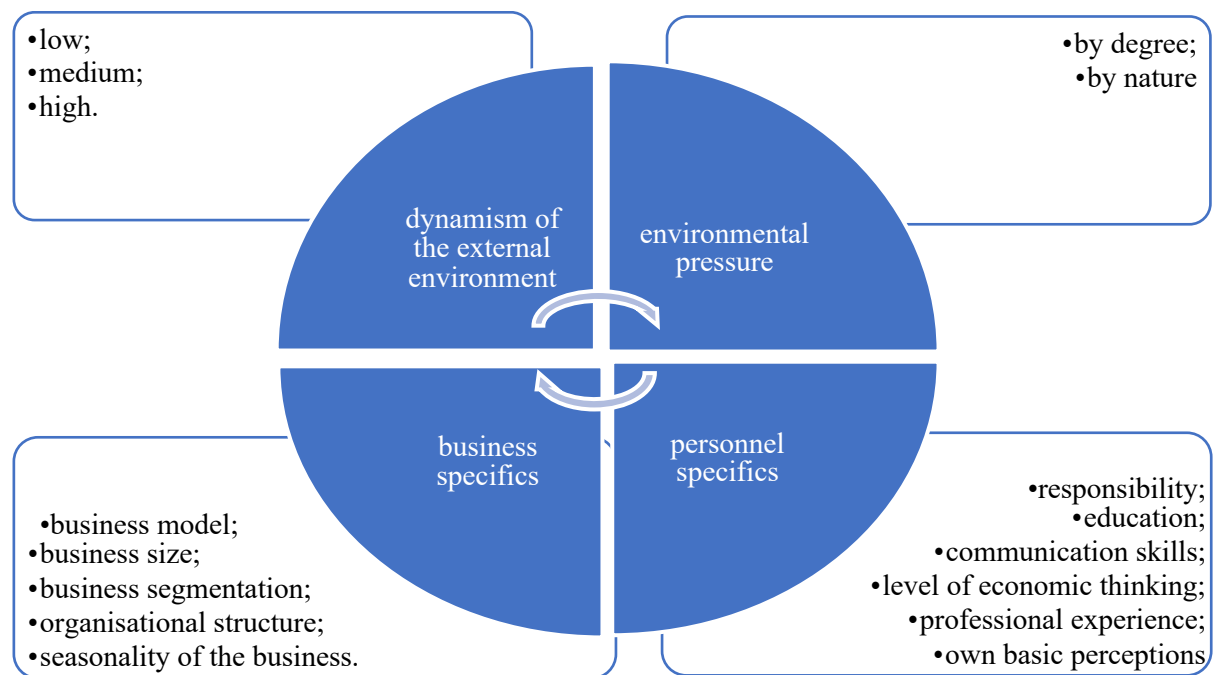


Figure 3.3 – Factors of functional construction of corporate culture management, taking into account the specifics of the enterprise

The use of the proposed factors that determine the peculiarities of corporate culture management within various enterprises will allow to optimize the content of tasks and volumes of corporate culture management procedures as a result of their organization based on the determined influencing factors and will contribute to increasing the overall level of efficiency and adequacy of corporate culture in the management of enterprises.

For a clear understanding by subjects who will investigate the specifics of a particular enterprise, it is necessary to formulate the conditions and nature

of the influence of each of the identified factors on the functional construction of corporate culture management.

In order to solve the outlined range of issues, we suggest relying on the study of the specifics of the enterprise, which affects its functional construction of corporate culture management. It involves the step-by-step functional construction of corporate culture management, which is effective for the formation of an individual preferred corporate culture through the study of the specifics of the enterprise.

The first stage is the study of the specifics of the enterprise by influencing factors (dynamism of the external environment; pressure of the external environment; specifics of the business and specifics of the personnel).

At the next stage, the level of dynamism of the external environment is determined, the nature and degree of pressure of the external environment on the corporate culture and the enterprise as a whole is assessed, and the specifics of the enterprise's business and its personnel are assessed. Accordingly, the content of the tasks and scope of the managers' activities depends on the determinants of the construction of corporate culture within the limits of a particular enterprise. For companies operating in conditions of stability of the external environment, which is characterized, in particular, by social and political stability, stability of sales and supply markets (that is, stability of relations with counterparties), the tasks of managing corporate culture are limited to routine actions clearly planned in time, because the nature of the enterprise's activity in these conditions is constant and predictable.

Thus, the management of corporate culture is limited to the functions of the "administrator". When working in a limited degree of dynamism of the external environment, corporate culture management should act as a "navigator". Therefore, it is advisable to set additional tasks for the corporate culture management service to check the level of corporate culture for all business processes, and the task of developing tools to ensure its quality in the form of relevant provisions, procedures and recommendations of managers.

The external environment of a high level of dynamism requires a comprehensive solution to issues of corporate culture management at the enterprise, quick response to identified problems and strengthening of internal control of efficiency and adequacy of corporate policy and ethics. At the same time, the corporate culture management service acts as an “innovator” and should be considered not so much as an advisory body, but as a body that ensures the implementation of a comprehensive corporate culture management policy in the enterprise and operational monitoring of the effectiveness of its management at the enterprise.

Separately, the nature and degree of pressure of the external environment on the enterprise as a whole and on its personnel should be taken into account. Such pressure may consist in the existence of circumstances in the external environment that contribute to the possibility of distortion of corporate culture by external entities and personnel of different levels of the hierarchy. An example of such pressure can be: manifestations of unfair competition (including attempts to bribe the enterprise’s personnel with the aim of destabilizing the corporate culture), a conflict between the basic ideas of the enterprise’s corporate culture and the national culture; the pressure of the economic and social situation in the state where the enterprise operates.

When studying the specifics of the enterprise’s personnel, it is necessary to analyze the existing ideas of employees about responsibility to the company, determine the level of their education, evaluate the communication skills of employees, determine the existing level of economic thinking, evaluate their professional experience, and study the basic ideas of employees from the position of compliance with the basic ideas of the enterprise. At this stage, all personnel, including the management of the enterprise, are studied.

Determining the level of readiness of employees to take responsibility determines the focus of the actions of the corporate culture management service on the regulation of business processes and provisions of corporate culture at the enterprise. A high level of willingness of workers to take responsibility

indicates that the company has achieved an appropriate degree of distribution of personnel responsibilities and regulation of its activities, which contributes to a clear understanding by employees of their own functions, powers and relationships with other employees, and, as a result, the ability to be responsible for their own actions.

The existing level of education of employees determines their ability to understand the principles of the formation of corporate culture and is mandatory to take into account when preparing recommendations for improving corporate culture, when developing internal normative documents regulating corporate culture at the enterprise. The low level of education of employees requires a greater degree of detailing of regulatory documents, the use of simple and common words and phrases used by staff, etc. from the corporate culture management service. In turn, a sufficiently high general level of education of employees allows, in particular, to use generally accepted concepts without providing their detailed definition, to build a multi-level hierarchical structure of normative documents, recommendations and surveys. In general, regardless of the defined level of education of employees, the priority is the use of simple and understandable forms of staff adaptation to the corporate culture of the enterprise.

A high level of communication skills among personnel contributes to the dynamism and adaptability of the enterprise's corporate culture and enables the acceleration of changes (reformatting) of its individual elements. Therefore, in order to increase the level of staff communication, it is advisable to introduce reviews of the results of monitoring the state of subcultures and the enterprise's corporate culture as a whole at special meetings with representatives of all units involved in the process of forming the components of the corporate culture, in relation to which the inspection was carried out. It is also effective to discuss with employees by holding appropriate events (meetings, surveys, round tables) directions for improving business processes and communication channels in the enterprise's management system.

The level of the economic way of thinking of employees affects the possibility of using corporate culture as a tool for increasing its economic efficiency. Thus, the presence of a high level of economic thinking determines the construction of a utilitarian corporate culture based on pragmatism and utility (benefit) as a basic value. In general, the presence of an economic way of thinking contributes to the constant improvement of the quality level of corporate culture due to the fact that employees understand the existing dependence of the effectiveness of management decision-making and the effectiveness of the enterprise management system on the achieved level of corporate culture. Therefore, given the importance of this determinant, it is effective to set tasks that would involve the determination of specific indicators of the effectiveness of corporate culture management and the implementation of employee incentive systems.

The level of professional experience of employees to a certain extent characterizes the innovative potential of the enterprise and determines their ability to respond adequately to changes in the enterprise's corporate culture, to compare the quality of individual operations over a certain period of time or in relation to similar operations in other groups of business processes. Taking into account the available professional experience involves setting before the manager separate tasks aimed at promptly identifying and eliminating deficiencies in the corporate culture management system.

The study of the basic ideas of employees aims at a critical assessment of their compliance with the basic ideas of the enterprise's corporate culture from the point of view of influence, in particular, the possibility of adaptation, integration or change. It should be taken into account that disproportions between the basic ideas of employees and the enterprise's corporate culture directly affect its performance of its functions on the one hand and enable influence and mutual exchange. Therefore, the functional construction of corporate culture management should ensure the monitoring of such influence and contribute to the alignment

of corporate culture sufficient for a given enterprise, taking into account its business model.

The existing level of business segmentation has a significant influence on the construction of corporate culture management. In general, segmentation (from Latin – segment, strip) is the division of the whole into separate parts. In relation to business, segmentation should be understood as the division of business into separate parts that have certain common characteristics.

The generalization of scientific sources [64] and the practice of enterprise activity made it possible to state in the special literature the expediency of distinguishing two directions of segmentation (fig. 3.5): the level of segmentation (high, medium, low) and its type (geographical, economic).

As noted by scientists [72], the use of economic segmentation of enterprises involves the separation of parts of the enterprise's activities for the production and/or sale of a certain type (or group) of products (goods, works, services).

Accordingly, the formation of corporate culture should be based on ensuring the possibility of formation of corporate rules and norms according to the chosen criterion of separation of economic segments. In this context, the formation of relevant subcultures by segments deserves special attention.

Geographical segmentation arises as a result of the dispersion of the locations of business units. This requires the use of additional levers of influence and control when managing the corporate culture “at a distance”. Therefore, it is effective to assign the relevant functions and tasks to the representatives of such segments with the strengthening of the monitoring central component of the corporate culture management service.

In general, the distribution of decision-making powers and the specification of corporate culture management tasks and procedures depends on the level of business segmentation and should be directly proportional to its growth.

The corporate culture management system must be adapted to the enterprise's organizational structure. Therefore, the functional construction of corporate culture management should take into account the peculiarities

of the enterprise's organizational structure. After all, it is the specificity of the general organization of activities that determines the hierarchy and nature of interaction between the structural units of the enterprise.

The linear organizational structure is characterized by the limitation of levels of functional management. Therefore, the functional construction of corporate culture management should be based on the level of financial and labor resources of the enterprise, the ability of the existing corporate culture to perform its functions, and the competence of officials who can be entrusted with the responsibility of corporate culture management.

The linear-functional organizational structure determines the expediency of creating a separate area of corporate culture management. At the same time, the distribution of functional duties between employees must be organized taking into account their subordination.

The divisional organizational structure requires appropriate detailing of corporate culture management functions within specific departments of the enterprise. Therefore, it is advisable to organize corporate culture (or subculture) management services for each department, which act as separate independent centers of responsibility.

The matrix organizational structure is a staff organization built on the principle of dual subordination of executors: on the one hand, to the direct head of the functional service, on the other hand, to the head of the unit (project, target program), who has management authority in accordance with the planned deadlines, resources and quality. Therefore, the functional construction of corporate culture management should provide for the creation of a separate service at the enterprise level and the establishment of those responsible for corporate culture management within structural units.

Seasonality of business, as rightly defined [51], is inherent in agriculture, hunting, forestry; to a lesser extent – for construction, operation of hotels and restaurants, trade, activities in the field of culture and sports; minor impact – for education, for transactions with real estate, rent. Seasonality requires

strengthening the stability of the enterprise's corporate culture due to the absence of a certain type of activity during a certain period. This requires determining the scope of corporate culture management procedures depending on the season.

Determining the internal organization of the functional management of enterprise's corporate culture at the deserves special attention. When considering the issue of the functional construction of corporate culture management, it is necessary to foresee the creation of the corporate culture management system (which is a subsystem of the enterprise management system) regardless of the specific features inherent in a particular enterprise. At the same time, it is the specificity of the enterprise that is the determining parameter of the formation of the model of the organizational structure of corporate culture management at a particular enterprise.

The concretization of the approach for each enterprise depends on the defined goal and functional tasks that must be solved by the management of corporate culture. Possible links of functional management of corporate culture at the enterprise are systematized in fig. 3.4.

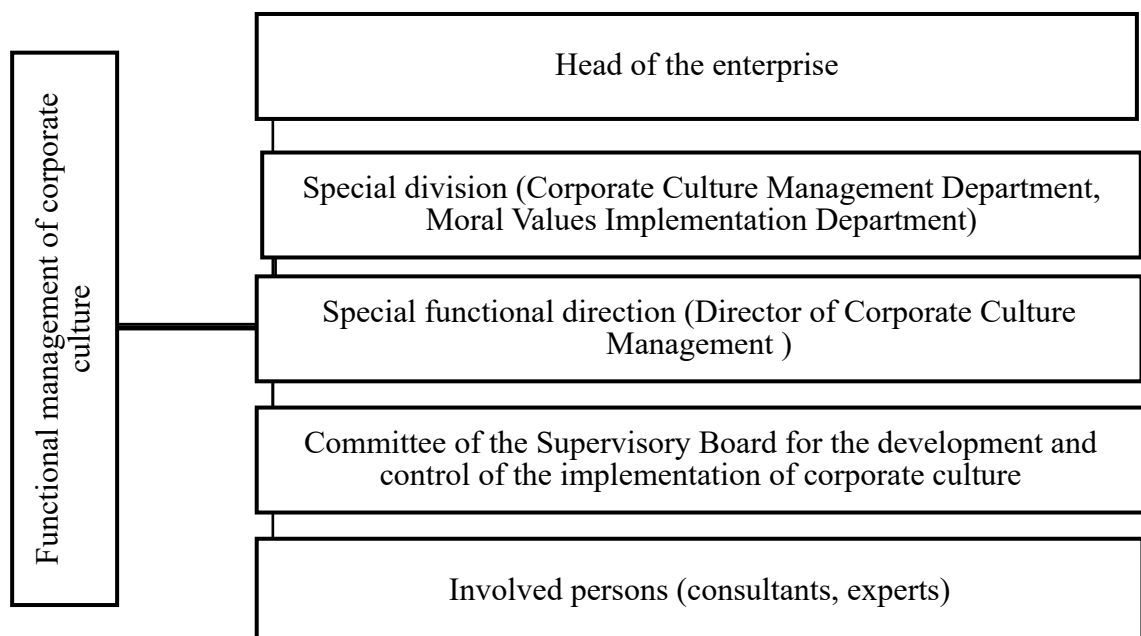


Figure 3.4 – Links of functional management of enterprise's corporate culture

When forming an individual model of the functional construction of corporate culture management for each enterprise, taking into account its specifics, it is possible to apply various combinations of the specified links.

Thus, in the case of reformatting the corporate culture of a large enterprise, which has a high level of business segmentation along with a significant difference in the basic ideas of the personnel and corporate culture of the enterprise and functions in a dynamic external environment, it is advisable to build the following structure: Committee of the Supervisory Board for the development and control of the implementation of corporate culture, Special functional direction led by the Director of corporate culture management and engagement of consultants to align basic ideas and values. In turn, for a small enterprise that has a low level of segmentation and insignificant pressure from the external environment and works according to the B2C business model, it is effective to assign the responsibility of corporate culture management to the head of the enterprise.

In general, the use of the developed algorithm for the functional construction of corporate culture management depending on the specifics of the enterprise, which is proposed to be determined by relevant factors in 4 directions (dynamics of the external environment, pressure of the external environment, specifics of business, specifics of personnel) with the use of a compiled road map, formed principles of choosing an organizational approach (centralization, mixed and decentralization) and combining 5 possible functional links of management enables the formation of an individual favorite model of functional management and the construction of an effective functional system of corporate culture management taking into account the specifics of the enterprise.

3.3 Information support for the management of the enterprise's corporate culture

Particular attention should be paid to the issue of reducing the level of information asymmetry in relations between personnel, enterprise management, and owners. Because, as a result of the separation of their functions, the governing body is better informed, has more leverage on a specific situation, and can act in its own interests. In addition, the staff often lacks sufficient experience and lacks time. Such asymmetry of information is the reason that reduces the efficiency of business development and the quality of management. An effective mechanism for reducing the level of information asymmetry is the involvement of personnel in the process of managing the enterprise's corporate culture.

The use of personnel as a mechanism for reducing asymmetry of information is also effective because the personnel is not directly engaged in management and does not have direct access to all resources of the enterprise. Therefore, unlike the governing body, he is interested in preventing the use of shadow schemes, supplies through structures "connected" with the executive body and in making decisions that are effective in terms of long-term, strategic development of the enterprise's business as a whole.

It is also important to reduce the asymmetry of information regarding the enterprise's corporate culture between the subjects of the enterprise's internal (managers, employees) and external environment (investors, partners, counterparties, the state, the public).

The assessment of the state of corporate culture management at the enterprise, the results of which are presented in Chapter 2 of this study, proved that the main shortcomings of the existing information support are the following: 1) different aspects of corporate culture management at the enterprise are dealt with by separate units, information is scattered between them, which causes lack of possibility of its operational complex use; 2) the analysis of the effectiveness of the enterprise's corporate culture management is carried out, if it is carried out, then with a serious

delay, when the main motivational mechanisms for the enterprise's personnel have already been formed and the opportunity to influence them has been missed; 3) the effectiveness of the work of individual structural units in relation to corporate culture management is usually not analyzed at all.

Effective management of the enterprise's corporate culture can be ensured by building a comprehensive information system, which accumulates information about the state of corporate culture with details for all levels of management and directions.

The relevant theoretical and organizational principles of the functional construction of corporate culture management, depending on the specifics of the enterprise, are substantiated in clause 3.2 of this work. The construction of the proposed model of information support for corporate culture management is based on the 4M management concept (developed by Stern Steward&Co) and involves the identification of four fundamental components:

- measurement – involves the formation of indicators by which it is possible to measure corporate culture and the state of its management;
- management system – requires relying on a systematic approach in managing corporate culture;
- motivation – makes it mandatory to use the motivational mechanism as a management tool;
- mindest – contributes to the formation of a qualitatively new corporate culture of the enterprise by changing the basic ideas of managers.

The model envisages detailing information on corporate culture management by management levels.

Thus, at the level of strategic management, there is a need for information that enables management decisions to be made regarding the basic concepts of the enterprise. Therefore, information provision of this level should be aimed at planning (forming) the corporate culture of the enterprise.

In turn, the level of tactical management involves building a corporate culture through the declaration of values. Accordingly, information for making management

decisions should be more detailed and enable users to analyze the effectiveness of using the declared values as an element of the enterprise's corporate culture.

The level of operational management is aimed at the implementation of corporate culture through visual artifacts. This determines the need for maximum detail of information regarding the state of corporate culture of the enterprise, in particular regarding the effectiveness of using existing visual artifacts as attributes of the declared values of the enterprise.

The following requirements should be made for the information support of the enterprise's corporate culture management:

- the information provided should be useful for making managerial decisions regarding the enterprise's corporate culture;
- the information provided should attract the attention of managers to areas of potential risk in the management of corporate culture;
- the information provided should allow an objective assessment of the state of corporate culture management.

Components of information support for corporate culture management are:

- periodic reporting on the management of the enterprise's corporate culture;
- operational information support through monitoring the effectiveness of corporate culture management.

Managers can use both undocumented information (rumors, conversations) and documented information to manage the enterprise's corporate culture.

To form a practical mechanism for providing information to management personnel for different time intervals (year, quarter, month, decade, week, day, online), it is advisable to develop sets of management reports.

The information provided in the reports on the management of the enterprise's corporate culture must fulfill the following tasks:

- provision of information support to managers when making strategic management decisions;

- formation of planned and actual indicators of the state of corporate culture management and corporate culture in the process of planning, implementation and control;
- formation of information on alternative options for choosing the most effective ways of developing the corporate culture of the enterprise;
- provision of an information base for optimization of directions for the development of the enterprise's corporate culture.

In general, the quality of information support for managing the enterprise's corporate culture is determined by the ability to provide information in the form of reports for:

- subjects of the external environment – external users;
- goals of current planning, control and evaluation;
- making strategic management decisions;
- making management decisions in non-standard situations.

Compilation of reports of the first group (external reports) refers to the sphere of public reports, which is strictly subject to standard principles. At the same time, external users are owners, investors, the public and creditors (actual or potential).

Compiling the reports of the second, third and fourth groups is the prerogative of the enterprise's management. These reports contain information not only about the general state of the enterprise's corporate culture, but also about the state of affairs directly in various management segments. Such information is necessary for internal users.

The basic component of the formation of information support for corporate culture management is the level of its automation. As enterprises develop, turnover and the number of operations increase, there is a need to improve business management and control the activities of all divisions.

To solve this problem, it is advisable to implement a modern automated ERP (Enterprise Resource Processing) system. The schematically proposed mechanism of information management of the enterprise's corporate culture is presented in fig. 3.5.

FIRST LEVEL – development of the concept of enterprise’s corporate culture – strategic plan for 3 years; control of the implementation of the concept of enterprise’s corporate culture – report on the implementation of the enterprise’s corporate culture – for 3 years.

SECOND LEVEL – detailing the concept of enterprise’s corporate culture – Plan for 1 year (based on the Strategic Plan for 3 years); control of the state of corporate culture – a report for 1 year (based on reports on the implementation of quarterly budgets).

THIRD LEVEL – development of tactics for the development of the enterprise’s corporate culture – plans for the quarter (based on the Business Plan for the current year); control of the implementation of tactics for the development of the enterprise’s corporate culture – reports on the development of the enterprise’s corporate culture for the quarter (based on reports on the execution of budgets for the months included in the reporting quarter).

FOURTH LEVEL – setting operational tasks for managing corporate culture and the enterprise – plans for the current month (based on budgets for the quarter); control of the implementation of operational tasks for managing the enterprise’s corporate culture – reports for the month of implementation of operational tasks for managing the enterprise’s corporate culture (based on actual indicators for the month).

When developing a set of management reports, with the use of which management can monitor the effectiveness of the implementation of the enterprise’s corporate culture, four global directions should be highlighted: personnel perspective; motivational perspective; a stimulating perspective; organizational perspective.

According to each of the perspectives, it is necessary to develop and link directions for evaluating the effectiveness of corporate culture management from the position of the general strategy of the enterprise’s development.

The effective mechanism of information support for corporate culture management is the introduction of a system for monitoring its effectiveness.

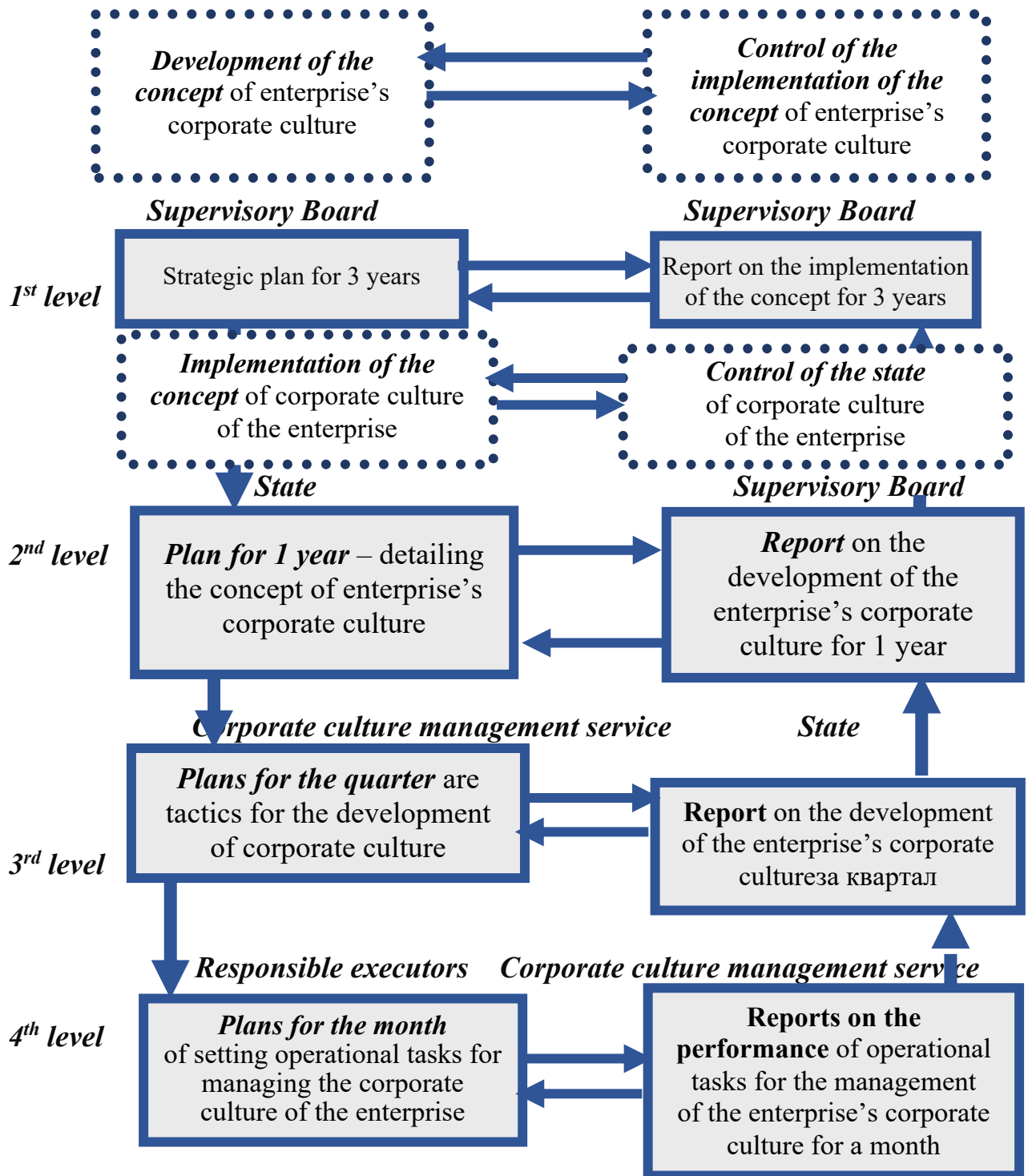


Figure 3.5 – The mechanism of information support for the management of the enterprise's corporate culture

Monitoring the effectiveness of corporate culture management should be understood as continuous monitoring of the corporate culture management process in order to identify its compliance with the desired economic, socio-economic and social results.

The direction of integration of the process of monitoring the effectiveness of corporate culture management into the general management system may be to “mount” the indicators determined by the enterprise into the general balanced system of indicators.

To implement this direction, it is necessary to establish indicators for evaluating the effectiveness of corporate culture management for 4 projections: finances, internal business processes, customers, training and career growth. An example of indicators of the effectiveness of managing the corporate culture of the enterprise is presented in fig. 3.6.

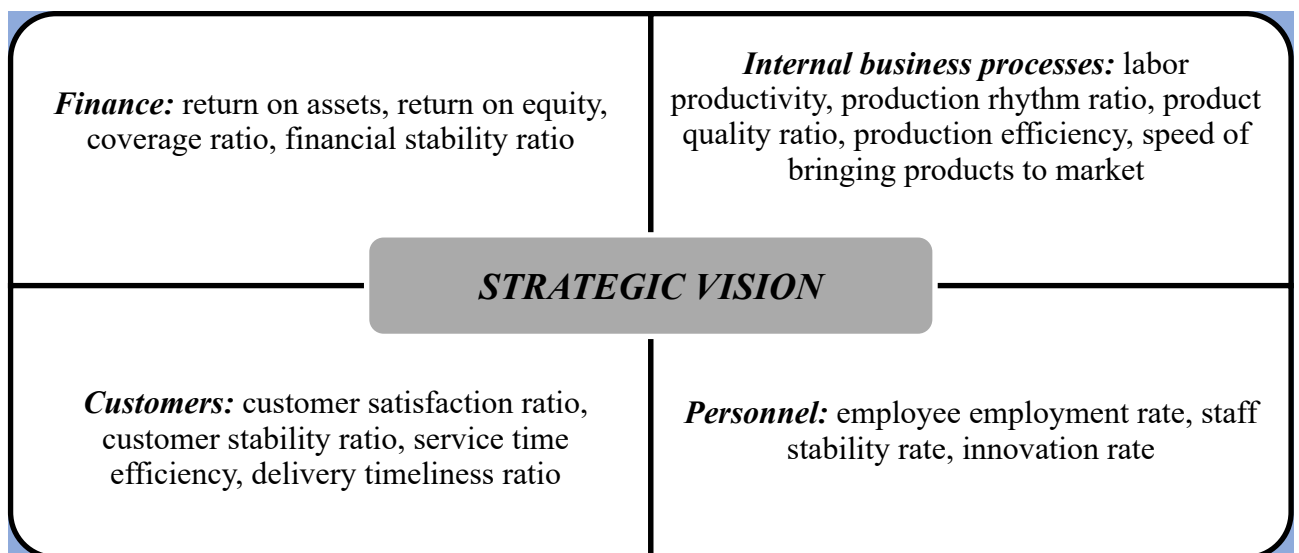


Figure 3.6 – Indicators of the effectiveness of the management of the enterprise’s corporate culture

Separately, we should dwell on the general approach to the process of selecting monitoring indicators and the expediency of leveling subjectivity in assessments, which definitely arise under the influence of the “human factor” and call into question in the context of the objectivity and completeness of the obtained results of evaluating the effectiveness of corporate culture management.

The uniqueness of each enterprise determines the need for an individual approach to the selection of indicators of the effectiveness of corporate culture

management. Such a choice should be based on the chosen strategy of the enterprise, its specifics and the corresponding stage of the life cycle.

The diversity of the needs of management personnel, the presence of a significant number of problems in the practice of subjects of corporate culture management (at the stages of its planning, organization, implementation and control), the influence of external and internal factors on the effectiveness of such management, puts the necessity of forming a single comprehensive approach to development and implementation of a system for monitoring the effectiveness of management of the enterprise's corporate culture.

The practical use of the formed model of information support in compilation with the proposed mechanism for the formation of periodic reporting on the management of corporate culture and the theoretical and methodical foundations of the construction of a system for monitoring the effectiveness of corporate culture management ensures the construction of high-quality information support for management taking into account the specifics of the enterprise, which is aimed at reducing the asymmetry of information and enables the development corporate culture in accordance with the general strategy of the enterprise.

Conclusions to section 3

1. The concept of managing the enterprise's corporate culture in an unstable economy should provide for the formation of a management system based on the following components: management principles; management models; methods of accounting for instability; levels of management by elements; management functions; a form of management that is formed according to signs; cultural control mechanisms of the enterprise; functions of the enterprise's corporate culture. A specific model of managing the enterprise's corporate culture should be formed by evaluating 3 alternative models (conviction, cooperation, pragmatism), and be chosen based on the strategy, specifics and information system

of the company and the existing features of the external environment. Limiters of corporate culture should be the goal of business development (not the company's resources) and the requirements of the external environment. To take into account the factors of instability in the management of corporate culture, it is advisable to rely on the following methods: adjustments, risk analysis and sensitivity analysis.

2. The formed layering of management of the enterprise's corporate culture involves distinguishing three levels of management: strategic (planning of corporate culture through the formulation of the basic ideas of the enterprise), tactical (modeling of the enterprise's corporate culture, the result of which is its construction and the declaration of the values of the enterprise) and operational (implementation of corporate culture through visual artifacts).

3. The effectiveness of using corporate culture as a management tool is determined by the degree of its adequacy to the existing and future specifics of the enterprise. The functional construction of corporate culture management should be understood as determining its place in the overall organizational structure of the enterprise. The key stages of such construction are: determination of the purpose and functional tasks of management; study of the specifics of the enterprise, which affects the functional construction; outline of the link of the organizational structure of the enterprise in which the functions of corporate culture management should be concentrated and performed; determination of corporate culture management tasks that will be integrated with the tasks of other departments; formulation of powers and responsibilities for making managerial decisions regarding the enterprise's corporate culture.

4. Determinants that determine the specificity of the functional construction of corporate culture management are: dynamism and pressure of the external environment; specifics of business and personnel. The corporate culture management system must be adapted to the organizational structure of the enterprise, the specifics of which determine the hierarchy and nature of interaction between the structural divisions of the enterprise. Seasonality

of business requires determining the scope of corporate culture management procedures depending on the season.

5. Links of functional management of enterprise's corporate culture can be: Head of the enterprise, Special unit (Department of corporate culture management, Department for implementation of moral values), Special functional area (Director of corporate culture management), Committee of the Supervisory Board for the development and control of the implementation of corporate culture, Involved persons (consultants, experts). When forming an individual model of the functional construction of corporate culture management for each enterprise, taking into account its specifics, it is possible to apply different combinations of the specified links.

6. The proposed model of information support for the management of the enterprise's corporate culture involves the construction of a complex information system, which accumulates information about the state of the corporate culture with details on the strategic, tactical and operational levels of management. Its construction is based on the 4M management concept.

CONCLUSIONS

In the current state of chaotic structuring, globalization and integration of society and economies, the issue of taking into account the impact of the behavior of individual individuals in conditions of uncertainty becomes important. Under these conditions, enterprises must be strategically flexible and be in constant transformation. Therefore, the management efficiency of a modern enterprise is determined by the achieved level of its corporate culture.

1. The effectiveness of the management of a modern enterprise is determined by the achieved level of its corporate culture. Corporate culture should be understood as: 1) a system of material and spiritual values created by the enterprise and inherent in it, which interact with each other and reflect its individuality and perception of itself and others in the social and material environment, which is manifested in behavior, interaction, perception of oneself and the environment environment; 2) subjective perception of the basic ideas of the enterprise with an objective desire to achieve them. It has been proven that the enterprise's corporate culture should fulfill three functions: adaptation to the external environment, integration of the internal environment, and identification. Corporate culture management is a direction of management that includes forecasting, organization, support, coordination and control over it.

2. To form a fundamentally new corporate culture, which will be characterized by transnationality and individuality, stability and turbulence, globality and uniqueness, internationalization and specificity, mobility and traditionality, a system of principles for managing corporate culture in an unstable economy has been developed, which is based on the specifics of the external and internal environment and includes thirteen principles – elements of the system (intellectuality, turbulence, innovativeness, individualization, integrity, realism, indirect actions, mutual exchange, dynamism, alarmism, adaptation, inevitability, sanctity).

3. The classification features of possible types of corporate culture management should include orientation, business size, internationalization,

connections, ideas about decision-making, interaction with the external environment, the nature of change management, the level of consideration of the interests of interested parties, the nature of the participation of the supervisory board, a set of values, impact on personnel, national aspect, type of economic mentality, management style, social technologies, nature of expenses. Their use will make it possible for each enterprise to form, maintain and change its own form of corporate culture management, taking into account existing laws and patterns of development of its external and internal environment in conditions of uncertainty. The form of corporate culture management is created through the combination and adaptation to a specific enterprise of various types of management.

4. The parameters of the analysis of the state of corporate culture management are singled out and systematized: management functions, management support components, a set of financial indicators, a set of social indicators. The results showed that enterprise's corporate culture is not considered as a full-fledged object of management; there is no special organizational support; information support is formed within general needs and is used selectively, the analysis of the effectiveness of managing the enterprise's corporate culture is carried out selectively with a serious delay, when the main motivational mechanisms for the enterprise's personnel have already been formed and the opportunity to influence them has been lost; the priority is the preservation of profits and the efficiency of the use of working time along with the gradual decrease in the average annual number of employees of enterprises.

5. To strengthen the objectivity of diagnostic results and comprehensive study of the state of corporate culture, both in terms of structure and the intensity of its functions, a model of polycriteria diagnostics is proposed, which is based on 3 approaches (symbolic, cognitive, systematic), provides a comprehensive assessment of its state according to 3 levels (basic concepts, declared values and artifacts), 2 methods (reference and dynamic assessment) and allows to obtain results in the section of 19 groups of indicators and criteria, which provides a high-quality information base for making management decisions regarding development

trends and prospects, elimination of problematic points and weaknesses of the current corporate culture, use of operating conditions and strong positions to increase the overall efficiency of the company.

6. Methodical support for corporate culture assessment has been improved through the development of a toolkit for assessing the form of corporate culture management (FCCMAI) quantitatively and graphically in three-dimensional space based on the assessment of management types by 14 features (orientation, business size, internationalization, connections, perceptions of decision-making, interaction with the external environment, the nature of change management, the level of consideration of the interests of stakeholders, the nature of the participation of the supervisory board, a set of values, the influence on personnel, management style, social technologies, the nature of costs), which performs 6 functions (informational, identification, warning, directional, symptomatic, advisory).

7. Ensuring the effectiveness of management through the use of corporate culture as a stabilization tool will be facilitated by the substantiation of the concept of corporate culture management in an unstable economy, which involves the formation of a system of its management by components. A specific model of managing the enterprise's corporate culture should be chosen based on three alternative models (conviction, cooperation, pragmatism), strategy, specifics and information system of the company. Methods of taking into account factors of instability in the management of corporate culture are defined as: assessment of adjustments, risk analysis and sensitivity analysis. Limiters of corporate culture should be the goal of business development (not the enterprise's resources) and the requirements of the external environment, which ensures the use of corporate culture as a means of resolving contradictions between the goals and capabilities of the enterprise at a specific time.

8. For the functional construction of corporate culture management, an algorithm for such construction is proposed depending on the specifics of enterprises and a corresponding road map. At the same time, it is necessary to proceed from the chosen organizational approach (centralization, mixed and

decentralization) and combine 5 possible functional links of management. This will make it possible to optimize the content of tasks and the scope of management procedures as a result of their organization, taking into account the identified influencing factors, which will contribute to increasing the overall level of efficiency and adequacy of the enterprise's corporate culture.

9. Improving the level of informatization of management consists in the development of a model of information support for the management of enterprise's corporate culture, which involves the construction of a complex information system, which accumulates information about the state of corporate culture with details by strategic, tactical and operational levels of management. Its construction is based on the 4M management concepts and the efficiency pyramid.

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ANNEXES

Table A.1 – Definition of the concept of “corporate culture” in special literature

Source definition	Interpretation of definitions
Hofstede, G. [32]	Corporate culture is the collective programming of the mind distinguishing the members of one group or category of people from others
Kilmann H.R., Mary J. Saxton J.M, and Serpa R. [39]	Philosophical and ideological ideas, values, convictions, beliefs, expectations, attitudes and norms that are shared by the members of the organization and unite them
Jeffy P. [35]	Corporate culture is a system of shared beliefs and values that guides and supports organizational behavior
Ouchi W.G., Wilkins A.L. [51]	Symbols, ceremonies, and myths that communicate important ideas about values and beliefs to organizational members
Brown A. [5]	A set of beliefs, values and acquired ways of solving real problems, formed during the life cycle of the organization and tending to manifest in various material forms, in the behavior of the members of the organization
Kotter J.P., Heskett J.L. [42]	Corporate culture is a set of rules that apply to all forms of business communication accepted in a specific organization (business conversation, business negotiations, dispute, discussion, polemic, business meeting, public speech, telephone negotiations, business correspondence, style of clothing, way of spending non-working time together etc.)

Questionnaire for evaluating the form of corporate culture management

Instructions for use.

In the answers to the questions, it is suggested to evaluate the form of management of the enterprise's corporate culture.

Each of the 14 questions in the Questionnaire suggests several alternative answers. It will distribute the evaluation points between these answers within each question in the weighted ratio that is most appropriate for your enterprise. At the same time, the total number of points for all alternatives for each question should be equal to 100. Give the highest number of points to the alternative that is most suitable for your company.

Please note that this Questionnaire has two response columns: one with the heading "Now" and the other with the heading "Wanted". This means that you do the assessment in two stages.

We wish you success!

1. Orientation		Now	Preferably
A	management with a combination of a strong orientation to the individual and a strong orientation to the economic efficiency of the enterprise		
B	management with a combination of a strong orientation to the individual and a weak orientation to the economic efficiency of the enterprise		
C	management with a combination of a weak orientation to the individual and a strong orientation to the economic efficiency of the enterprise		
D	management with a combination of a weak orientation to the individual and a weak orientation to the economic efficiency of the enterprise		
	Total	100	100
2. Business size		Now	Preferably
A	managing internal relationships like a "family"		
B	purposeful management taking into account the specifics of individual groups and the use of an individual approach to each of the groups with the aim of uniting them and directing them to a common strategic goal		
	Total	100	100
3. Internationalization		Now	Preferably
A	management within the corporate culture of the enterprise		
B	management taking into account the impact on the corporate culture of regional characteristics and the national culture of the state in which the enterprise operates		

C	management taking into account the mutual influences of national cultures of partner companies and their national cultures		
D	management through the perception of the diversity of cultural communities in company structures that are directly involved in the global environment and engage in international activities		
	Total	100	100
4. Connections		Now	Preferably
A	autocratic tactical nature of management with a rigid hierarchy and centralization of power, the predominance of vertical connections and the expansion of the scope of documentary control		
B	strategic-target nature of management with decentralization of power and delegation of authority, predominance of horizontal connections and narrowing of the sphere of control and its emphasis on meaningfulness		
	Total	100	100
5. Ideas about decision-making		Now	Preferably
A	management of the “political system” (pluralistic corporate culture divided into subcultures and different interest groups) with decision-making through negotiations and the process of political influence		
B	managing a “hierarchical bureaucracy” (a unitary, integrated formal bureaucratic corporate culture) with decision-making through rational, formal bureaucratic procedures		
C	management of the “professional community” (a unitary, united “professional” corporate culture) with the adoption of joint collegial decisions		
	Total	100	100
6. Interaction with the external environment		Now	Preferably
A	management without taking into account the influence of the external environment, with a low level of staff motivation, anonymity of relations and bureaucracy		
B	management in a difficult environment and with little opportunity to motivate staff		
C	pyramidal management structure aimed at maintaining dominant positions in the market, existing business models are used with minimal changes and low staff motivation		
D	complex pyramidal management structure aimed at maintaining dominant positions in the market, existing and new business models are used with minimal changes and low staff motivation		
E	management with an insignificant level of hierarchy, due to constant innovations in adaptation to the external environment, flexibility of staff work		
F	minimization of managerial influence through wide		
G	application of information technologies, orientation to market requirements and high responsibility at all levels, which ensures a significant degree of staff motivation		
H	management is characterized by migration, exhaustion of the opportunities of one market and transition to another		
	Total	100	100
7. Nature of change management		Now	Preferably

A	management of corporate culture while maintaining the established strategy with the exception of minimal modifications		
B	management of corporate culture through gradual changes in strategies piecemeal, systematically		
C	managing corporate culture through the inclusion of strategy changes that do not have a specific goal or direction		
D	management of corporate culture through the implementation of strategic changes of a revolutionary or transformative nature over a certain period of time		
	Total	100	100
8. The level of taking into account the interests of interested persons		Now	Preferably
A	management of corporate culture with full consideration of the interests of all stakeholders of the enterprise		
B	corporate culture management with partial consideration of the interests of all/part of the company's stakeholders		
C	management of corporate culture without taking into account the interests of all stakeholders of the enterprise		
	Total	100	100
9. The nature of the participation of the supervisory board		Now	Preferably
A	"total supervision" of the supervisory board over the management of corporate culture		
B	the supervisory board considers itself responsible to society for the company's corporate culture, strives to uphold the company's traditions, assumes responsibility for the risk of strategic decisions made regarding the change of corporate culture		
C	active participation of the supervisory board in determining the corporate culture management strategy, active collection and summarization of information on the state of the enterprise's corporate culture, making high-risk decisions, takes over the competence of the board in managing corporate culture in many issues		
D	the supervisory board does not take part in the management of the corporate culture of the enterprise		
	Total	100	100
10. A set of values		Now	Preferably
A	(value – family relations) – management is based on devotion to traditions and "family" values of the enterprise, the manager acts as an educator (father), is characterized by a high level of commitment and team cohesion		
B	(value – result) – management is task-oriented, managers are strict and demanding leaders, based on the desire to win, characterized by a strict focus on competitiveness		
C	(value – norms and rules) – management is formalized and structured by positions, managers act as rationally thinking coordinators and organizers, is based on ensuring the stability and smooth operation of the enterprise		
D	(value – innovation) – management is focused on dynamism and creativity, managers act as innovators who are ready to take risks, is based on dedication to experimentation, growth and acquisition		

	of new resources, creation of new products, encouragement of personal initiative and freedom		
	Total	100	100
11. Impact on personnel		Now	Preferably
A	corporate culture management is based on clearly defined and announced strategic goals of the company, which are integrated into the values of the staff, fixes the value of employees and positively affects the company's staff		
B	management of corporate culture is characterized by the absence of clear norms and rules, the leveling of the importance of personnel for the enterprise, the presence of shadowy relations and opaque actions, the goals of the enterprise and the values of employees, the divergence of basic ideas, presented values and artifacts, which in general negatively affects the personnel		
	Total	100	100
12. Management style		Now	Preferably
A	management by a charismatic leader with a clearly defined center of power, characterized by quick decision-making, which are not always optimal, sympathy and family ties are the means of communication, administrative-team approach		
B	management with a hierarchical structure and power at the top, characterized by management "without change" predictability and psychological security of employees along with their perception as interchangeable parts of the management machine, with communication through job descriptions, budgets, information systems, an economic-stimulating approach		
C	network management with the concentration of power in nodes (task cells), characterized by problem management with high creative results, important innovations along with significant costs with communication within teams, economic-stimulating and social-psychological approaches		
D	management "without power", characterized by the management of the responsibility of employees for results, gives the best opportunity to work for independent professionals – innovators along with moderate coordination of actions, a socio-psychological approach		
	Total	100	100
13. Social technologies		Now	Preferably
A	enterprise management as a project		
B	management is aimed at solving social problems and maintaining stability in the workforce		
C	management is aimed at changing and developing the workforce		
D	management clearly demonstrates the priorities of the interests of employees, ensures social and other stability, supports wide publicity of its own activities, establishes the continuity of its own structures, guarantees responsibility for the decisions made, guarantees the predictability of its own actions		
	Total	100	100
14. Nature of expenses		Now	Preferably
A	corporate culture management is aimed at controlling costs and encouraging compliance with planned indicators		

B	management of corporate culture involves the prevalence of costs for motivation and stimulation		
C	management of corporate culture involves the prevalence of costs to protect against external interference		
D	management of corporate culture is based on the costs of searching and disseminating information		
	Total	100	100

Assessment of forms of corporate culture management of PJSC “HARVERST”

Table C.1 – Calculation of overall ratings

Period to be evaluated: ~~present~~/preferred-(no need to cross out)

Questions	Alternatives are scored								Total (100)
	A	B	C	D	E	F	G	H	
1	20	70	5	5	x	x	x	x	100
2	70	30	x	x	x	x	x	x	100
3	60	30	5	5	x	x	x	x	100
4	90	10	x	x	x	x	x	x	100
5	60	30	10	x	x	x	x	x	100
6	70	20	5	5	0	0	0	0	100
7	70	15	10	5	x	x	x	x	100
8	0	30	70	x	x	x	x	x	100
9	10	0	90	0	x	x	x	x	100
10	10	90	0	0	x	x	x	x	100
11	5	95	x	x	x	x	x	x	100
12	70	30	0	0	x	x	x	x	100
13	20	0	0	80	x	x	x	x	100
14	80	0	20	0	x	x	x	x	100

Table C.2 – Calculation of overall ratings

Period to be evaluated: ~~present~~/preferred-(no need to cross out)

Questions	Alternatives are scored								Total (100)
	A	B	C	D	E	F	G	H	
1	70	0	15	15	x	x	x	x	100
2	10	90	x	x	x	x	x	x	100
3	0	40	40	20	x	x	x	x	100
4	50	50	x	x	x	x	x	x	100
5	10	60	30	x	x	x	x	x	100
6	0	0	0	0	20	20	60	0	100
7	5	90	5	0	x	x	x	x	100
8	100	0	0	x	x	x	x	x	100
9	10	90	0	0	x	x	x	x	100
10	30	20	30	20	x	x	x	x	100
11	100	0	x	x	x	x	x	x	100
12	25	25	25	25	x	x	x	x	100
13	15	25	20	40	x	x	x	x	100
14	50	30	10	10	x	x	x	x	100

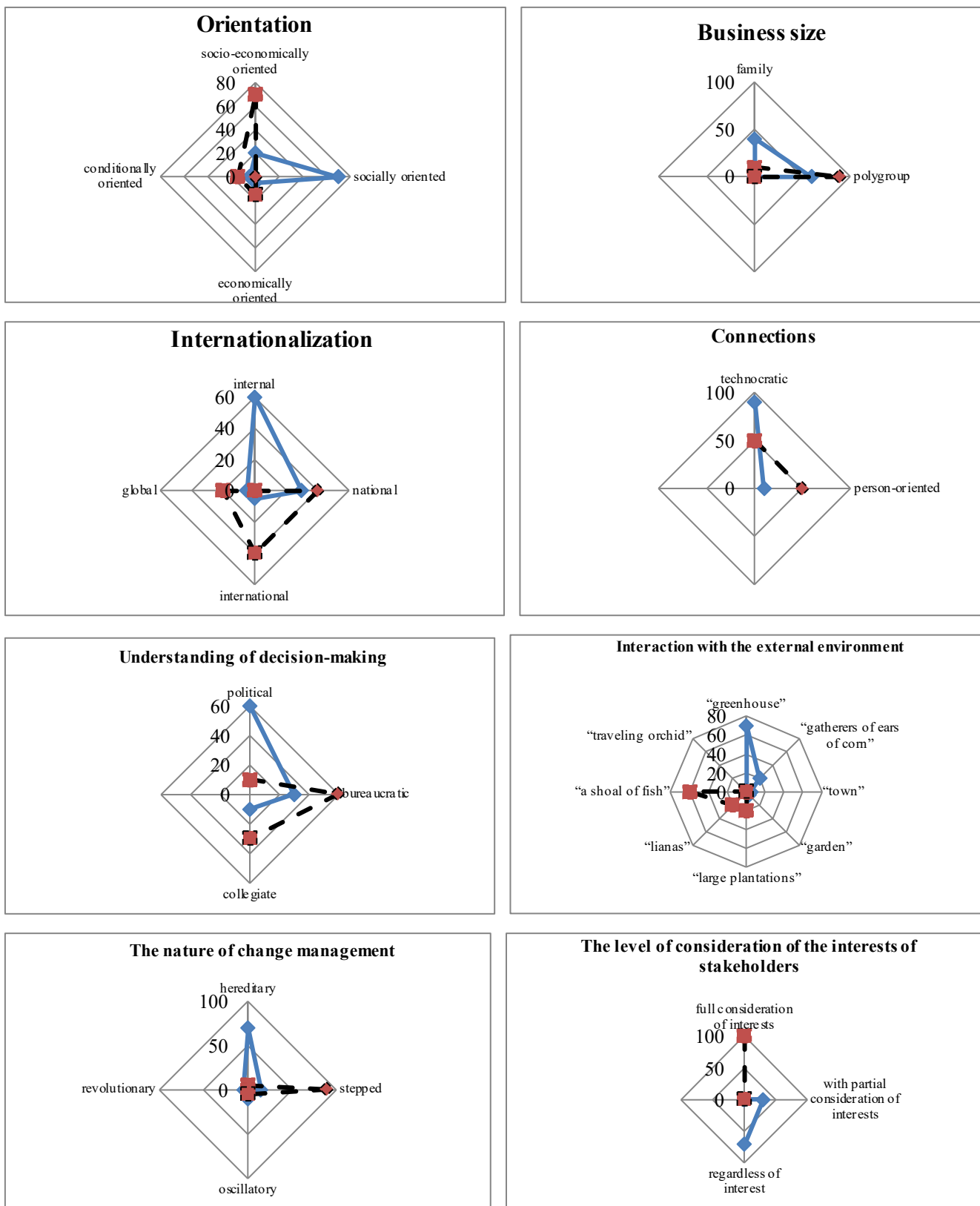


Figure C.1 – Corporate culture management profiles

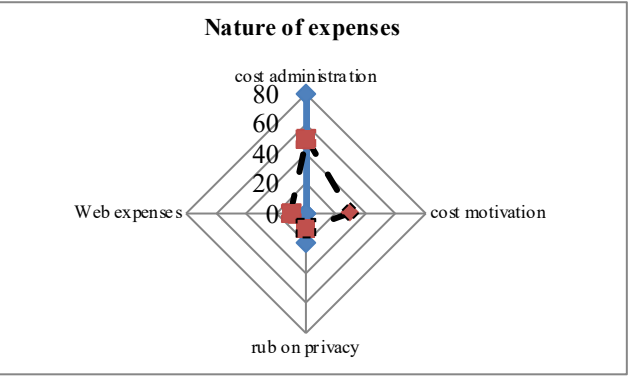
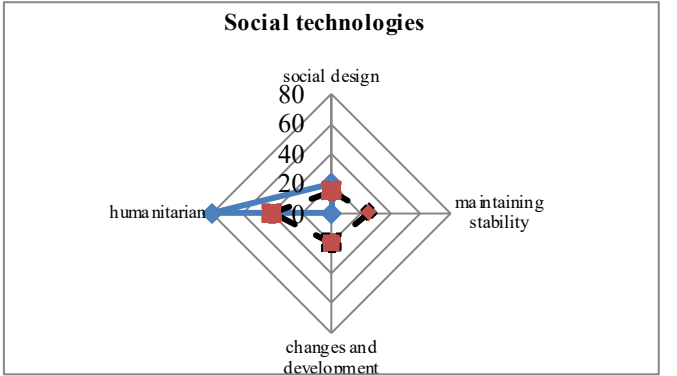
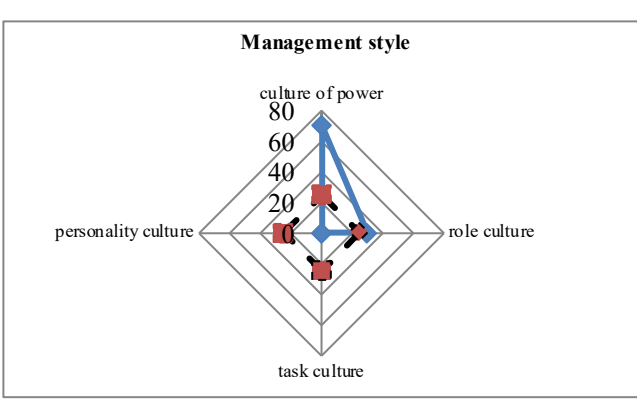
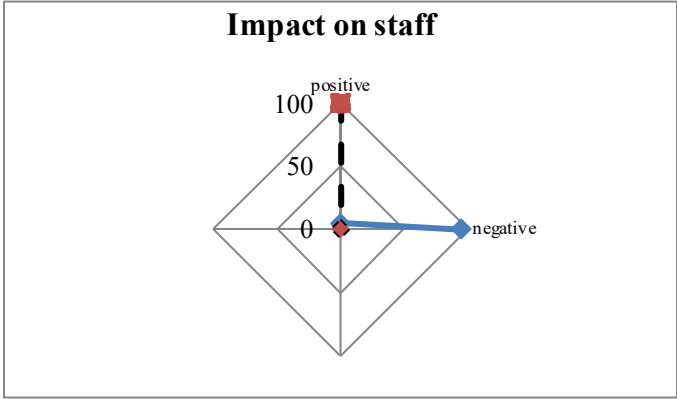
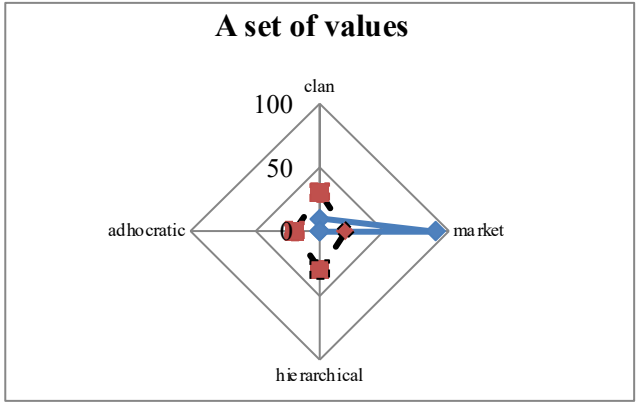
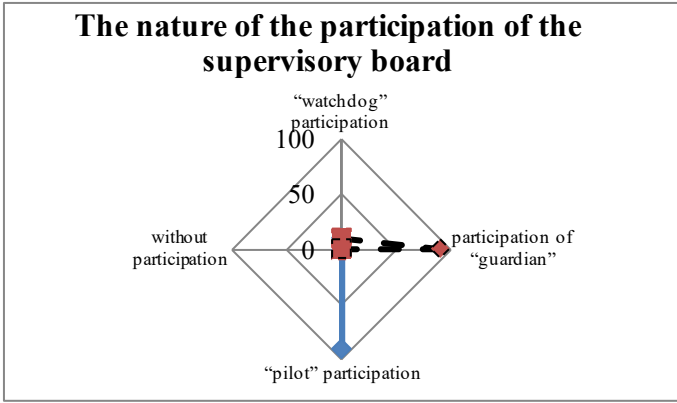


Figure C.1 – Corporate culture management profiles (continuation)

Table C.3 – Parameters of the corporate culture management form

Period to be evaluated: present/~~preferred~~ (no need to cross out)

A sign of corporate culture management	The level of manifestation at the enterprise								
	A	B	C	D	E	F	G	H	Total (100)
orientation	socio-economically oriented	socially oriented	economically oriented	conditionally oriented	x	x	x	x	
	20	70	5	5	x	x	x	x	100
business size	family	polygroup	x	x	x	x	x	x	
	70	30	x	x	x	x	x	x	100
internationalization	internal	national	international	global	x	x	x	x	
	60	30	5	5	x	x	x	x	100
connections	technocratic	person-oriented	x	x	x	x	x	x	
	90	10	x	x	x	x	x	x	100
understanding of decision-making	political	bureaucratic	collegiate	x	x	x	x	x	
	60	30	10	x	x	x	x	x	100
interaction with the external environment	“greenhouse”	“gatherers of ears of corn”	“town”	“garden”	“large plantations”	“lianas”	“a shoal of fish”	“traveling orchid”	
	70	20	5	5					100
the nature of change management	hereditary	stepped	oscillatory	global (revolutionary)	x	x	x	x	
	70	15	10	5	x	x	x	x	100
the level of consideration of the interests of stakeholders	full consideration of interests	with partial consideration of interests	regardless of interest	x	x	x	x	x	
	0	30	70	x	x	x	x	x	100
the nature of the participation of the supervisory board	“watchdog” participation	participation of “guardian”	“pilot” participation	without participation	x	x	x	x	
	10	0	90	0	x	x	x	x	100
a set of values	clan	market	hierarchical	adhocratic	x	x	x	x	
	10	90	0	0	x	x	x	x	100

A sign of corporate culture management	The level of manifestation at the enterprise								
	A	B	C	D	E	F	G	H	Total (100)
impact on staff	positive	negative	x	x	x	x	x	x	
	5	95	x	x	x	x	x	x	100
national aspect	west	east	slavic	x	x	x	x	x	
	50	0	50	x	x	x	x	x	100
social technologies	social design	maintaining stability	changes and development of social systems	humanitarian	x	x	x	x	
	20	0	0	80	x	x	x	x	100
nature of expenses	cost administration	cost motivation	rub on privacy	Web expenses	x	x	x	x	
	80	0	20	0	x	x	x	x	100

Table C.4 – Parameters of the corporate culture management form at PJSC “HARVERST”

Period to be evaluated: ~~present~~/preferred (no need to cross out)

A sign of corporate culture management	The level of manifestation at the enterprise								
	A	B	C	D	E	F	G	H	Total (100)
orientation	socio-economically oriented	socially oriented	economically oriented	conditionally oriented	x	x	x	x	
	70	0	15	15	x	x	x	x	100
business size	family	polygroup	x	x	x	x	x	x	
	10	90	x	x	x	x	x	x	100
internationalization	internal	national	international	global	x	x	x	x	
	0	40	40	20	x	x	x	x	100
connections	technocratic	person-oriented	x	x	x	x	x	x	
	50	50	x	x	x	x	x	x	100
understanding of decision-making	political	bureaucratic	collegiate	x	x	x	x	x	
	10	60	30	x	x	x	x	x	100
interaction with the external environment	“greenhouse”	“gatherers of ears of corn”	“town”	“garden”	“large plantations”	“lianas”	“a shoal of fish”	“traveling orchid”	
	0	0	0	0	20	20	60	0	100

A sign of corporate culture management	The level of manifestation at the enterprise								
	A	B	C	D	E	F	G	H	Total (100)
the nature of change management	hereditary	stepped	oscillatory	global (revolutionary)	x	x	x	x	
	5	90	5	0	x	x	x	x	100
the level of consideration of the interests of stakeholders	full consideration of interests	with partial consideration of interests	regardless of interest	x	x	x	x	x	
	100	0	0	x	x	x	x	x	100
the nature of the participation of the supervisory board	“watchdog” participation	participation of “guardian”	“pilot” participation	without participation	x	x	x	x	
	10	90	0	0	x	x	x	x	100
a set of values	clan	market	hierarchical	adhocratic	x	x	x	x	
	30	20	30	20	x	x	x	x	100
impact on staff	positive	negative	x	x	x	x	x	x	
	100	0	x	x	x	x	x	x	100
national aspect	west	east	slavic	x	x	x	x	x	
	25	25	25	25	x	x	x	x	100
social technologies	social design	maintaining stability	changes and development of social systems	humanitarian	x	x	x	x	
	15	25	20	40	x	x	x	x	100
nature of expenses	cost administration	cost motivation	rub on privacy	Web expenses	x	x	x	x	
	50	30	10	10	x	x	x	x	100

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CERTIFICATE

He Jiahao

participated at the International Scientific and Practical
Internet Conference

**«PROBLEMS AND PROSPECTS OF ENSURING
SUSTAINABLE SOCIO-ECONOMIC
DEVELOPMENT OF TERRITORIES»**

The topic of the speech at the conference:

*«Indicators of the enterprise corporate culture
management system»*

Director of the Educational and
Research Institute
«Karazin Business School»

Volodymyr RODCHENKO

October 27, 2023