

DETERMINING THE STRUCTURE OF THE ORGANIZATIONAL CULTURE OF CORPORATE ENTERPRISES

Statement of the problem. Growing recently scientific and practical interest in the phenomenon of organizational culture reflecting the desire of modern management in the implementation of new forms of governance to use this potential to harmonize social - labor relations, creating a unique brand and corporate identity, which ultimately contributes to the organization of intangible assets and strengthen its competitiveness. In fact, the evolution of technology and management philosophy at the present stage promoted the organizational culture of the category of secondary factors of production in the category of strategic resources.

In this connection, an active scientific research carried out in the direction of theoretical and practical bases of organizational culture. Diversity, complexity and ambiguity of organizational culture as an object of study contributed to the fact that both the foreign and the domestic scientific literature appeared much variety within the meaning of scientific papers on the nature and structure of the organizational culture.

Analysis of recent research and publications. At present, domestic and foreign scholars have focused their research on such theoretical and practical aspects of the organizational culture of the enterprise : assessing and managing organizational culture (K. Cameron, R. Quinn [1], W. Singer [5], L. Hayet [2]), the role of organizational culture in strategic human resource management and enterprise as a whole (D. Ulrich [6], A. Raduhin [4], E. Malinin [3]), assessment of the impact of national characteristics on organizational culture and management of multi-cultural organizations (O. Harchishin [7], E. Schein [8]). It should be noted that scientific views on the problem of the structure of organizational culture by various authors have significant differences.

Problem. Unfortunately, insufficient domestic research conducted to study the structure and the internal structure of the organizational culture, which reduces the possibility of effective use of this important scientific concepts in modern terms. Therefore, this article aims to rectify this situation and contribute to the development of a theoretical framework of such studies.

The main material of the study. The structure of organizational culture is a complex and multifaceted category. Dependence of organizational culture on the size and scope of the enterprise, the nature of the internal environment and external environment, goals existence and uniqueness of other factors determines the components of organizational culture [6, p. 270-292].

In forming approaches to determining the nature and structure of organizational culture is an important experience of enterprises.

The most common is to identify those elements of organizational culture as a culture of corporate enterprise production safety culture production staff culture, innovative culture, investment culture [5, p. 127-128].

Formation of organizational culture - a lengthy process, the impact of which is always indirect in nature and requires management of sufficiently deep reflection on the characteristics of the organization and its

history. With the formation of the organizational culture and the possible emergence of more components of an organizational culture based on the distinctive characteristics of the enterprise [1, p. 171-178].

Traditionally distinguish primary and secondary elements of the organizational culture of corporate enterprises. Primary elements are basic to their base the formation of secondary elements of culture. In primary elements include: selection criteria for hiring, criteria of promotion or dismissal, purposeful creation of sample handling, treatment strategies in crisis situations, allocation issues under the personal supervision of the head. Secondary elements reflects the organizational structure of the organization principles are expressed in official documents, corporate philosophy, corporate behavior, corporate design [2, p. 353-358]. The elements of organizational culture are organizations that are formed during development, or purposefully created rituals, stories, myths and legends. These include the legend of the founding fathers of the organization, myths about the appearance of a product or brand, the history or the history of the organization as a special contribution to society (local, regional, national or global levels).

Analyzing the structure of organizational culture, E. Schein in his book "Organizational Culture and Leadership" identifies three levels of [8, p. 30]: surface, internal (subsurface) and depth.

Introducing organizational culture begins with the surface level, including external organizational characteristics such as products or services provided by the organization used technology and architecture of production facilities and offices, the observed behavior of employees, formal speech communication, slogans, etc. Also, the surface level include emotional atmosphere, myths, legends and stories associated with the formation of the organization and activities of its leaders and outstanding staff.

At the second level are learning values and beliefs shared by members of the organization, according to how these values are displayed in the language of symbols and how they carry semantic explanation superficial level. Consciously recorded in documents from an organization, they are called to be leaders in the daily activities of members in the form of its strategy, objectives and philosophy. Also at the surface level are moral attitudes, ethical rules, codes of conduct in the organization. This level unique to the values that are understood by members of the organization or its leader encouraged.

However, the third, deeper level includes not declared values and basic assumptions that are difficult to understand even by members of the organization without specific focus on this issue. Deep level covers the fundamental idea of being taken by its members unsubstantiated. The combination of these basic concepts creates a so-called "cultural paradigm" of the organization and form a complete image of [8, p. 34].

E. Shane considers the "surface level" as an objective culture, elements of which are: the economic culture of the organization as a result of economic thought, culture distribution, consumption culture, the culture

of sharing. While the “subsurface” and “deep” level is seen as subjective culture, due to the mechanism of thinking employees [8].

For comparison should give another as a three-tiered approach to analyzing the structure of organizational culture that takes on not only the direct but also the feedbacks between levels [4]. According to this view, motivation is intrinsically personal level of any member of the organization, defining the meaning of his life, including employment behavior. Above morality as it is on personal and universal at the corporate category. The level of declared values is the mission of the standard (“courageous purpose”) and basic business principles. The level of external displays using the language of symbols, rituals, corporate identity and more.

A.V. Harchishin provides a functional approach to determine the structure of the organizational culture of the enterprise, in the culture should be made functionally separate parts (subsystems), each of which contains both implicit and explicit elements. We believe that organizational culture is a system that includes the following subsystems close-knit community forward and reverse character [7] values, mission and philosophy of the company; symbolic: heroes, legends, rituals, symbols, normative: normal, procedures, rules, criteria and structure, communicative management: management style, communication system, system management; identity: corporate identity, image and brand of the company as an employer brand and product. The basic subsystem of organizational culture is values, the other four are closely dependent on it.

The basis of the organizational culture are value managers, owners and employees of businesses that make up the system in the interaction of organizational values. The value system is an important element of culture in the broadest sense and organizational culture in particular. A.A. Raduhin states that “the company’s ability to create core values ... is one of the most profound sources of success of the enterprise” [4, p. 54]. Given the employment behavior, values appears motif forming factor that affects the person’s attitude to work and the objectives of the enterprise. Values serve as the reference picture of system perception of the world, the criterion of choice in the workplace, they describe the items phenomena of society, labor collective in terms of their social value. In this regard, E. Shane noted by [8, p. 40]: “A set of beliefs and values ... can serve as a benchmark ... behavior in a complex and uncertain circumstances”.

Summing up the above, it is possible to isolate the main components of the organizational culture of corporate enterprises:

1. Languages and communication system (use of oral, written and nonverbal communication, as well as gestures and facial expressions).

2. Awareness of their role in the organization. One impressed cultures harboring intentions of its internal staff and others - on the contrary contribute to their

external manifestation. Some of the cooperation and others - for individual expression.

3. Culture staff, appearance of employees, cleanliness, availability of special clothing, uniforms.

4. Compliance with the daily routine.

5. Cultural production, culture of safety.

6. Innovation culture.

7. Investment culture.

8. Relationships in the team and clients (including different by gender, age, religion, status in society, ways of resolving conflicts).

9. The norms and values of the organization: rules, procedures, rules, criteria and structure.

10. Motivation and work ethic (responsible for the work, quality of work, performance evaluation and remuneration, career advancement).

11. Faith (belief in success, assistance, support, fairness, its own power).

12. Symbolism in the organization (corporate identity, image and brand of rituals, slogans, organizational taboos).

Findings from the study. Category of organizational culture is one of the most discussed topics of modern management. The complexity and ambiguity of organizational culture as an object of study generates a large number of representations about its structure. The results of a large number of studies of domestic and foreign scholars on the subject do not find a common solution to this problem. Summarizing the results of the research of others, and based on their findings and observations of the author proposes the basic structure of the 12 provisions of the organizational culture of corporate enterprise.

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