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THE NEED TO TRANSFORM THE ORGANIZATIONAL CULTURE OF ENTERPRISES

It is proved that the development of any society or organization is determined primarily by the cultural level of its citizens or members, which is explained by the presence of common goals, values in relation to themselves and the environment, principles and approaches to everyday tasks.

In this regard, the importance of the organization's culture is increasingly taken into account in the management of the enterprise. At the same time, it is assumed that the continuous improvement of the level of culture in the enterprise leads to a comprehensive improvement in the quality of activities and reduce costs. Of course, the formation of the culture of any organization, in particular its management culture, is significantly influenced by national culture and local territorial subculture or subcultures under the influence of which is the formation of basic life values and priorities of the local population and so on. Thus, in particular, under the influence of national culture and local subcultures, a national management stereotype of the whole country and a certain area is formed, which is created as a result of long historical formation of an organic approach to organization and management, a priori representation of individuals management activities can be carried out, what it is aimed at, how the worker is integrated in the organization, what place is given to him in it, and so on.

This management stereotype reflects the tradition of a particular people in general and the community of a particular area or region in particular, and determines the management model of thinking managers, leadership style, methods of organizing staff activities (control procedures, motivation system, planning approach, etc.).

In this regard, experts note the existence of features of the models of American, Japanese, German management, etc., which, despite the different approaches to solving management problems, have proven their effectiveness.

It is analyzed that a special type of enterprise culture is organizational. It means a system of material and spiritual values that are accepted by members of the organization, form their relationship to themselves, the organization and the environment and are reflected in their behavior and actions to achieve the goals of the organization. Behavior itself is considered by many scientists to be the only basis for more or less correct conclusions, as it, unlike motives, intentions, and even words, can be objectively observed. The bearers of organizational culture are people. But in organizations with an already established culture, it seems to separate from people and become an attribute of the organization, its part, which has an active influence on members of the organization, their behavior in accordance with the norms and values that form its basis.

Organizational culture regulates between personal relationships in teams, relationships between management and subordinates, the nature of relations with the external business environment of the organization, as well as activities in the technological environment [2]. It is covered in the strategies and structures of enterprises and organizations, the principles of management, which in turn are considered as tools of organizational culture.

Thus, it is proven that if culture plays a special role in the life of the organization, it should be the subject of close attention by management. Management not only corresponds to the organizational culture and strongly depends on it, but can in turn influence its formation and development. To do this, managers must be able to analyze organizational culture and

influence its formation, strengthening and further development in the desired direction. Signs of "strong" (developed) organizational culture are: priority of solving social problems; willingness to take reasonable risks and innovations; group forms of decision development; focus on collective incentives; high level of self-government, independent planning, self-organization, self-control, self-assessment. A "strong" culture facilitates coordination and motivation [1]. Managers exercise influence without resorting to strict administrative procedures. At the same time, conflicts are possible in such a culture: free criticism is often transferred to the individual, to the leadership, and sometimes becomes threatening to the continued existence of the organization. "Weak" (low) organizational culture is associated with regulation, a large number of instructions. In such a culture, there are no clear ideas about values, long-term goals, beliefs about how to succeed. Therefore, a highly developed culture is a valuable asset in a successful company, but if there is a weak culture and values in the organization - the culture becomes a threat to the existence of the enterprise.

It is concluded that a strong, developed organizational culture, which has a positive impact not only on the internal but also on the external environment of the company becomes its real business capital. In this regard, in our opinion, the formation of a new organizational culture focused on the modern realities of the business environment, ie, the functioning of enterprises of various forms of ownership, increasing choice and increasing personal responsibility for both legal entities and individuals, is at the present stage one of the highest priorities, because only thanks to its solution further harmonious development of the economic complex of the country at all levels becomes possible. The basis of managing the process of changing culture is a fairly complete awareness of management about what employees can and want.

This should be achieved through regular job interviews. The purpose, content and policy of change must be well thought out and communicated to all participants. For each section of the plan the list of necessary actions, terms of their performance and means for achievement of the purposes are developed.

The organization of the process of cultural change must take place within the established framework defined by the strategic goal. To manage change in each area, it is necessary to appoint a manager who, with his knowledge, abilities, experience and authority, is able to ensure the achievement of goals in a timely manner and within a certain budget.

Working on changes in the culture of the organization means: creative approach, careful preparation and planning, choosing the optimal direction of activity, conscientious work, etc. This means that with careful preparation, risk and resistance are minimized. Management is required to: be able to stand firm in their decisions; successfully overcome resistance; manage the change process.

Thus, in a market relationship, the formation of which is accompanied by such negative phenomena as the devaluation of many social values and work motivation, the emergence of distrust in the majority of the working population to the state and employers, there is an urgent need for a purposeful systematic approach to modern organizational culture. contributed to the role of the human factor, positively influenced the development of its qualitative characteristics and motivated high quantitative and qualitative results of professional activity.

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