XV Міжнародна науково-практична конференція
«Сучасні підходи до креативного управління економічними процесами»,
11-12 квітня 2024 року, Київ, НАУ

confirmed by the created beneficial effect. In particular, it should be taken into account that the entire complex of factors of the external and internal environment acts simultaneously on the formation, renewal and reproduction of the enterprise's resource potential.

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ORGANIZATIONAL CULTURE FACTORS INFLUENCING THE EFFECTIVENESS OF ORGANISATIONAL CHANGE

In modern economic conditions, making changes in the work of enterprises is an important factor of efficiency. Especially when it comes to organizational culture. The

XV Міжнародна науково-практична конференція
«Сучасні підходи до креативного управління економічними процесами»,
11-12 квітня 2024 року, Київ, НАУ

culture of the organization is manifested in the characteristics, characteristics and style of functioning of the organization, reflected in the behavior and reactions of employees and social groups, their judgments, relationships, methods of solving problems of labor and production organization, used equipment and internal aesthetics, techniques and technologies used.

The culture of each individual organization:

– is unique and unique, because it embodies only those features of existence and functioning that are inherent in this or that organization;

– masses its individual manifestation, because it is formed by different quality and quantity of connecting factors;

– is a stimulating factor in the development and identification of the organization in the external environment, because it is the culture of the organization that makes each individual organization unique and unique.

The enterprise culture that encourages creativity and innovation promotes the development of new ideas and technologies that increase competitiveness. When a company's values align with those of its customers, it strengthens their loyalty, which is important for retaining and attracting new customers. The culture of the enterprise promotes effective internal and external communication, which increases the efficiency of work and interaction with customers. A flexible corporate culture allows the company to better adapt to rapidly changing market conditions, which is a key factor in modern business realities.

When planning changes, the manager should familiarize himself with the organizational culture as early as possible in order to minimize the problems associated with intra– firm specificity. The solution of this problem is complicated, as each organization has its own specific culture with its own unique and at the same time hidden parameters. However, it is possible to distinguish some indicators reflecting specific cultural values in a particular organization. These can include:

– the organization's mission, mission and image (high level of technology; leadership and pride in its industry; professionalism of staff; spirit of innovation; enterprise);

XV Міжнародна науково-практична конференція
«Сучасні підходи до креативного управління економічними процесами»,
11-12 квітня 2024 року, Київ, НАУ

– seniority and authority (powers inherent in office or person; respect for seniority and authority; seniority as a criterion of authority);

– the significance of the various managerial positions and functions (authority of the personnel department; the importance of the positions of various vice– presidents; the role and authority of the development department, production department and marketing service);

– treatment of people (care of people and their needs), impartiality or favouritism, privileges;

– respect for individual rights (training and development opportunities; career; fair pay; motivation);

– the role of women in management (women's access to decision– making positions; the availability of positions that are not accessible to or specifically reserved for women; respect for women managers; special benefits for women staff of the organization);

– selection criteria for leadership and supervisory positions (seniority or performance; priorities in internal choices; political, ethnic, national and other criteria; influence of informal relationships and groupings);

– organization of work and discipline (voluntary or compulsory discipline; punctuality; hours of service; flexibility in changing roles at work; new forms of work organization);

– leadership and management style (authoritarian, consultative or collaborative style; use of committees and task forces; personal example; flexibility and adaptability);

– decision-making processes (who makes the decision; who is consulted; individual or collective decision-making);

– dissemination and exchange of information (employees are well informed or ill– informed; information is shared easily or not);

– the nature of the contacts (preference for personal or written contacts; rigidity or flexibility in the use of established channels; importance given to formal aspects; possibility of contacts with senior management; use of meetings; who is invited and what meetings; Standards of conduct during assemblies);

XV Міжнародна науково-практична конференція
«Сучасні підходи до креативного управління економічними процесами»,
11-12 квітня 2024 року, Київ, НАУ

– the nature of socialization (who communicates with whom during and after work; existing social barriers; special conditions, such as a separate canteen or private club);

– solutions to conflicts (avoiding conflict and compromise; preference for formal or informal ways; participation of senior management)

– identification with the organization (commitment of management and staff to the company's goals and policies; loyalty and integrity; spirit of unity; pleasure in working in the organization).

Knowledge of the organizational culture helps to better understand the values, norms and behaviours that are inherent to employees and management in an organization, as well as to promote more effective interaction between staff and management, fostering team spirit and collaboration. Correcting organizational culture can identify and address negative aspects such as conflict, ineffective communication, or resistance to change. Adapting an organization's culture to changing market conditions and business processes enhances its competitiveness and flexibility.

An effective organizational culture attracts and retains talented staff, increasing motivation and job satisfaction.

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PREREQUISITES FOR THE DEVELOPMENT OF INTERNATIONAL INDUSTRIAL AND COOPERATIVE RELATIONS OF AIR TRANSPORT ENTERPRISES

The globalization of economies and the exponential growth of international trade and tourism have propelled the air transport industry into a pivotal role in facilitating global connectivity and economic development. As air transport enterprises navigate the complex landscape of international operations, the cultivation of robust industrial and cooperative relations emerges as a fundamental imperative for sustainable growth and competitiveness in the global aviation market.