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INTRODUCTION

Nowadays we can see that the organizational culture unites not only all activities and all relationships within the firm but also it makes the collective to be cohesive and more productive.

The essence of the paper is devoted to the development of organizational culture in the enterprise its main task and place in the management system.

The aim of the paper is the improvement of the organizational culture at the enterprise.

The main tasks of the paper which are necessary to be performed and achieved are the following:

- Consider to the theoretical aspects of the organizational culture, including its concepts and essences, functions and methodology of analyzing and evaluating the organizational culture of the enterprise;
- Analysis and evaluation of the organizational culture of the enterprise, including of the brief description of the enterprise and directly analysis and evaluation of the organizational culture of the enterprise;
- Proposal of ways to improve the organizational culture at the enterprise.

The object of the paper is the process of development of organizational culture.

The subject of the paper are theoretical, methodological and practical aspects of the development of organizational culture at the “SNV Plus” LLC.

The relevance of the paper is based on a significant increase in interest in issues of organizational culture, not only from scholars and researchers, but also from the founders of business and company executives, which should be attributed to one of the significant and important moments of current lifetime. Culture unites all activities and all relationships within the company, making the team cohesive and productive. It creates an external image of the organization, forms its image, determines the nature of relations with suppliers, customers and partners. Culture helps to concentrate efforts on the main strategic directions determined in

accordance with the main mission of the company. It is probably difficult to find a company that would not like to have a strong organizational culture.

There are a lot of scientific issues which are dedicated to the aspects of organization culture. All of them include different approaches and methods to identify and study issues according to organizational culture.

Such authors of *medical researchers in the paper* were taken into consideration: E. Shane, R. Quinn, G. Osovskaya and others.

The main purpose of the paper research is the development and formation of the organizational culture.

But the organizational culture has not fully been investigated. There is no any universal approach to the development of a common organizational culture its development and mechanism of its formation. This process is always influenced by the cultural environment in which the organization exists: policy, technology, language, social organization of society, religion. And of course there is a lot of factors which influence on the formation of organizational culture, such as history of the organization; type of ownership; strategic objectives and current tasks of the organization; size; technology; staff.

Besides, culture helps to determine the main mission of a company. That is why many companies can reach the highest productivity, establish good employees' relationship and company success.

The relevance of this paper is due to the current trend increasing of the importance of organizational culture and its role in the management of organizations. The final qualifying paper consists of introduction, 3 parts, conclusions, proposals, the list of used sources and appendix.

Basic text of qualifying paper includes 60 pages, including 18 tables, 8 pictures. The list of sources contains 64 sources.

PART 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF THE DEVELOPMENT OF ORGANIZATIONAL CULTURE AT THE ENTERPRISE

1.1 The essence and classification of organizational culture

As it was mentioned before that, there is no common organizational process, approach of organizational culture because of the constant influence of the cultural environment, organizational culture is always specific and unique, and it includes the whole range of relations in the organization. An organizational culture completely depends on the characteristics of the activities of the organization and its members.

It is important to improve the organizational culture because it is one of the ways to manage the staff and members of the organization and organizational behavior in common. A management of the organization plays the key role in this process from its socio-psychological situation, behavior or some actions to the staff, partnership and norms. Such factors as management of the organization is also important because it determines the rules of behavior in the enterprise and establishes some norms and values to conduct. Including and using such conditions the organization will be able to function successfully, constantly arising and maintain good members' relationship.

Organizational culture is a system characterized by a certain internal structure. The organization as a whole is not limited to a cultural or social dimension.

Also, being a multidimensional system, the organizational culture is simultaneously represented in various functional dimensions.

There are a lot of scientific issues which are dedicated to the aspects of organization culture. All of them include different approaches and methods to identify and studying issues according to organizational culture. One of the

researchers who gave the definition of organizational culture is U. Ouchi. In his opinion, organizational culture – symbols, ceremonies and myths, which inform members of the organization of important ideas about values and beliefs [37, p.62].

Also, the culture of the organization should be understood a unique set of norms, values, beliefs, patterns of behavior, which determine the way of grouping groups and individuals into an organization to achieve the objectives set before it define L. Eldridge, A. Crombi [33, p. 137].

In special literature, there are different definitions of the concept - organizational culture. The concept of organizational culture does not have a single interpretation.

N. Albastova gave such definition: "it is a personal system of the values of the mind, character, imagination, memory received in the process of upbringing and education that are realized by the individual and valued in society" [1, p. 87].

According to the definition that was given by M. Armstrong: "The social system is organized by means of norms and values that are functionally useful and fixed in public practice and the consciousness of society and is represented by material objects, social institutions (traditions), spiritual values" [4, p. 164].

Ukrainian researchers were also involved in studying of the issue. The scientist H. Zakharchyn defined the organizational culture as: "a system of relationships that have evolved in based on accepted values, basic concepts and norms behavior necessary to fulfill its mission"[9, p. 24].

Recently, organizational culture has been the subject of research into the papers of such scholars as: R. Elmurzaeva, A. Kuznetsov, S. Rey, O. Grishnova, M. Koul, I. Petrova.

“Considering organizational culture, it should be taken in to account mind that it extends to religious and general organizations” [16, p. 94].

Those who try to understand organizational culture more deeply affect its second, inner level [26, p. 512].

“The essence of corporate culture - a specific form of the existence of an interconnected system, which includes a hierarchy of values, dominant among employees of the organization and a set of methods for their implementation, dominated by it at a certain stage of development” [27, p. 45].

The following domestic and foreign scientists were engaged in the study of organizational culture as a mechanism for increasing the efficiency of the enterprise’s activity (table 1.1):

Table 1.1

Definition of the "organizational culture" concept

Scientists	Organizational culture
E. Polishchuk [19, p. 185]	Uncovered the question of the impact of corporate culture on increasing the efficiency of the enterprise, namely a number of factors affecting the efficient management of enterprises, highlighting corporate culture and emphasizing that it should become an organic part of the entire enterprise.
E. Shane [28, p.336]	Stressed that the organizational culture of the project affects the efficiency, allowing to take into account and manage the factors affecting the successful functioning of the enterprise.
P. Shemetov [29, p. 407]	Analyzed the methodology and principles of the methods applied to the effective management of enterprises and organizations through organizational culture
H. Rampersad [20, p. 18-21]	Talks about the main stages on the way to achieving enterprise efficiency through the development of personality and organization
O. Vikhansky [5, p. 26]	Organizational culture is “an integral characteristic of an organization.

Some authors understand the complex composition of important assumptions, unacknowledged accepted and shared by the members of the team, under organizational culture.

Other authors interpret organizational culture as the philosophy and ideology of management, value orientations, beliefs, expectations, arrangements and norms that underlie relationships and interactions within and outside the organization (Appendix A, Table A.1.). Thus, to date, a single interpretation of the notion of "organizational culture" has not been developed; nevertheless, one can dwell on the following definitions, generalizing the proposed variants.

Therefore, modern organizations consider culture as a powerful strategic tool that allows all departments and individuals to be oriented towards common goals, mobilize employees' initiative and ensure productive interaction [23, p. 376].

One of the main element of organizational culture is motivation. Motivation is a perfect tool, which ensures the production activity of employees. Another important aspect is leadership in organizational culture. Because culture closely connected to leadership, and to form the result of a process they need to be used together. “The need to identify and develop the leadership qualities of employees, should become the main part of the technology development of the staff of a modern organization” [31, p. 67].

The culture of the organization as a whole is formed as a result of culture interaction of each participants, and under the influence of external conditions - historical and national traditions, religion, culture of other countries and peoples.

Organizational culture is a collection of collectively shared values, symbols, beliefs, patterns of behavior of members of an organization.

The management of an organizational culture is the conscious and intentional accomplishment of an action in it [15, p. 308].

Culture performs a number of important functions, in relation to the organization which are illustrated on the table 1.2.

Table 1.2

Functions in relation to the organization

Function	Meaning
Security	Prevents the penetration of alien views, values, norms into the organization. The guard function consists in creating a barrier against unwanted external influences. It is realized through various prohibitions, restricting norms.
Integration	Integrates the actions of all members of the organization. This function of culture creates a sense of unity in people's mind, belonging to the organization and be pride for it. Many people are eager to work in an organization with a high level of culture.

End of the table 1.2

Function	Meaning
Regulation	Gives compliance of rules and norms of behavior. This function supports necessary rules and standards of conduct for the members of the organization, their relationships, contacts with the outside world. This is a guarantee of its stability, reduces the likelihood of undesirable conflicts.
Adaptive	Facilitates the new comers entry into the organization. This function helps people to adapt to each other and to the organization. People who adhere to the same norms of behavior, participating in the same rituals and who have gone through general rituals, are easier to understand each other and adapt to the requirements of the organization.
Orientation	Directs actions of members of the organization to the necessary channel. This function of culture directs the organization activity and its participants to the necessary channel, and the motivational function creates the necessary incentives for this.
Motivation	Encourages people to participate in the organization's affairs more active.

E. Shane gave the definition of the organizational culture: “Organizational culture is a set of collective basic ideas acquired by a group when solving problems of adaptation to changes in the external environment and internal integration, the effectiveness of which is sufficient to consider it valuable and pass it on to new members as correct systems of perception and consideration of these problems [28, p. 31-32].

When E. Shane gave this definition of the organizational culture he simultaneously points to its source: the obtained organization experience:

- in the processes of adaptation to changes in the external environment;
- internal integration.

In studies of organizations of different ages, Shane identifies limited liability organizations of the first, second, etc. generations, and the age is determined by the number of generations of the company's founders.

Since the organizational culture does not have a clear manifestation, it is difficult to study. However, there are several stable signs that help to assess the weak and strong points that the organizational culture engenders in the organization.

Information on the organizational culture can be obtained from various publications in which the organization presents itself. Organizations with a strong organizational culture strive to emphasize the importance of people working in it, pay great attention to explaining their philosophy, propagating their values. At the same time, organizations with a weak organizational culture are characterized by the desire to talk about formal organizational and quantitative aspects of their activities in publications.

Element of organizational culture is rites and rituals, images, legends and myths which reflect in the right light the history of the organization, inherited values, portraits of its famous personalities.

Values, rituals, rituals, norms of behavior, brought from the past to the present, are called traditions. Unlike customs, traditions, firstly, can concern not only individual concrete actions, but practically all aspects of the organization's life, and, secondly, they take into account the current state of things.

The formal system is based on the organizational structure of the enterprise, the informal one – on its microculture. That is just the fact that we combine the concept of "organizational culture of the enterprise" [2, p. 48].

The subjective element of the organizational culture is also slogans, that is, appeals, which in brief form reflect the guiding tasks of the firm.

Culture helps to manage people. Companies with a high level of production culture are making a big profit. It is clear that each person, first of all, will buy an elegant, well-made thing in a beautiful package or take advantage of the services of those who surround him with courtesy and attention.

The process of external adaptation and survival is associated with the search for and organization of a niche in the market and its adaptation to a constantly changing external environment [21, p. 245].

Starting to study the typology of organizational cultures, the first step is to identify the main concepts used in this section—the notions of culture and organizational culture.

Thus, the culture of the company is influenced by both external and internal factors. As part of external factors, the authors consider it expedient to distinguish: macro-environment and micro-environment factors [30, p. 241-245].

As it was mentioned above—culture is a phenomenon that is purely human and social, from which it follows that any person, group or community is doomed to be cultural, i.e. they necessarily belong to any culture (developed or backward). "Organizational culture means the system of historically established common traditions, values, symbols, beliefs, formal and informal rules of conduct of the administration and personnel who have survived the test of time. Most of them are intangible, not measurable in quantitative terms. It is a way of life and activity of a group of individuals that is consciously or unknowingly perceived by it and passed from generation to generation" [34, p.203].

Often, a typology developed by Cameron and Quinn assumes the formation of cultures, which is based on competing values, and the following types of cultures are distinguished: 1 –hierarchical (bureaucratic); 2 –market; 3 –clan; 4 –adhocratic (table 1.3).

It is believed that such a typology covers all existing cultures. There are two dimensions in it. The first separates the criteria for the effectiveness of an organization, emphasizing flexibility, discreteness and dynamism, from criteria corresponding to the second dimension and related to stability, order and control.

Table 1.3

Typology of cultures developed by Cameron and Quinn

Types of cultures	Meaning
Hierarchical (bureaucratic)	This type of organizational culture is characterized by an emphasis on strategy within the organization and a consistent course of action in a stable environment. Here, symbols, role models and ceremonies underline the importance of cooperation, tradition and compliance with established policies" [10, p. 345].
Market	It is not about the concept of a marketing function or an idea of consumers in the market; this determines the type of organization functioning as a market, i.e. focused on the external environment, and not on the internal state.
Clan	Clan-type organizations are characterized by the division by all workers of the values and goals of the organization, cohesion, complicity, individuality, and a sense of organization as "we".
Adhocratic	The word "adhocracy" (from the Latin ad hoc - on the occasion) defines a temporary, specialized, dynamic organizational unit [10, p. 347]. Adhocratic culture is characterized by a dynamic, entrepreneurial, and creative place of work, when people are willing to sacrifice themselves and take risks. The binding essence of an organization is devotion to experimentation and innovation.

The most famous typology of managerial cultures is given by S. Honi. Each of the types he assigned the name of the appropriate Olympic god (table 1.4):

Table 1.4

Typology of managerial cultures by S. Honi

Type of culture	Meaning
"The culture of personal power (Zeus) (Appendix B.1.1)	This is characteristic of young commercial firms operating in a highly competitive environment. The source of power in them is the ownership of resources. Such organizations have a simple structure, a few rules and procedures. They are authoritarian, they strictly control the workers, suppress their initiative. Success is determined by the leader, whose high qualification allows you to quickly make and implement solutions" [34, p. 501].
Role culture, or the culture of Apollo (Appendix B.1.2)	It is a bureaucratic culture, based on a system of rules and instructions. It is peculiar to clearly define the roles, rights, duties and responsibilities among management employees. It is inflexible and makes innovations difficult, and therefore ineffective in the face of change. The source of power here is the position and not the personal qualities of the leader. Such a management culture is inherent in large corporations and government institutions [22, p. 161].

End of the table 1.4

Type of culture	Meaning
The culture of the task, or the culture of Athens (Appendix B.1.3)	This culture is associated with power, which is based on knowledge, professionalism and possession of information. This culture is adapted to management in extreme conditions and constantly changing situations, so the focus here is on the speed of problem solving. It is based on the collaboration of collective development of ideas and common values. The foundation of power is knowledge, competence, professionalism and possession of information” [34, p. 501].
The culture of personality or the culture of Dionysus (Appendix B.1.4)	It is connected with the emotional beginning and is based on creative values, bringing people together not to solve official tasks, but to achieve individual goals. Decisions are made based on agreement, therefore the authority is coordinating. Experts believe that, as a rule, at the stage of the birth of an organization, a culture of power predominates in its management, a role culture characterizes the growth stage; stage of stable development – the culture of the task or the culture of the individual; in crisis, a culture of authority is preferable. “The culture of profitable deals is peculiar to organizations like exchanges. It is also characterized by a focus on quick money in the conditions of speculation and high financial risk. Communication between people here is fleeting and occurs mainly on the basis of the pursuit of money. Such a culture requires young employees with combative qualities and a strong character” [22, p. 163].

Administrative culture is inherent in the largest firms and government agencies. The focus is not on profit or a resounding success, but on minimizing risk, stability, security. It is distinguished by bureaucracy, a formal approach, slow decision-making, orientation to titles and positions.

“The investment culture of large firms and banks supports a high-risk business associated with large capital investments for a long time in conditions of uncertainty, where quick returns are impossible” [26, p. 13]. Most decisions are made centrally on the basis of rigorous testing, because the future depends on each of them firms. This requires staff experience, credibility, diligence, joint discussion options.

So, it is obvious that each organizational culture corresponds to a certain type of leader, which serves as one of the criteria for the effectiveness of its organizations.

1.2. Scientific approaches to the development of organizational culture

Problematic issues of formation and development of organizational culture of enterprises, including in the system of strategic management, for a long time are studied by both foreign and domestic experts. The recognized authorities in this area are: I. Ansoff, R. Blake, K. Cameron, K. Davis, L. Greiner, M. Hummer, E. Shane H. Visseand others. Some aspects of such a problem (including related to organizational culture at trade enterprises) are covered in the works of such Ukrainian scholars as S. Bay, N. Gavkold, V. Pilipenko, R. Feshchur, O. Kharchishina, G. Zakharchin, F. Zinoviev, and others. The results of the research of many experts [7; 9; 11; 34;25] show that organizational culture plays an important role in the management of modern enterprises. At the same time, the analysis of works [3; 9; 11; 22; 25;28] showed that although western approaches to change and management of organizational culture of enterprises are very diverse and substantiated, the recommendations within their boundaries are often not suitable for use in modern Ukrainian business conditions

Organizational culture it is not something forever established. Managing of its development requires the creation in the organization of such relations between the owners, which allow the maximum and mutually beneficial to meet both social and economic interests of the subjects of the organization through the effective implementation of its objective function. This can be achieved by observing the following principles: compliance of the organizational culture with all elements of the management system, priority of company values, evolutionaryyness, denial of power impact, adaptability to the environment, separability of values, purposefulness, systematic, control. All this ensures the consistency and integrity of the organizational culture management process: on the one hand, it allows to form and develop it, and on the other hand, it enhances its innovative orientation.

A professional approach to the development of organizational culture in an enterprise will allow financially improving and morally strengthening the status of the organization as a whole, which is a competitive advantage in the face of tough

struggles in the markets for goods and services. The management of the company is the founder of the organizational culture in the enterprise, the vector that will be set in the development of the enterprise in the cultural space depends on its professionalism. According to E. Shane, we will be at the superficial level of the pyramid of organizational culture [39, p.146]. In addition, through the type of organizational culture, we can assess the stage of development of the enterprise and determine further development trends. Each stage of enterprise development is inherent in one or another type of organizational culture.

The following development classification of the stages of organizational cultures can be distinguished:

- the stage of origin is a bureaucratic type of organizational culture, which is characterized by the formation and documentation of business;
- the growth stage is an entrepreneurial organizational culture characterized by a high degree of activity and initiative, as well as a desire to conquer;
- the stage of maturity is represented by a clan organizational structure, which is focused on the result, and the most important – on passion for the common cause;
- the recession stage can have a clan type of culture, however, with a strongly reduced focus on results, or a mixed type of culture (for example, a clan-bureaucratic type of organizational culture) [39, p. 49].

To develop and improve the organizational culture testing and questionnaires are using with the developed models. Thus, for example, the model of F. Harris and R. Moran contributes to a deeper disclosure of the organizational culture of the enterprise. Specialized tests on organizational culture, applied at the enterprise, fully help to identify the "narrow" places in the material and "moral" state of the organization. The results of tests, questionnaires show the direction of the enterprise those directions that require correction and changes, which can be hidden and veiled, becomes clear and specific.

In addition, through the tools used to determine the organizational culture of an enterprise, it is possible to identify one or another potential of employees, optimize the activities of the team as a whole, and create a “strong” staff distribution.

As an example it can be shown the created matrix (KSF), which was developed by A. Scholz. His matrix allows determine the level of understanding by employees of the enterprise of the chosen development strategy and compliance with the established organizational culture of the enterprise and the existing tactics and strategy. Everyone knows that the more clearly each employee of the enterprise understands the chosen strategy of the enterprise as a whole, the easier it is to achieve the objectives and, accordingly, the higher and more effective of the final result. In addition, the company gains another competitive advantage that can aim for success [39, p. 57].

American specialists in the field of management R. Oldald and L. Kuzuhara give the following recommendations for leaders seeking to develop the culture of the organization:

- try to understand the culture of today;
- make changes at the right time;
- value the variety;
- understand the reasons for resistance to change in culture;
- realize the importance of taking appropriate action;
- use appropriate cultural forms;
- take some time off for the whole job.

At each stage of the development of the organizational culture, its own methodology for implementing changes is needed. Here are the main elements to be implemented in such cases, according to E. Shane. (He notes that, although they are presented here in series, you can implement them simultaneously):

- mission and strategy of the organization: its main tasks and functions;
- the goals determined by the main mission of the organization;

- means of achieving goals;
- evaluation of development;
- strategies for restoring the organization when it deviates from its goal.

At the same time, E. Shane considers the change in organizational culture a difficult task, often arisen before the leaders, who at one time already created an ingrained strong culture.

According to E. Shane, cultures are generated by leaders with leadership qualities that impose on their group own values and representations. If the activity is group will be successful, and the views that dominate it, will be taken for granted by something, its culture will predetermine the types of acceptable leaders.

However, as soon as the group faces problems adaptation, caused by such external changes, in which some of the group representations will lose meaning, the active role will again go to the leadership, or to leader. In this situation, leadership should be manifested in the ability retreat from the culture that gave birth to this type of leader and begin the process of adaptive evolutionary transformation. This ability perceives the limitations of one's own culture and initiate its adaptive development is the essence and the main the task of leadership or leadership.

PART 2

INVESTIGATION OF THE PROCESS OF DEVELOPING ORGANIZATIONAL CULTURE IN “SNV PLUS” LLC

2.1. The characteristics of the main indicators of activity in the enterprise

The object of the paper work is the organization "SNV Plus" LLC, which is engaged in the production of goods for industrial and technical purposes, including building materials, boards, headquarters, pipes, plastic profiles, production of metal doors and windows, wholesale trade in timber, construction materials and sanitary and technical equipment, wholesale and retail trade and products of industrial and technical purpose.

The enterprise does not have branches (separate subdivisions), representative offices, as well as subsidiaries. The company was created for the purpose of organizing activities on the production and sale of goods, products, services, as well as profit in the interests of the participants.

The subject of enterprise activity is:

- retail sales building materials, boards, headquarters, pipes, plastic profiles, production of metal doors and windows;
- production and sale of goods for industrial and technical purposes;
- wholesale trade in timber, building materials and sanitary equipment.

The society independently carries out its activity, proceeding from the real consumer demand of organizations and institutions. Activity plans are developed by the company on their own and approved by the general meeting of participants. All work in society is carried out by participants, full-time employees, as well as by persons who are accepted for employment contracts. Society independently plans its activities, as well as social development of the collective. The basis of the plans are contracts concluded with consumers of products and services, as well as

with suppliers. Execution of works and services are carried out at prices and tariffs set independently.

The great importance for economic management is the establishment of a rational production structure of the enterprise. Organizational structure of enterprise management reflects the composition and subordination of linear and functional management units.

The governing bodies of "SNV Plus" LLC are:

- general meeting of participants;
- director (sole executive body).

The supreme governing body of the Society is the General Meeting of the participants, which is held annually.

The enterprise uses a linear functional organizational structure of management. Top-level executives give recommendations from functional managers, and pass decisions for line managers of lower levels.

The enterprise is headed by a director, who carries out his activities and ensures the implementation of tasks entrusted to the enterprise. The director is subordinated to all managers. The management of the enterprise is carried out by the director on the basis of united command. A single vertical line of leadership has been created and a direct way of active influence on subordinates. The advantage of such a management structure lies in simplicity, reliability and cost effectiveness. The manager in this case should cover all aspects of the enterprise. The Director organizes the implementation of the decisions of the general meeting of the participants.

The Director of "SNV Plus" LLC without a power of attorney acts on behalf of the company, including:

- concludes agreements on behalf of the company;
- giving issues, orders and instructions, obligatory for all employees of the company;

- states, concludes and breaks labor contracts with employees of the company, applies to these employees incentive measures and imposes penalties on them;
- organizes the accounting and reporting of the company;
- performs other functions necessary for the achievement of the objectives of the society and ensuring its normal operation, in accordance with the current legislation and the charter of the partnership.

Since sales activity is fundamental to the enterprise, practically all employees (with the exception of the chief accountant) are related to the system of product sales. The director determines the volume, rhythm and structure of purchases, selects suppliers and consumers, deals with pricing, approves plans for enterprise development. In this case, the shop director helps him. In general, these two positions - the most responsible and important in the work of this enterprise. The director determines the general direction of the company's activity, studies the market situation, engages in public relations and advertising activities.

The financial state of the enterprise and the welfare of employees depend on its abilities. Managers choose suppliers, determine the level of margins, manage inventories, work with wholesale buyers. It is an economic category, reflecting the state of capital in the process of its circulation and the ability of the business entity to self-development at a fixed point in time. The financial condition of an enterprise is characterized by the availability of financial resources necessary for the normal functioning of the enterprise, the appropriateness of their location and efficient use, financial relations with other legal entities and individuals, solvency and financial stability.

The results of the analysis of financial statements are used to identify problems of managing production and commercial activities, to select areas of capital investment, to evaluate the performance of an organization's management, as well as forecast its individual indicators and the financial activities of an

organization as a whole. Financial analysis is the basis on which the development of the financial policy of an enterprise is based.

Financial indicators characterize the absolute efficiency of the enterprise. The most important among them are indicators of profit, which in a market economy is the basis of economic development of the enterprise. Profit growth creates a financial base for self-financing, expanded reproduction, and solving the problems of social and material needs of labor collectives. The most important indicators of the financial results of the company are presented in the income statement. For analysis, the table 2.1 is given.

Table 2.1

Basic indicators of the results of economic activity of "SNV Plus" LLC, Uzyn city in 2015-2017, ths. UAH

Indicator	Years			Absolute deviation		Relative deviation, %	
	2015	2016	2017	2016/ 2015	2017/ 2016	2016/ 2015	2017/ 2016
Net income (revenue) from sales of products (goods, works, services)	660,0	715,0	635,0	55,0	-80,0	8,3	-11,2
Other operating income	44	46	76	2,0	30,0	4,5	65,2
Total income	704,0	761,0	711,0	57,0	-50,0	8,1	-6,6
Cost of sold products (goods, works, services)	-580,0	-589,0	-589,0	-9,0	0,0	-1,6	0,0
Other operating expenses	-65,0	-58,0	-58,0	-7,0	0,0	-10,8	0,0
Financial results of operating activities	59,0	114,0	64,0	55,0	-50,0	93,2	-43,9
Net profit (loss)	48,4	93,5	52,5	45,1	-41,0	93,2	-43,9

Note: made by the author by using the financial statements.

As can be seen from the data in the table, the company is experiencing positive dynamics of the main indicators from 2015 to 2016 years. Sales revenue increased in 2016 on 57.0 thousand UAH compared with the previous year. But in 2017 it decreased on 50.0 thousand UAH compared with 2016 and appeared almost on the same position as the year before. In 2017, the amount of profit

decreased due to inflation and increased cost on building materials. Except for the last year, the dynamics of financial indicators can be assessed as positive.

Profitability indicators characterize the effectiveness of the enterprise "SNV Plus" LLC as a whole, the profitability of production and cost effectiveness. They more fully, than profit, characterize the final results of management, because their value shows the ratio of effect with cash or used resources.

Dynamics of profitability indicators for the three analyzed years are presented on table 2.2.

Table 2.2

Dynamics of indicators of profitability of "SNV Plus" LLC, Uzyn city during 2015-2017 years, %

№ 3/II	Indicator	Years			Absolute deviation	
		2015	2016	2017	2016 / 2015	2017 / 2016
1	Profitability (net profit)	7,3	13,1	8,3	5,8	-4,8
2	Cost-effectiveness of sales	8,9	15,9	10,1	7,0	-5,8
3	Cost effectiveness of operating expenses	90,8	196,6	110,0	105,2	-86,6

Note: made by the author by using the financial statements (Appendix C).

The data obtained in the table 2.2 indicates that the plan in terms of profitability in 2015 and 2016 was exceeded, and in 2017, on the contrary, the plan of profitability was not fulfilled by 4.8%. The plan of cost-effectiveness sales was over fulfilled in 2016 due to an increase in the average amount of customers by 7%, but in 2017 it was decreased on 5.8%. The increase in the cost effectiveness of operation expenses in 2016 increased on 105.2%, in 2017 it was decreased on 86.6%.

As noted above, financial profitability characterizes the efficiency of the investments of the owners of the enterprise, which represent resources to the enterprise or leave at its disposal all or part of their profits. The profitability of capital is calculated as the ratio of retained earnings to the average annual value of

all invested capital. Balance sheet profit depends on the volume of sales, its structure, cost, average price level and financial results from other activities. The activity of functional managers is reduced to the solution of specialized tasks, namely: the formation of prices for products, the development of orders for the enterprise, the formation of wage rates, staffing, supply of material and production resources, organization and control of the process of delivery of products to customers, etc. – and till the bringing of their recommendations to line managers.

The organizational structure of the enterprise is compact, but not rational, since it allows for duplication of functions, involves unnecessary, additional control. For example, the Finance manager, in addition to other functions, performs the functions of accounting control.

The degree of efficiency of production, use of resources and quality of products depends on the organizational and technical level (OTL) of production. Since the technical and organizational levels are closely interrelated, this implies the use of a single generalizing term - the organizational and technical level of production.

The technical level of "SNV Plus" products meets the standards, as well as the products of this enterprise are competitive in the Ukrainian market. The company provides high-quality goods to the population, construction organizations, intermediary firms and other groups of consumers in Ukraine.

"SNV Plus" LLC has exclusive contracts for the supply of products manufactured by leading global suppliers.

The technical level of the means of labor is characterized by personal computers that are at the disposal of management personnel and vendors, the 1C: Enterprise program is an integrated platform for automating accounting, financial, commercial and warehouse accounting at the enterprise. All calculations at the enterprise are carried out by bank transfer.

The buyer can visually examine the product, laid out on glass windows, browse through the catalogs, or consider visual samples of the products sold.

The workplace of the seller characterizes the level of work organization in the enterprise.

The seller's workplace is part of the floor space of the store with commercial equipment and inventory for displaying goods and serving customers.

Rationally organized workplace of the seller provides:

- easy access of buyers to the goods for self-service;
- enhancing customer service culture;
- increase in turnover;
- increase store capacity;
- rational placement calculations and demonstration of goods.

The following operations are performed at the workplace:

- display, selection of goods;
- advising buyers;
- calculations for the goods and its packaging;
- provision of services.

Workplace seller meets the following requirements:

- provides maximum convenience to the buyer for inspection of goods;
- provides a rational organization of labor;
- ensures the preservation of the quality of goods;
- provides the ability to conveniently, beautifully place the range of products and their stocks.

The goals of "SNV Plus" LLC are to go beyond the local market, and to conquer the leading share of the Crimean market.

"SNV Plus" LLC did not fully use the capabilities of its products and markets. This is due to the fact that the growth rates of sales of "SNV Plus" LLC are lower than the growth rates of the market capacity.

The result of the implementation of the strategy of "SNV Plus" LLC should be the improvement of the financial and economic indicators of the enterprise,

including the profitability index and sales revenue, as indicators of the competitiveness of the enterprise.

The level of technology depends on the organization of technical control, the degree of its automation and mechanization, the application of progressive methods of quality control of work. Analysis of the level of technology includes an assessment of the effectiveness of the implementation of measures to improve technology.

2.2. Identification of strengths and weaknesses of the organizational culture development in the enterprise

To achieve the enterprise's goals, it is important for the organizational culture of the enterprise to know the potential possibilities, as well as the weaknesses of the enterprise's activities. Internal strengths allow an enterprise to use the capabilities of the external environment, and weaknesses indicate potential hazards from the external environment that may arise if organizational culture does not develop safeguards.

To determine the all strengths and weaknesses of the enterprise, was conducted a survey "OCAI" (Organizational culture assessment instrument) developed by Cameron and Quinn.

The "OCAI" methodology is based on a theoretical model, called the "Framework for competing values". Four dominant types (Clan, Adhocracy, Hierarchy, Market) of corporate culture emerge from this framework.

All four types serve as the foundation for the OCAI. The tool was developed based on an analysis of empirical studies of 39 indicators that define a comprehensive set of measures of organizational effectiveness. As a result of these studies, the two most important indicators were identified and four core values formulated, representing opposing or competing assumptions. The tool is designed to assess the effectiveness of corporate culture and identify those aspects

that it is desirable for the company to change, and considers those aspects that define the foundation of the organization's culture.

Using the technique, it is possible to study not only the current state (the "current state" column), but also to assess the future desired state of the organization (the "preferred state" column).

Selected types of cultures (adhocratic, market, clan, hierarchical) are rather pure types, theoretical constructs, in fact, extremely rare. In reality, in every organization there are elements of each type, they can be represented in a different volume, and some can dominate. The OCAI is designed to assess the manifestation of each type of culture in 6 key organizational dimensions:

1. The most important characteristics of the organization
2. General leadership style in the organization
3. Principles on which employee management is based
4. Values and ideas uniting employees
5. Strategic goals
6. Success criteria by which the organization is oriented.

There are three stages in the diagnosis of corporate culture when using the OCAI tool:

1. Work with the questionnaire. Employees are invited to a questionnaire containing six questions with four alternative answers. It is necessary to distribute the scores of 100-point assessment between these four alternatives. The amount must necessarily be equal to 100. The evaluating of the organization is not only in the current time ("now" column), but also to assess the future desirable state of the organization (column "preferred"). After filling in the questionnaire, the scores of all answers A in the column "now" are summed up, the resulting amount is divided by 6 and the average score for alternative A. is obtained. The same calculations are repeated for alternatives B, C, D.

2. Drawing a profile is the second stage in the diagnosis of corporate culture. To build a profile, it is necessary: - to give average estimates for each alternative in the form of a chart.

3. Interpretation of culture profiles. This stage is the third and final stage. Having a drawn picture of the profile of the overall culture of the organization, as well as profiles of each of the six attributes, we can interpret them from different points of view.

So, to determine the all strengths and weaknesses of the “SNV Plus” LLC enterprise, was conducted a survey “OCAI” on the table 2.3:

Table 2.3

A letter-survey for the assessment of the organizational culture (OC) of the company by the method of OCAI

Indicator		Assessments
1. The most important characteristics of the company		Current state
A	The company is unique in its features. It is like a big family. Employees look like people who have much in common.	5
B	The company is very dynamic and enthusiastic about entrepreneurship. Workers are ready to sacrifice themselves and take risks.	30
C	The company is focused on the result. The main concern is to achieve the task. Workers are focused on rivalry and goal achievement.	40
D	The company is rigidly structured and strictly controlled. The actions of employees are usually determined by formal procedures.	25
TOTAL (scores):		100
2. The general style of leadership in the company		Current state
A	The overall style of leadership in the company is an example of monitoring, the desire to help and teach.	25
B	The overall style of leadership in the company serves as an example of entrepreneurship, innovation and risk aversion.	15
C	The overall style of leadership in the company serves as an example of business efficiency, aggressiveness, focus on results.	30
D	The overall style of leadership in the company is an example of coordination, clear organization or smooth conduct of business in terms of profitability.	30
TOTAL (scores):		100
3. Management style in the company (management of employees)		Current state
A	The management style in the company is characterized by encouragement of team work, unanimity and participation in decision-making.	45
B	The style of management in the company is characterized by the promotion of individual risk workers, innovation, freedom and identity.	5
C	The style of management in the company is characterized by high demanding, rigid striving for competitiveness and encouraging achievements.	30

End of the table 2.3

D	The management style in a company is characterized by a guarantee of employment, a requirement of subordination, predictability and stability in relationships.	20
TOTAL (scores):		100
Indicator		Assessments
4. Combining essence of the company		Current state
A	The company is associated with commitment and mutual trust. The commitment of the company is at a high level.	30
B	The company binds together the commitment to innovation and improvement. Attention is emphasized on the need to be on the cutting edge.	15
C	The company binds together the emphasis on achievement of the purpose and performance of the task. Common topics - aggressiveness and victory.	25
D	The company is bound by formal rules and official policies. Important support for the smooth running of the company.	30
TOTAL (scores):		100
5. Strategic goals of the company		Current state
A	The company focuses on humane development. Strong confidence, frankness and complicity are strongly supported.	5
B	The company focuses on acquiring new resources and solving new problems. It is appreciated testing the new and finding opportunities.	20
C	The company focuses on competitive actions and achievements. The target tension forces and the desire to win the market dominate.	15
D	The company focuses on the immutability and stability. The most important profitability, control and smoothness of all operations.	60
TOTAL (scores):		100
6. Criteria for success		Current state
A	The company defines its success on the basis of human resources development, teamwork, the occupation of employees by doing business and caring for others.	20
B	The company defines its success by possessing unique or newest products / services. It is a production (operational) leader and innovator on the market.	10
C	The company defines its success on the basis of market victory and ahead of competitors. The key to success is the competitive leadership on the market.	25
D	The company determines success on the basis of profitability. Success relies on reliable delivery, smooth schedules, and low operating costs.	45
TOTAL (scores):		100

Note: made by the author by using the survey results of a company's employees.

The study on the diagnosis of organizational culture by the help of OCAI method was conducted among the employees of the organization "SNV Plus" LLS.

The study involved 12 people - men and women aged 20-49 years. Each employee was asked to fill out a questionnaire consisting of 6 questions. Therefore, the data for the current state of the company is: A – 21.6; B – 15.8; C – 27.5, D – 35.

Based on our data and figures we can build a graph (Fig. 2.1.).

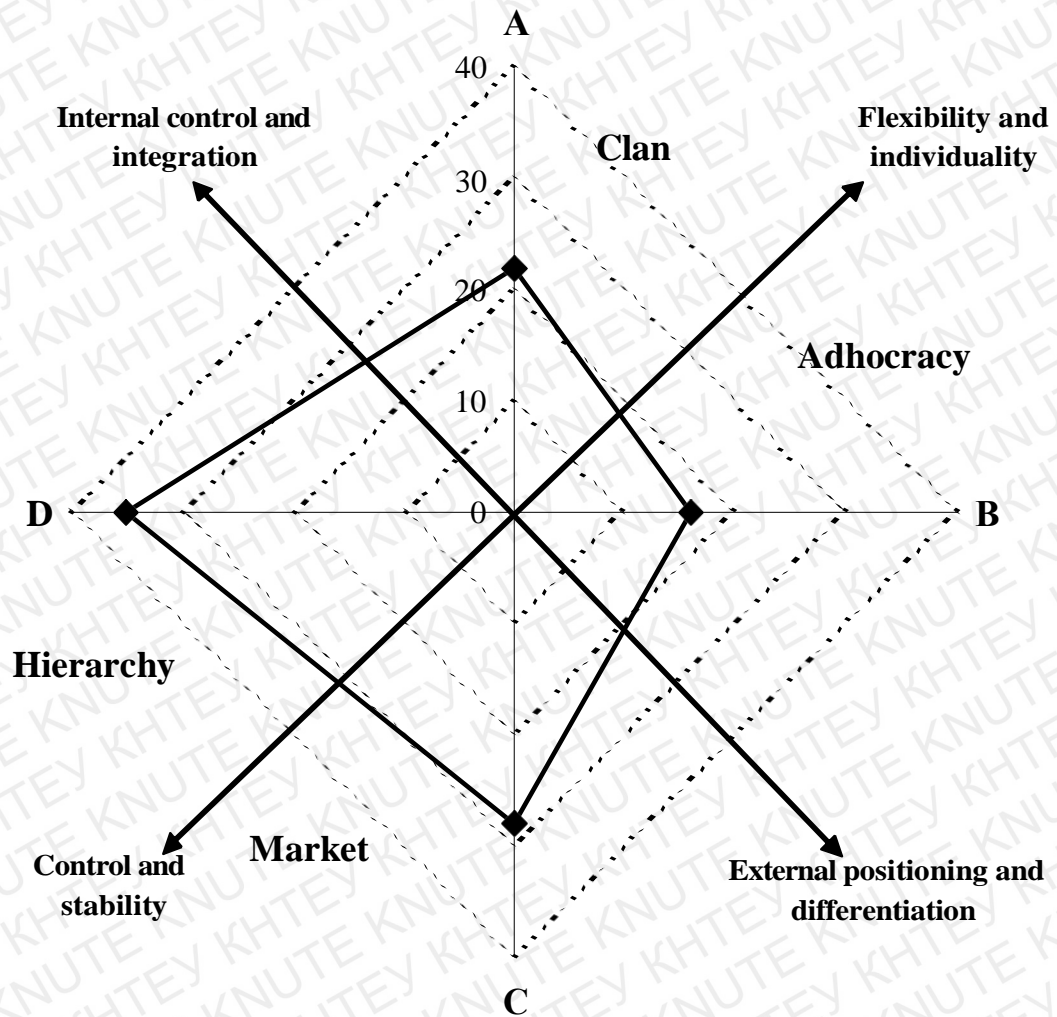


Fig. 2.1. A profile of the current state of organizational culture

As it was noted earlier, Cameron and Quinn, have developed four organizational culture profiles: clan, adhocratic, hierarchical, and market culture.

On our graph, which is based on the data from the enterprise clearly showed us that the existing organizational culture employees rate as hierarchical and more concerned on the market.

Such type of organizational culture as hierarchical is characterized by an emphasis on strategy within the organization and a consistent course of action in a

stable environment. Here, symbols, role models and ceremonies underline the importance of cooperation, tradition and compliance with established policies.

On the other hand, market organization culture focused on results of the company, the main concern of which is the implementation of the task. People are purposeful vying with each other. Leaders are solid leaders and tough competitors. They are unshakable and demanding. Organization binds together the desire to win. Reputation and success are common concerns. The focus of the long-term strategy is focused on competitive actions, the solution of the tasks and the achievement of measurable goals.

So, it can be concluded that at the moment the strength of organization “SNV Plus” LLS is based and focused on maintaining internal order and stability while striving for economic efficiency. Also, according to our analysis of organizational culture the company is characterized by a high level of formalism and structuring. Employees and managers of this organizational culture are strict adherents of the procedure. From subordinates, they require reliability, predictability of behavior and results. The company also has a strong focus on the external environment with a very high need for stability and control. Therefore, most of the employees of this organization are focused on achieving the goal in a competitive environment.

From the calculations, we can see that the weak side of the organizational culture of the “SNV Plus” LLS enterprise is the fact that the enterprise does not pay special attention to maintaining atmosphere of flexibility and satisfaction of the members of the organization, not allowing them to be sensitive to the emotional experiences of customers. The company has a low level of agreement and mutual loyalty, as well as commitment to tradition.

Also, the company is not ready to take risks for the sake of being able to meet their needs and goals. They are not willing to change. According to the scheme, the company is not much focused on further development and obtaining new resources. Therefore, the company has a weak adaptation of the organization to a constantly changing environment, as well as low use of growth potential and

support of the external environment, additional opportunities for the acquisition of resources.

2.3 Evaluation of company's organizational culture impact to the general performance of the enterprise

Determination of the effectiveness of organizational culture is closely related to the problem of assessing the impact of organizational culture on the performance of an enterprise and the labor of an individual employee. There are no generally accepted methods for assessing such an impact in management practice, which is associated with a large number of factors affecting the performance of companies. In fact, it is very difficult to single out what percentage of changes in the economic indicators of an organization's activity is ensured by personnel measures in the field of organizational culture.

Despite this, it is important for the enterprise to improve the culture of the organization, since it greatly influences the final results of the company's activities and thus determines the effectiveness of its work in both the short and long term.

As it was noted above, the clan culture is not a strong point of the enterprise. And this fact of course naturally effects on enterprise activity.

The strengths of the clan culture can be considered as:

- the ability of carriers of management leadership to maintain an atmosphere of consensus and moral unity of members;
- consistent involvement in the organizational activities of all subordinates;
- holding open discussions on actual problems of the organization.

As we can see employees of the “SNV Plus” LLC would like to see the leader not only as a rival, but also as a mentor, accomplice, as evidenced by a decrease in the “market” scale and an increase in the “clan” scale. This involves creating a better moral climate, a high level of trust, a demonstration of people's concern and the need to meet with employees, as well as increased responsiveness and encouragement of teamwork and teamwork.

Such management features as: team management; interpersonal relationship management; human resource development management are not very high in the enterprise.

The functioning of the enterprise depends on effective management, therefore the role of the leader in the organization is extremely important. Scientists attribute the efficiency of an enterprise to the use of a certain leadership style in management, which depends on many factors. The main role is played by such factors: the relationship between subordinates and management, the structured tasks, the degree of authority of the manager, the personal qualities of the manager and subordinates, the influence of the external environment, the completeness of information, the quality of information flows, the consistency of the subordinates' organizational goals.

Workers have faith in leadership, their strength, mutual assistance, ethical behavior and justice. Moral norms also influence the quality of work.

All employees strive for conscious performance of work, relying on intelligence and strength. There are procedures for informing employees (meetings).

As it was mentioned above, the attitude to the work performed is considered from the position of responsibility. Among the important points of work organization is the cleanliness of the workplace and the quality of work. A person is not blamed for his habits, the main thing is that they do not have a negative impact on others and on the work performed, which is carried out both individually and in a group.

Also, at the "SNV Plus" enterprise, the adhocratic culture is poorly developed. This means that the company is not inclined to manage innovations; managing the future or management improvement.

Innovation strategy requires strong discipline and control. Otherwise, it is difficult to function in a rapidly changing environment, creating uncertainty. In other words, innovation management operates in conditions of high uncertainty. You must be able to give a correct assessment of the results, make decisions about

whether to continue or stop work, choose more promising ways at one stage or another, overcome resistance to changes within the organization's team, which is always considered one of the central negative factors of management. It is important to bear in mind that even in organizations that adhere to innovative development, as a rule, the adopted organizational structure of management remains. Often, according to these indicators, such an organization is difficult to distinguish from non-innovative.

Thus, the following characteristics of organizational culture are more developed in the enterprise "SNV Plus":

- Distribution of responsibility and authority (involvement) - employees are involved in the work process and believe that they make a significant contribution to the operation and development of the enterprise; decisions are made at the management level, where access to the most reliable information is provided.
- Strategic planning (mission) - the organization has a long-term goal and direction of development, a clear strategy, a clearly formulated mission, which all employees of the organization share.
- Company values (consistency) - the key values of the "SNV Plus" enterprise allow you to model employee behavior, determine what is right and wrong, and determine the style and methods of company management.

Based on the results of the organization's corporate culture diagnostics, it can be concluded that great attention is paid to the organization's mission, strategic planning and, especially, its goals and objectives, which indicates a desire for stability and an orientation to the external focus of work. The organization being analyzed is characterized by a focus on the external environment, the desire to take a leading position in the market, which ensure long-term functioning and prospects.

At the same time, factors such as teamwork and powers that symbolize a high degree of staff involvement in the workflow has not so high index. That is

why, many employees note that the company pays little attention to the development of their abilities.

In general, the culture of this organization is focused more on internal processes. The company "SNV Plus" has well developed mission, basic principles of work, values that are common among all employees.

PART 3
IMPROVEMENT OF ORGANIZATIONAL CULTURE DEVELOPMENT
AT “SNV PLUS” LLC

3.1 Justification and planning measures of guidelines for improvement of organizational culture development at the enterprise

In order to find out in which direction it is necessary to plan management measures to improve the development of organizational culture in an enterprise, it is necessary to understand what culture is desired for this enterprise, how the organization would like to change it and in what direction.

Therefore, in order to give a substantiated assessment, the OCAI method was surveyed according to estimates, which are desirable for the staff and its managers (not the current state) on the table 3.1.

Table 3.1

A letter-survey for the assessment of the organizational culture (OC) of the company by the method of OCAI

Indicator		Assessments
1. The most important characteristics of the company		Desired state
A	The company is unique in its features. It is like a big family. Employees look like people who have much in common.	10
B	The company is very dynamic and enthusiastic about entrepreneurship. Workers are ready to sacrifice themselves and take risks.	30
C	The company is focused on the result. The main concern is to achieve the task. Workers are focused on rivalry and goal achievement.	50
D	The company is rigidly structured and strictly controlled. The actions of employees are usually determined by formal procedures.	10
TOTAL (scores):		100
2. The general style of leadership in the company		Desired state
A	The overall style of leadership in the company is an example of monitoring, the desire to help and teach.	15
B	The overall style of leadership in the company serves as an example of entrepreneurship, innovation and risk aversion.	15

Continuation of the table 3.1

Indicator		Assessments
C	The overall style of leadership in the company serves as an example of business efficiency, aggressiveness, focus on results.	40
D	The overall style of leadership in the company is an example of coordination, clear organization or smooth conduct of business in terms of profitability.	30
TOTAL (scores):		100
3. Management style in the company (management of employees)		Desired state
A	The management style in the company is characterized by encouragement of team work, unanimity and participation in decision-making.	30
B	The style of management in the company is characterized by the promotion of individual risk workers, innovation, freedom and identity.	20
C	The style of management in the company is characterized by high demanding, rigid striving for competitiveness and encouraging achievements.	30
D	The management style in a company is characterized by a guarantee of employment, a requirement of subordination, predictability and stability in relationships.	20
TOTAL (scores):		100
4. Combining essence of the company		Desired state
A	The company is associated with commitment and mutual trust. The commitment of the company is at a high level.	35
B	The company binds together the commitment to innovation and improvement. Attention is emphasized on the need to be on the cutting edge.	15
C	The company binds together the emphasis on achievement of the purpose and performance of the task. Common topics - aggressiveness and victory.	30
D	The company is bound by formal rules and official policies. Important support for the smooth running of the company.	20
TOTAL (scores):		100
5. Strategic goals of the company		Desired state
A	The company focuses on humane development. Strong confidence, frankness and complicity are strongly supported.	10
B	The company focuses on acquiring new resources and solving new problems. It is appreciated testing the new and finding opportunities.	20
C	The company focuses on competitive actions and achievements. The target tension forces and the desire to win the market dominate.	10
D	The company focuses on the immutability and stability. The most important profitability, control and smoothness of all operations.	60
TOTAL (scores):		100

The end of the table 3.1

6. Criteria for success		Desired state
A	The company defines its success on the basis of human resources development, teamwork, the occupation of employees by doing business and caring for others.	15
B	The company defines its success by possessing unique or newest products / services. It is a production (operational) leader and innovator on the market.	10
C	The company defines its success on the basis of market victory and ahead of competitors. The key to success is the competitive leadership on the market.	20
D	The company determines success on the basis of profitability. Success relies on reliable delivery, smooth schedules, and low operating costs.	55
TOTAL (scores):		100

Note: made by the author by using the survey results of a company's employees.

Based on our data and figures we can build a graph (Fig. 3.1.):

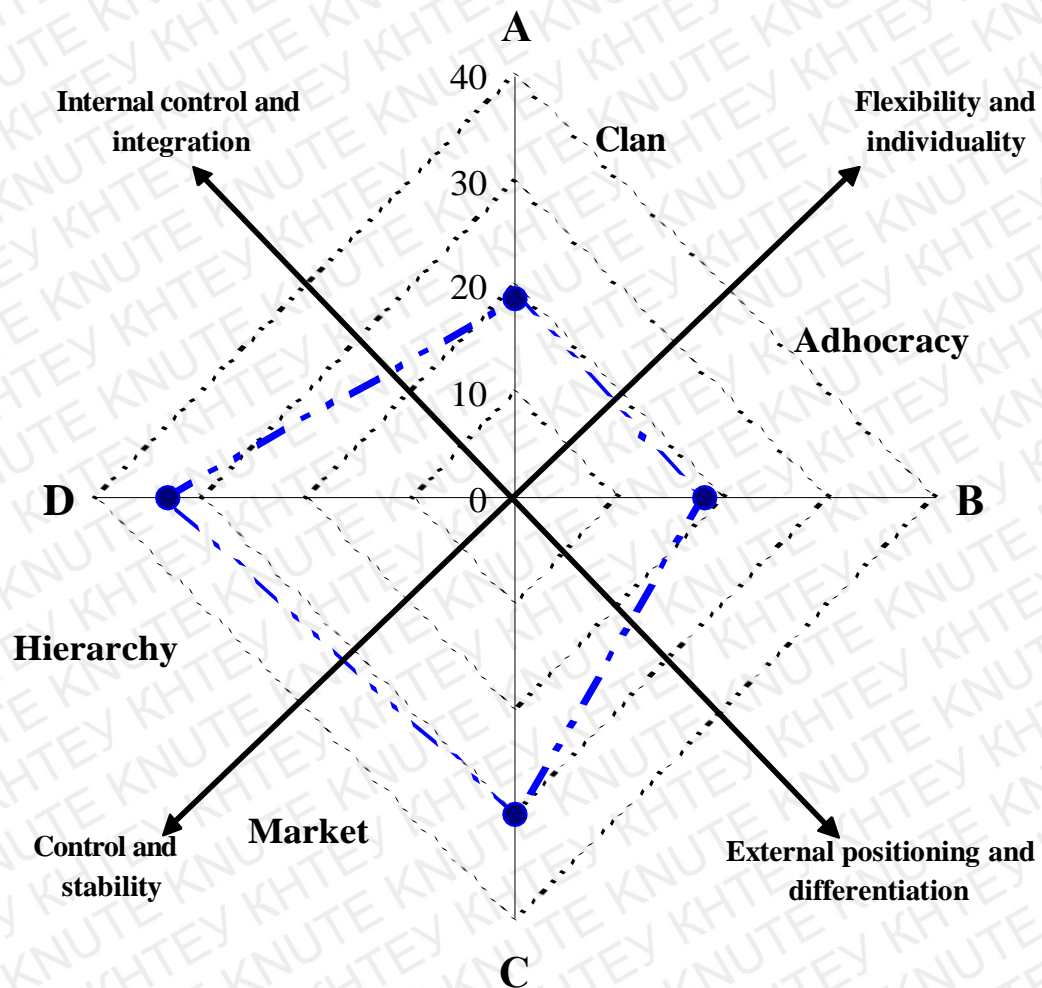


Fig. 3.1. A profile of the desired state of organizational culture

Analyzing the compiled profile, we can conclude that the company's employees do not want any special changes in the organizational culture.

That is why the desired profile of the state of organizational culture is not much different from the current one (table 3.2). Such a profile is an average profile for certain aspects, demonstrating the predominance of the democratic (hierarchical) and market types of cultures. For organizations of a bureaucratic type, there is a desire for stable, cost-effective, uniform production (provision of services). Employees are strictly regulated. Internal order is supported by rules, instructions, centralized decision making. Unlike bureaucracy, the market type of corporate culture is focused on the external environment. Profitability, final results, market share are the main objectives of the organization.

Both types of organizational culture, according to the theory of Cameron and Quinn, are characterized by performance criteria related to stability, order and control.

Table 3.2

**Average data of a general organizational profile
for "SNV Plus" LLC**

	Current state	Desired state
A (clan)	21,6	19,1
B (adhocracy)	15,8	18,3
C (hierarchy)	27,5	30
D (market)	35	32,5

Lets consider in more detail each of the 6 profiles, built on the basis of answers to the questions in the questionnaire:

Characteristics of the organization - on the table 3.3 it is clear that the organization is focused on results, and the main thing is the implementation of the tasks set. Emphasis is placed on the desire to win. And the organization wants to focus on this a bit more. According to the survey results, a shift towards a

hierarchical culture was revealed. There is a desire to reduce the structure and formality of many work operations to shift the focus to the cohesion of the team in general and to the personality of each employee in particular.

Table 3.3

**Average data of an overall leadership style in the organization
for "SNV Plus" LLC**

	Current state	Desired state
A (clan)	5	10
B (adhocracy)	30	30
C (hierarchy)	40	50
D (market)	25	10

Looking at the chart "leader of the organization" table 3.4 we see a similar situation both in the current state and in the desired one - greater efficiency, aggression and focus on the result. Again, the highest value is marked on a scale of hierarchical orientation, which means the leader in the organization is considered a hard taskmaster in performing any tasks, generates a spirit of rivalry in the team, and at the same time pays little attention to its employees (quite low scores on the "clan" scale).

Employees want to further enhance the hierarchical orientation of the organization by donating a clan. Unfortunately, this implies the creation of a worse moral climate, a low level of trust.

Table 3.4

**Average data of an organization leader
for "SNV Plus" LLC**

	Current state	Desired state
A (clan)	25	15

The end of the table 3.4

	Current state	Desired state
B (adhocracy)	15	15
C (hierarchy)	30	40
D (market)	30	30

As we can see, the management style in the company table 3.5 (management of employees) hasn't changed much. The only difference is that the company wants to implement more innovations, ideas, and risks, freedom and identity. Again, sacrificing the collectiveness of the collective and their motivation, which can also have a bad effect on culture on the spiritual part of the workers.

Table 3.5

**Average data of the management style in the company
for "SNV Plus" LLC**

	Current state	Desired state
A (clan)	45	30
B (adhocracy)	5	20
C (hierarchy)	30	30
D (market)	20	20

From the side of the combination essence of the company (table 3.6), the organization, at the moment is characterized by features: dedication to experimentation, highly valued traditions and dedication of employees and there is an emphasis on the desire to win. In the future, a slightly different model is being considered: key indicators are shifting upwards, i.e. the most important will be the pursuit of innovation; traditions, commitment and dedication in the company will be even more valuable. This indicates that employees want to create a strong team,

united by common traditions and a creative approach to solving problems without departing from their tasks.

Table 3.6

**Average data of the combining essence of the company
for "SNV Plus" LLC**

	Current state	Desired state
A (clan)	30	35
B (adhocracy)	15	15
C (hierarchy)	25	30
D (market)	30	20

As for concern the strategic objectives (table 3.7), in "SNV Plus" LLC the main objectives are to invest in the market (i.e., on such things as stability, profitability and control), which is very reasonable direction of the activities for such company. Also the company is currently focused on the market and innovations. The company in the future is not going to make a big excuse for strategic purposes. The only thing the company wants to focus more on staff development.

Table 3.7

**Average data of the strategic objectives
for "SNV Plus" LLC**

	Current state	Desired state
A (clan)	5	10
B (adhocracy)	20	20
C (hierarchy)	15	10
D (market)	60	60

The main criterion of success for the company (table 3.8) is profitability, the company relies on reliable delivery, smooth schedule and low operating costs, as well as for the organization it is important to penetrate markets, increase market share and market leadership. In the future they want to see an increase in the significance of the criterion of profitability and a slight decrease in the hierarchical side of the organizational culture are noted. However, such a position entails a reduction in the importance of the internal climate in the organization and care for people. Since these factors are not much to boil into account, as well as not planned in the future.

Table 3.8

**Average data of the strategic objectives
for "SNV Plus" LLC**

	Current state	Desired state
A (clan)	20	15
B (adhocracy)	10	10
C (hierarchy)	25	20
D (market)	45	55

So, we can see that the organizational culture of the "SNV Plus" LLC combines the features of two types: hierarchical and market with the predominance of the first type. This indicates that the company is developing and plans its further actions to achieve the goals and accomplish the objectives (i.e., the main direction is aggression and victory), and also the company tries to maintain its leading position in the market. The attention paid to the development of clan culture features suggests that the leadership does not understand the significance and value of its employees and does not emphasize their development, because achieving strategic goals without first-class work of qualified personnel can be very difficult.

3.2 Predictive evaluation of the implementation of improvement measures for organizational culture development in the enterprise

All existing organizations are unique. Each has its own history, organizational structure, types of communications, systems and procedures for setting tasks, internal rituals and myths, which together form a unique corporate culture.

To give the predicative evaluation of the implementation and all changes of improvement measures for organizational culture development in the “SNV Plus” LLC last look at the complex scheme (fig. 3.2) of the current state and desired state of the enterprise.

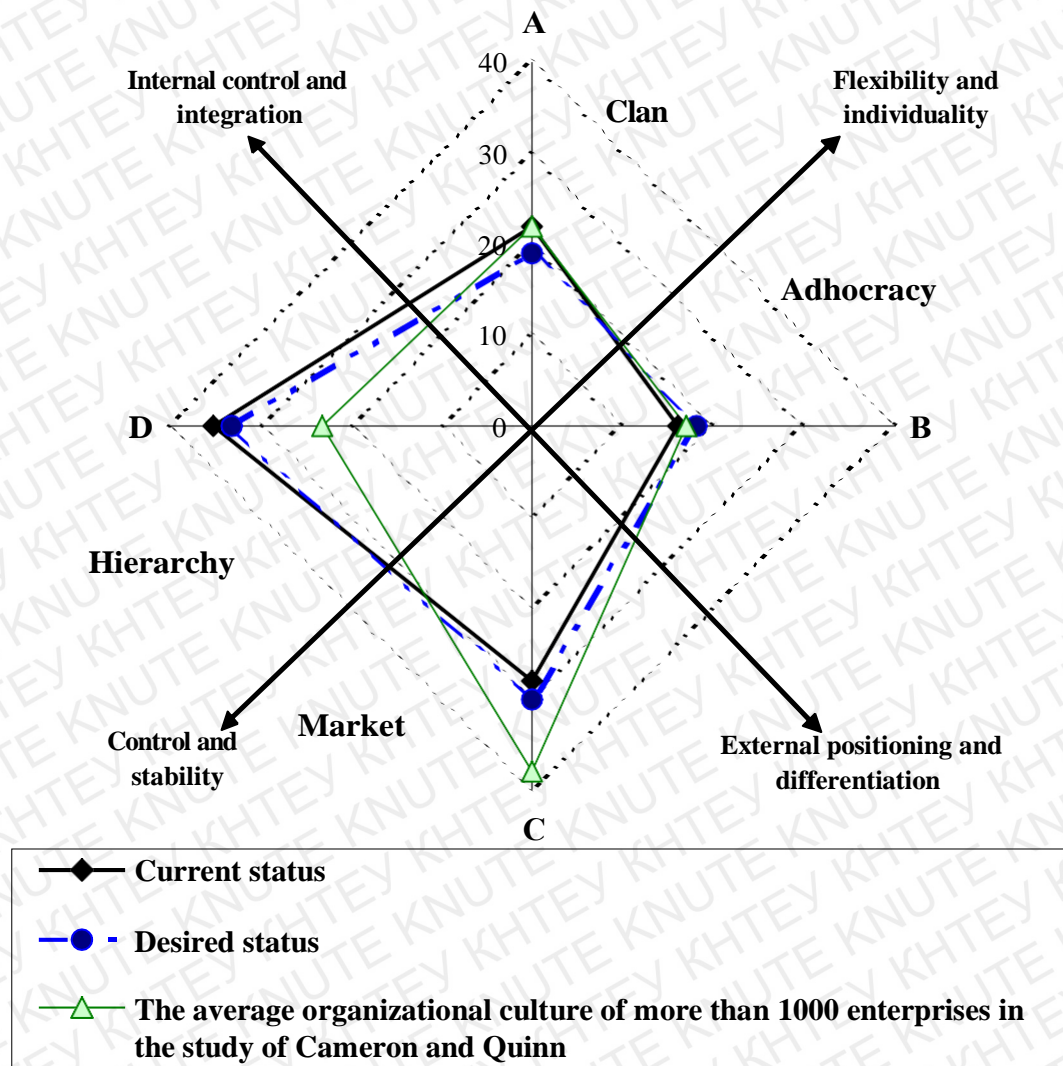


Fig. 3.2. Comparison of profiles of the current and desired state of the investigated enterprise with averaged value for studies of Cameron-Quinn

This diagram clearly shows the results which were discussed above. We see that organizational culture in an enterprise is prone to hierarchical and market culture. And in the desired result that she wants to achieve almost nothing changes (a slight increase in leading indicators). Also, in the diagram we can observe the average state of the organizational culture of more than 1000 enterprises in the Cameron-Quinn research.

It is very difficult to change the organizational culture. Innovations always cause the resistance of the team, often perceived by employees as painful. The way out is purposeful development of employees and organizational structures, continuous training and creation in the organization of a culture of change. It takes a lot of time to create an organization's new culture, since the old organizational culture is rooted in the consciousness and organizational behavior of people committed to it. This work includes the formation of a new mission and goals of the organization, the modernization of the organizational structure, processes and procedures, the development and rooting of new values and behaviors, etc.

Thus, changing the corporate culture of a company is a long and painstaking process that requires competent management. The introduction of new values and norms, the transition to new regulations always require changes in the organizational behavior of employees. Organizational behavior cannot be changed only by orders and instructions. New standards must be accepted by employees, they must be presented in such a way that all employees will reach the same understanding and realize that compliance will improve efficiency.

In our case, the company wants to slightly increase the hierarchy and market culture. But in general, these positions are not very large and there will be no major changes regarding the culture in the organization in such cases.

As we can see from the average statistics on Cameron-Quinn organizations, market organizational culture should be given greater importance in the organization than hierarchical. So, the company will be able to focus more on the external environment, and not on their internal affairs. In such cases, the company will be able to control its attention on operations with external customers,

including suppliers, consumers, contractors, licensees, legal authorities. The main focus of this type of organization is set to conduct operations (exchanges, sales, contracts) with other competitors in order to achieve competitive advantage. Consumers are picky and interested in purchasing the product they need, so you need to be able to take the right position in the market.

Again, let's consider the changes which company want to involved and how they will influence by the leading indicator - hierarchy. Organizations with such a culture seek to ensure the stability of their functioning and the continuity of development through the rationalization of managerial decisions, the formalization of administrative, production and behavioral norms. But the main problems of this organization arising in the process of its operation (and this is especially important to take into account, since the "SNV Plus" LLC wants to continue to increase it in organizational culture) can be attributed to the inability of this system to quickly adapt to changes in the external environment and the lack of flexibility of the management system.

In any case, when making changes in culture, it is desirable to adhere to the following general sequence:

1. First, solve the main problems in culture that threaten the survival of the company.
2. Then changes are introduced that are required by the staff.
3. And only then, through persuasion, sometimes direct pressure, of agreements is an unpopular block of changes introduced.

At each stage, control and adjustment must be ensured.

Changes in organizational culture occur under the influence of a variety of factors related both to the peculiarities of the organizational behavior of managers, leadership and their duties, and to such important organizational characteristics as the organizational structure of management, business processes and procedures, communication systems, design and design of office space, history and myths and more. In addition to these factors, changes in the organizational culture are also affected by the business environment in general and the industry in particular,

samples of national culture, the personality of the leader or founder of the company, its personal impact.

First of all, we need to understand in which cases the organizational culture can and must be purposefully changed. Since any transformation in an organization is a rather painful process, employees, consciously or unconsciously, will resist it, will strive to preserve the old forms of behavior, relationships, rules. Therefore, it should not be changed something “just for fun” in the organizational culture, for innovations you need to have good reasons. Such grounds are the various threats to the organization’s existence:

- the rapid development of technologies, requiring the introduction of new, more modern working methods;
- strengthening competitors, for which the organization can not “keep up” due to the peculiarities of its culture;
- the decline in demand and profit associated with the organizational culture.

These are one of the most common reasons that make think about the negative aspects of the established organizational culture.

As it was indicated in the second chapter of the paper, the company is developing and it has an increase in profit. Therefore, there are no clear signs for tremendous changes in organizational culture. But again, to the external market and its competitors devoted very small attention. Accordingly, its organizational culture should be directed towards market type of OC.

It is not surprising that the core goals that dominate market-type of organizations are competitiveness and productivity.

So, to increase productivity by the help of market type of organizational culture the company needs the following:

1. to increase the external environment;
2. make consumers interested in company’s products;

3. the organization has to engage in business in order to strengthen its position in competition;
4. the main task of the management is to lead the organization to the productivity.

In order to improve the organizational culture in an enterprise, it can be offered to hire a specialist in training the organizational culture.

One of the rituals of organizational culture is training (training workshops). It can be attributed to organizational as well as integrating rituals. Training is a set of tools through which knowledge, procedures and thoughts are transformed into practical actions. The training itself belongs to the methods of active learning. Sometimes this technique is called “problem-based learning,” “learning through experience.”

Training implies a systematic approach involving the development of certain skills in conjunction with increased employee motivation for improving work; the process by which one coaches the other through intensive training, demonstration and practical work; daily training and leadership work to improve the efficiency of performing activities; increase the efficiency of adaptation of new employees

The uniqueness of training as a method in the formation of the organizational culture lies in the fact that through it you can unobtrusively and gently carry out the company's policy, introduce it into the consciousness of its value. This training is different from the codes, codes, regulations and other documents that employees are obliged to comply with forcibly.

Through conducting training sessions, the team of the company is rallying. The training allows to unite people around a real or simulated problem, introduces the group into a “uncomfortable state”, as training takes place through the “discomfort zone”. A group of people, experiencing joint discomfort, is rallying, it strengthens informal relationships that can benefit the organization. Through informal relationships there is an intensification of work. This is a Russian specificity: until personal relationships have been established, there is no need to wait for business interaction.

Cooperative learning forms an open information space. As a result, competition within the team for an information resource is prevented, that is, for knowing how to work with a particular problem. This prevents conflicts.

The training will reduce the stress, introducing the employee to the organizational culture, introducing it into the company's business, developing professional skills.

Conducting trainings will solve the following tasks:

- formation of open and trusting relationships among staff;
- introduction of a certain type of corporate culture, its values;
- building loyalty and commitment of staff;
- development of the required personnel behavior patterns in relation to the company, external clients;
- rapid formation of certain behavioral skills;
- increasing the level of staff knowledge and quality of the work performed by them;
- creative attitude to work and responsibilities;
- carrying out the necessary organizational changes and preliminary preparation of the base for introducing changes;
- conducting high-quality diagnostics of personnel and receiving immediate feedback.

The cost of such event will be 5000 UAH. per day for all company's employees. In general, one or two days will be enough to achieve the above goals for the company. And that costs will be 5-10 thousand UAH.

The next step of the improving of organizational culture can be creating own brand. A prerequisite for the successful existence and functioning of the brand is the obedience of a common corporate style - the visual and semantic unity of the image of the organization. The elements of corporate identity are: product name, logo, trademark, service mark, company name, company colors, slogan, style and

colors of the company's employees, as well as other intellectual property owned by the organization.

With a consistently high level of other marketing elements, the corporate identity will bring to the company the following advantages (in the context of improving the competitiveness of the enterprise):

- helps customers to navigate in the flow of information, quickly and accurately find the product of the company, which has already won their preference;
- allows the company to bring its new products to the market at lower costs;
- increases the effectiveness of advertising;
- reduces the cost of building communications by increasing the effectiveness of advertising;
- helps to achieve the necessary unity of not only advertising, but also other means of marketing communications of the company (for example, commercial propaganda: holding press conferences, issuing prestigious prospectuses, etc.);
- contributes to the corporate spirit, unites employees, develops a sense of belonging to a common cause, “corporate patriotism”;
- has a positive effect on the aesthetic level and visual environment of the company.

A brand is a way to promote an enterprise, it contributes to increasing profitability and sales, expanding the range and consumer knowledge about the unique qualities of products and services, which is the key to improving the competitiveness of enterprises.

For brand recognition, an original name and a distinctive logo are of great importance. It is on these two elements that the consumer is guided when considering the possibility of purchasing a service or product.

That is why one of the key factors of branding is the logo. Unfortunately, “SNV Plus” LLC doesn't have a logo. But the logo is a guarantor of recognition of

the company. It allows the consumer to distinguish its products among the many analogues produced by competitors. The logo testifies to the high quality of the product, its aesthetic advantages. It is another brand advertising tool.

Company logo must be:

- spectacular (memorized);
- relevant;
- unique (to ensure maximum differences from competitors);
- harmonious in color (the abundance of colors and details of the logo is harmful);
- able to express the ideas of the company, not to compromise it and create a positive image;
- associative (so that the consumer correctly perceives the company's values displayed in a symbolic form).

For example, the company “SNV Plus” LLC can take this example (fig. 3.3).



Fig. 3.3. Example of the logo

Note: made by the author

As we can see, this log is quite impressive, relevant, and what is most important - associative, since the company mostly deals with windows in building materials, there is a rather characteristic picture in this logo and immediately conveys the essence of this organization.

There are also many tools to help increase the popularity and awareness of the company. Here are the most common ones:

- advertising banners and billboards;

- TV clips;
- radio advertising;
- official site;
- organization of business meetings and educational events.

The cost of rebranding for a company depends on many factors. First of all, it is the remuneration of all professionals who will be engaged in the development and promotion of the brand. This team includes at least:

- project manager
- marketer
- designer
- copywriter
- business technologist

We can calculate the costs of the branding improvement proposal (table 3.9).

Table 3.9

Branding improvement proposal for the company “SNV Plus” LLC and its price, UAH

Proposition	Total price (UAH)
Logo registration	4700
Banners and billboards (4 pieces)	18000
TV clip	13000
Radio advertising	1500
Official site	7000
Project manager (for one week)	3000
Marketer (for one week)	3700
Designer (for one week)	4300
Copywriter (for one week)	1000
Business technologist (for one week)	4500
Total	60700

Including training which was proposed above (10 ths.UAH), the total amount will be $60700 + 10000 = 70700$.

Let’s look one more time on our current financial state of the enterprise.

If the situation of the external and internal environment of the company “SNV Plus” LLC will continue in such case in 2018-2019 years, the net income will continue to fall and in the 2016-2017 tendency in 2018 can fall down to 555 thousand UAH, and in 2019 - 475 thousand UAH.

However, if the enterprise will take measures to improve the management of the company's activities, including through transformational changes in organizational culture, it is planned that by the end of 2018, net income, comparing with 2017, should increase on 10% to 695.5 thousand UAH (table 3.10), and in 2018 when with the proposed measures will be completely implemented, the net income in 2019 compared with 2018 year will increase by additional 8% and net income will be 754.38 thousand UAH.

Table 3.10

**Indicators of the current and planned result of LLC “STAR Plus”,
Usyn city 2017-2019**

Indicator	Years			Absolute deviation		Relative deviation, %	
	2017	2018	2019	2018/ 2017	2019/ 2018	2018/ 2017	2019/ 2018
Net income (revenue) from sales of products (goods, works, services)	635,0	698,5	754,4	63,5	55,9	10	8
Other operating income	76,0	76,0	76,0	0	0	0	0
Total income	711,0	774,5	830,4	63,5	55,9	8,9	7,2
Cost of sold products (goods, works, services)	589,0	637,9	668,9	48,9	29	8,3	4,8
Other operating expenses	-58,0	-58,0	-58,0	0	0	0	0
Financial results of operating activities	64,0	78,6	103,5	14,6	24,9	22,8	31,6
Net profit (loss)	52,5	64,48	84,87	11,98	20,39	22,8	31,6

Note: made by the author by using financial statements and implemented propositions.

From this we can conclude that, through the use of advice, it is possible within two years increase the profitability of the company and begin to take it to a new level.

The company will be able to increase its profitability and productivity. Awhile expanding the external market it will be able to stand on a par with its rivals.

CONCLUSIONS AND RECOMMENDATIONS

There are many definitions of the term “organizational culture”, but most authors agree that organizational culture is a system of values and beliefs shared by all employees of a company, predetermining their organizational behavior, the nature of the organization’s activities.

In relation to the organization, culture performs a number of important functions: protective, integrative, regulatory, communication, adaptive, orienting, motivational, educational, and image formation.

Organizational culture has a strong influence on various aspects of the functioning of the organization. At the same time, an organizational culture can both “slow down” the development and stimulate it. Particularly influenced by the organizational culture in the development of organizational strategy and the possibility of its implementation.

A financial analysis of the “SNV Plus” LLC company was carried out, from which it was found that enterprises, on average, steadily grow in revenues and profits.

A survey was also conducted on the basis of the Cameron-Quinn method “OCAI”, which helped us determine the type of organizational culture in the enterprise, and also let us know what kind of organizational culture workers want to see.

By the help of these tables visual graphs were built, which helped to understand the organizational culture and the planning of its further development.

The organizational culture of any organization is influenced by the culture of the society. Having studied the organizational culture at “SNV Plus” LLC enterprise, I came to the following conclusions:

- the organization is dominated by a hierarchical organizational culture. It is complemented by a market oriented culture. In the minority extent, there is an organizational culture oriented towards the clan, and as well as adhocratic organizational culture.

- the organization has poorly developed spiritual and friendly relations among employees, everything is built on victory, leadership and rivalry.
- “SNV Plus” LLC has a good organizational culture.

Also, a set of measures was proposed to improve the organizational culture of the enterprise.

Also, it can be sad that in order to increase organizational culture, it is recommended, first of all, to increase the interest of employees in the activities of the organization. This aspect affects many areas of the enterprise. It is necessary to clarify the mission of the organization to each employee.

Summing up, it is necessary to note once again that corporate culture is a delicate tool in the hands of a manager, with which you can lead an organization to success, prosperity and stability, but with inept or inappropriate use, directly opposite results are possible. Therefore, corporate culture must be studied, followed by its formation, improve and regulate its changes. It should become an integral part of the entire organization, be adequate to modern requirements dictated by economic and technological development, the specifics of legislation and mentality, as well as the specifics of a particular corporation, and contribute to the achievement of goals, and, consequently, increase the efficiency of the corporation.

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APPENDICES