

**Kyiv National University of Trade and Economics  
Management Department**

**FINAL QUALIFYING PAPER**

on the topic:

**« Development of the organizational culture at the trading enterprise»**  
(by the materials of «ViDi-Sky» LLC, Kyiv region, Kyiv-Svyatoshynsky  
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**Kyiv 2019**

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## INTRODUCTION

**Relevance of the research topic.** In the contemporary economic environment, there is an objective need for a thorough study of the organizational culture of an enterprise because it is one of the most important aspects of its activities. The issues of organizational culture formation are quite relevant and require a detailed elaboration of the topic. Due to increasing market competition, in which modern enterprises (including trading ones) operate and develop and to constant variability of factors of their external environment it has become necessary to adopt new organizational measures. The development of market environment creates new rules under which Ukrainian enterprises have to operate, which gives rise to a notion that not only material capital is the basis of their stable activity and competitiveness, but also intellectual, moral, and cultural potential becomes a key to profitability and development of an organization. An important management solution that facilitates a trading company development is the formation or improvement of effective organizational culture.

Therefore, the relevance of the study lies in the fact that organizational culture acts as a conditional system, consisting of a set of rules and standards, values, and rituals that determine coherence of actions of team members, management, interaction of structural units, as well as key factors' impact on the enterprise development.

**Analysis of recent research and publications.** The works of many foreign scientists, including K. Cameron, R. Quinn, E. Mets, E. Shein, S. Hendy, and others, are devoted to the study of organizational culture issues and to the determination of its influence on the activity of a modern enterprise. However, to this day the problem has remained open to research.

Further investigation is required into a set of problems related to the formation of a fundamentally new organizational and economic mechanism for managing the development of organizational culture, for elaborating theoretical and methodological approaches to analyzing its subsystems and elements. Solving them will allow to purposefully and effectively manage corporate culture as an important



factor of enterprises' competitiveness, due to which conditions for their sustainable growth will be provided.

**The object of the final qualifying paper** is organizational culture in an enterprise.

**The subject of the final qualifying paper** is the scientific approaches, methods and theoretical aspects of the formation, analysis, and evaluation of organizational culture in a trading enterprise «ViDi-Sky» LLC.

**The purpose of the final qualifying paper** is to develop proposals for improving the organizational culture at «ViDi-Sky» LLC.

To achieve this purpose, the following **tasks** are defined:

- to consider the concept, essence, content of organizational culture, its types;
- to analyze the methods of formation, and support of organizational culture;
- to identify factors that influence the formation of organizational culture;
- to study methods, tools, criteria of evaluation of organizational culture;
- to analyze and evaluate the state of organizational culture in «ViDi-Sky» LLC;
- to develop practical recommendations on the main directions of regulation and modernization of organizational culture in «ViDi-Sky» LLC.

**The information base** of the study was the works of domestic and foreign scientists, financial and operational reporting of «ViDi-Sky» LLC for the last three years, periodicals, informational resources of the Internet - the world computer information network.

**Research methods.** In the final qualifying paper for the analysis and evaluation of organizational culture, the following methods were used: the method of elementary qualitative assessment; determining the type of organizational culture according to the classification of OCAI by Kameron and Quinn; the questionnaire method.

**The practical significance of the results** lies in the development of theoretical provisions and practical recommendations for improving the organizational culture of «ViDi-Sky» LLC trading company in a dynamic environment, as well as the possibility of applying evaluation method in order to form and implement measures with a view to improving the organizational culture.

**The practical value of the results of the paper.** The theoretical and methodological results of the paper are brought to practical conclusions and recommendations, creating an opportunity for further use in the activity of «ViDi-Sky» LLC.

**Approbation of the results** of the final qualifying paper was reflected in a scientific article on the topic: «Development of the organizational culture at the trading enterprise», which was published in the collection of scientific articles of students of KNTEU (Appendix A).

**Structure of the final qualification work** consists of an introduction, three parts, conclusions and recommendations, references, appendices. The total volume of the final qualifying paper is 54 pages of main text. The list of references includes 45 titles. The work contains 6 appendices, 25 figures, and 8 tables.

## PART 1

### THEORETICAL FOUNDATIONS OF ORGANIZATIONAL CULTURE AN ENTERPRISE ACTIVITY

#### 1.1 The essence and role of organizational culture at enterprise activity

Organizational culture has consistently been found to be a powerful factor affecting a wide range of organizational operations and outcomes [10, 3].

There is general agreement that organizational culture refers to individuals' shared norms, values, meanings, beliefs and principles which are held within the organization and forms part of the socialization process of new employees.

Culture is a tricky concept because it can easily be used to cover everything and consequently nothing. The fact that certain researchers are interested in «culture», or at least use this term, does not mean that they have very much in common (Table 1.1).

*Table 1.1*

#### Definition of organizational culture

Author	The content of the concept of organizational culture
Michael Armstrong [41, 3]	Organizational culture is the set of beliefs, attitudes, behaviors, and values common to all employees of the organization. They may not always be clearly expressed, but in the absence of direct instructions, they determine how people act and interact and greatly influence the progress of work.
Edgar Shein [32, 8]	Model of the organizational culture where the basic assumptions shape values and the values shape practices and behavior, which is the visible part of the culture. Organizations do not adopt a culture in a single day and learn from past experiences and start practicing it every day thus forming the culture of the workplace.
L. Eldridge, A. Crombie [14, 22]	The culture of an organization should be understood as a unique set of norms, values, beliefs, patterns of behavior, etc. that determine how groups and individuals can be brought together in an organization to achieve its goals.
M. Mascon [25, 37]	Organizational culture as a climate in the organization, it reflects the customs inherent in the organization.
Richard L. Daft [31, 11]	Organizational culture as a set of values, assumptions, understandings, and norms that are shared by organizational members.



*Ending of the table 1.1*

Martins and Martins [23, 14]	Organizational culture is a communal meaning between members, making a distinctive organization from other organizations.
Arnold [4, 12]	Organizational culture as «the distinctive norms, beliefs, principles, and ways of behaving that combine to give each organization its distinct character».
Warrick, D. D. [41, 5]	Culture can be defined as “the [predominant] beliefs, values, attitudes, behaviors, and practices that are characteristic of a group of people”.

Source: Grouped by the author on the basis of [4, 14, 23, 25, 31, 32, 41]

The phrase «organizational culture» as an umbrella term for a way of thinking that takes a serious interest in cultural and symbolic phenomena and focuses on shared meanings [1, 2].

In today's business, the organizational culture of many organizations begins with the formation of their unique style. The attributes of organizational culture act on the staff of the enterprise «unionize» and are essential for the success of the firm foundation of its dynamic growth, a kind of guarantor of the pursuit of efficiency.

A strong organizational culture will often lead to motivated employees indicates that the organization impacts employee motivation and performance and contributes greatly to achieving the organizational objectives [24, 3].

Therefore, the organizational culture of virtually every organization has specific for the organization's values, attitudes, behavioral norms. Similarly, organizational culture defines a specific, typical for the enterprise approach to solving problems. The basis of the culture of the corporation is only those ideas, views, fundamental values that are shared by the members of the organization. The diversity of corporate values and how they are applied depend on what underlies the situation: the interests of individual members or the interests of the organization as a whole.

Company cultures are systems of shared beliefs, cognitions, and values that produce norms of behavior. Company culture can be thought of as the personality of a firm, department, unit, or team. We can gain insight into the culture through a variety of elements, including missions, goals, behaviors, work environment, and expectations [17, 21].

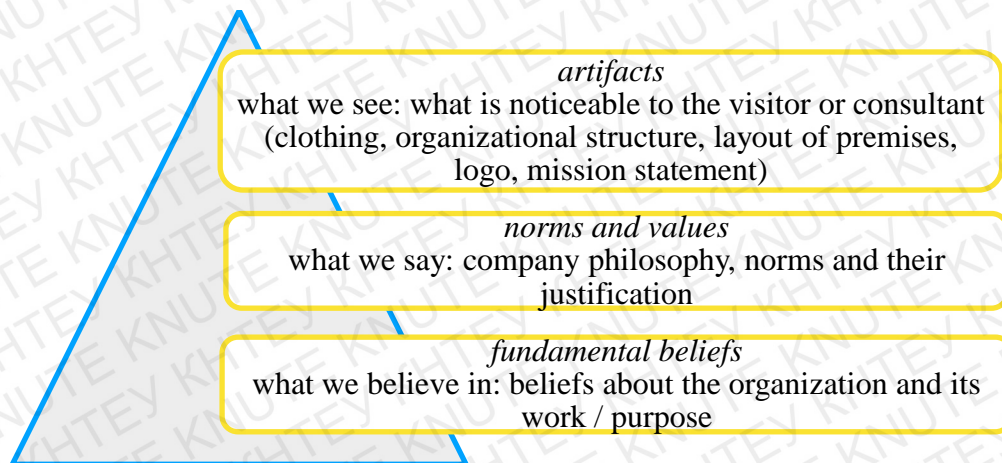


Fig. 1.1 Three levels of corporate culture

Source: made on the basis of [17, 26]

1) Artifacts: This is what can be observed at the superficial level - objects, the physical layout of the workplace, the behavior of people in various situations, written documents. But this is just the tip of the iceberg.

2) Norms and values: norms and values. Norms are the rules of behavior accepted by all employees. Values are the principles according to which people act.

3) Fundamental beliefs: What do we really think about the nature of the organization and our role in it? Do we believe that the role of the employee is to maximize the assistance of his organization in achieving success? Do we think that leadership has personal interests that are contrary to ours, and therefore we must daily fight for our rights? Do we think that work is just a way of making money for a living or is it a way to contribute to the welfare of society? Very often, our beliefs are subconscious and difficult to formulate [17, 26].

Organizational culture includes management styles and procedures, concepts of technological and social development. Culture defines the boundaries within which prudent decision-making at any hierarchical level is possible, resource utilization, responsibility, directions of development, regulates management activities, promotes the identification of employees with the organization and, finally, ensures the harmonization of collective and individual interests.



Consequently, it is a powerful strategic tool that allows you to orient all divisions of the organization and individuals to common goals, mobilize employee initiative, nurture organizational commitment, improve communication, behavior.

The goal of organizational culture in the enterprise is to ensure high profitability of the enterprise by maximizing the efficiency of management and quality improvement of the enterprise as a whole by [43, 32]:

- improving human resources management;
- educating employees to treat the company as their second home;
- developing the ability, both in business and in personal relationships, to rely on established standards of behavior, to solve any problems without conflict.

Since organizational culture influences the entire staff of an enterprise from the institutional to the technical level of management, it must be borne in mind that it plays a role in the activity and life of each person [14, 41]:

- for the business owner – this is one way of self-realization;
- for the management team – is an incentive for self-organization and a benchmark for adhering to the established order;
- for staff – working conditions and activities at the company.

Organizational culture is a competitive advantage of the enterprise such as a common, coherent, holistic system of perception, with values, approaches, and definitions [31, 38].

For the enterprise staff, organizational culture creates an activity orientation, a benchmark because the purpose of the activity is closely linked to the values adopted in the organization, as well as acceptable ways to achieve different goals, both personal and organizational. The relative resilience of cultural characteristics to change supports workers' sense of stability, which meets the need for safety and is one of the basic needs of the individual. Too rapid changes in the elements of culture, especially global ones, concerning the structure of the enterprise, disturb the sense of stability and cause anxiety for the future in professional activity [23, 144].

Organizational culture ensures the importance of production activity in the eyes of employees, because the achievement of the goals of the organization

contributes to the achievement of their own goals, meeting their needs, consistent with the internal structure of the personality of each employee. Elements of organizational culture (learned by the employee values and norms) are the internal motivating forces that motivate the employee to work effectively and quality work. [8, 65].

The leading role in the organizational culture of trade enterprises is played by the external environment. Organizational culture is interconnected with consumers, suppliers, communities. Information about the goals of existence and principles of activity of the organization contributes to the fact that in front of others organizational culture appears as a stable image of the organization. This information can be purposefully generated using advertising, public relations, service and presented in the form of external, material aspects of the life of the organization. These include design, clothing, logo, brand name, and brand.

The external image of the organization must be consistent with the internal, otherwise, everyone who is in one way or another confronted with the organization, not only change their opinion about it but also form their attitude as a reliable or unreliable partner. The internal image of the organization is a manifestation of the organizational culture. Purposeful formation of the internal image of the organization is impossible without changes or development of organizational culture.

Organizational culture values are values for most employees. Focusing on the same values brings the group members together. Implementation of the norms, customs, rituals, traditions adopted in the organization, knowledge of a specific language, history of the organization, its features makes one feel the employees belonging to the organization, forms a commitment to it, integrates the employee into the community.

There are two important features of organizational culture:

- multilevel (which forms certain hierarchical levels);
- versatility, multidimensional (where culture consists of the cultures of its units or groups of employees).

Organizations have to pay more attention to their employees' commitment when shaping its culture and that is as an essential factor to guarantee the successful implementation of the organizational policies and plans [28, 3].

Thus, the organizational culture of virtually every organization's has specific for the organization values, attitudes, and behavioral norms. Similarly, organizational culture defines a specific, typical for the enterprise approach to solving problems.

The basis of the corporate culture is only those ideas, views, core values that are shared by the members of the organization. The diversity of organizational values and the ways they are applied to depend on what underlies the situation: the interests of its members or the interests of the organization as a whole.

## **1.2 Guidelines of the development of organizational culture an enterprise activity**

Formation, first, begins with identifying the requirements that the culture of a particular organization must meet in the context of its current strategy of development, where first the management of the company determines the image of the desired philosophy of management practice. Management, in turn, following the philosophy of management, identifies certain methods for the formation of effective organizational culture [42Ошибка! Источник ссылки не найден., 22].

The mechanism of the formation of the organizational culture of the enterprise involves the separation of stages of its implementation and principles of functioning. In the table 1.2 presents the formation of organizational culture according to the stages of the company's life cycle.

Initially, when a company is just starting, we are forming an organizational culture, and if we are talking about an existing organization, then we are changing the organizational culture.

The formation of organizational culture is a long and complicated process. The main (first) steps of this process should be: defining the mission of the organization and definition of basic values. And based on basic values, standards of



behavior of members of the organization, traditions, and symbolism are formulated [41, 3].

*Table 1.2*

**The process of forming an organizational culture**

The name of the stage		Contents of the stage
Stage 1	Birth of the company	At the stage of birth of the company, the basis of the future organizational culture is laid, namely: team, mission, and organizational legend
Stage 2	First steps	There is a formation of symbolism as an expression of the idea of business with symbolic means and corporate identity.
Stage 3	First successes	The first legends about organizational heroes. At the same time, a system of communication is set up to inform the staff of the results of the company. The problem is the growing alienation between staff and management and, as a consequence, a decline in work motivation.
Stage 4	Structuring	A time of structuring and defining interests no longer concerning the company as a whole, but within the company. Formalized evaluation procedures, appraisals, internal competitions, meetings. At this stage, the company inevitably incurs some losses, being forced to part with those who do not accept the new rules.
Stage 5	Development	Organizational identity as a form of self-interest realization through the interests of the company as a whole is put on the agenda. The contradictions are not as sharp as they used to be, but the mechanisms in place for reconciling them require consolidation.
Stage 6	Stability	The main task is to consolidate and maintain your leadership. As a result, the worked-out mechanisms of interaction are reproduced according to tradition. The word «efficiency» becomes a leader in the company lexicon, but is used in the sense of «stability».
Stage 7	New development or stagnation	The imbalance of interests within the company is related to the desire to keep everything as it is and understanding the need for change. One way to announce a new stage of development is to celebrate the organizational anniversary, which is the boundary between the past and the future of the company.
Stage 8	End of cycle	The organization starts at a new level or ends its activity. In the first case, there is a new cycle of organizational culture formation.

Source: made by the author on the basis of [16, 41]

The processes of formation and re-engineering of organizational culture are similar to the processes that result in the creation of a new culture that is unique to the enterprise under study. In our opinion, the process of forming an organizational

culture can be imagined as a series of successive tasks:

- 1) Defining the corporate goals and mission of the organization;
- 2) Determination of basic corporate values;
- 3) Formulation of standards of behavior of members of the organization following basic corporate values;
- 4) Description of traditions and symbols that reflect basic corporate values;
- 5) Development of the «Corporate Code Regulation».

The regulation of the Corporate Code is particularly useful in the process of hiring new employees and adjustment them to the team members. Correspondence of the potential employee with corporate values allows understanding at once, how much the employee is ready to abide by the values of the organization.

Organizational culture concerns the implicit values, beliefs, and assumptions that employees infer guide behavior, and they base these inferences on the stories, myths, and socialization experiences they have and the behaviors they observe (especially on the part of leaders) that prove to be useful and promote success [33, 5].

In the formation of the system of values it is advisable to take into account those that are important in the life of employees in general, and not just in work. The developed project of value system has to be discussed in the team, because it is very important that, firstly, the values are shared by the majority of employees, and, secondly, that employees are felt their involvement in forming the foundations of organizational culture.

Values must meet the need for people to receive confirmation that the business they are engaged in has a value that goes beyond a specific activity, a specific position, a specific work colleague, and a salary.

The difficulty of maintaining the necessary level of organizational culture is that new employees bring with them not only new ideas and individual approaches to solving professional problems but also their values, views and beliefs. Individual personal values of employees can significantly undermine the cultural values formed within the organization. To support the formed system of cultural values of the organization, it is necessary to constantly influence the formation of employee value

orientations to maximize their approximation with the values of the organization itself.

The main purpose of organizational culture is to create the right motivation for each employee's activity. To achieve this, certain value orientations, personality and organization guidelines must be developed by defining general principles, patterns, needs and interests [31, 47].

Consequently, we can conclude that organizational culture is a powerful resource, the use of which can be a guarantee of the successful development of the organization.

The knowledge and ability to use the whole range of levers of the formation, support, and development of organizational culture is necessary for this. It has been established that the organizational culture of modern enterprises plays an important role in ensuring the competitiveness of the potential and increasing the effectiveness of the activity as a whole. That is why in today's world effective formation or improvement of organizational culture is an important factor of adaptation to changes in the external environment and successful work with consumers.

The organizational culture of a trading company depends on certain factors that determine its role in the activity of the enterprise. These factors include the culture of working conditions, the culture of interpersonal relationships, the culture of workers, the culture of production organization, culture of management.

The tasks for the formation of organizational culture are constantly changing and improved under the influence of factors of the environment. Organizational culture at the trade enterprise allows us to diagnose deficiencies in the work of the enterprise and to identify the causes of their occurrence, to find hypotheses for eliminating problems, as well as to improve the activities of the enterprise and survive in a competitive environment.

Thus, based on the foregoing, one can conclude that organizational culture undoubtedly affects the development of the organization. The quality of management depends on the level and manner in which the individual organizational culture tools were used.



## PART 2

### INVESTIGATION OF THE DEVELOPMENT OF ORGANIZATIONAL CULTURE IN «VIDI-SKY» LLC

#### 2.1 Diagnostics of organizational culture of an enterprise

The history of the company begins with its founding in the autumn of 2010, the city of VIDI Cars has been supplemented by another legendary car brand: Mazda at the «ViDi-Sky» LLC dealer center. The complex offers a full range of services, including car sales, warranty and service support, including the test drive, insurance, leasing, credit, trade-in, sales of certified vehicles with world-class mileage, after-sales service, sale of original spare parts and accessories, body repair. The enterprises, which are part of the car park «VIDI», have developed, implemented and certified following the requirements of ISO 9001: 2015 quality management system.

A quality management system is a set of interconnected processes that, by forming a more sophisticated model for managing a company's operations to ensure its effectiveness, are based on leadership and personnel skills, and lead to mutually beneficial relationships with partners. Having an ISO 9001 certification ensures that all business processes that operate in the enterprise are coordinated and under the control of the process managers.

«ViDi-Sky» LLC has its unique inner atmosphere, good traditions and strong ties between all employees. The team unites not only work issues, but also informal activities. Particular attention is paid to organizing creative and professional competitions.

After analyzing the financial statements (Table 2.1) of «ViDi-Sky» LLC, we see that gross profit in 2018 increased by 29,5%, compared to 2017. Operating income increased by 63.8%, while other expenses decreased by 58,9%. Thus, in 2017 the company made a profit – 97,4 thousand UAH, which is 9,1% less than in 2017. The company balance is given in the Appendix B.

Table 2.1

**Financial statements of «ViDi-Sky» LLC**

	2017	2018	Deviation	
			Absolute	Relative
Net sales revenue	1413,6	1831,9	418,3	29,5
Other operating income	(59,7)	(97,8)	38,1	63,8
Other income	0	0	0	0
Total income	1473,3	1929,7	456,4	30,9
Cost of sales	(1094)	(1508,2)	414,2	37,8
Other operating expenses	233,3	257,9	24,6	10,5
Other expenses	(29)	(11,9)	-17,1	-58,9
Total expenses	(1356,3)	(1778)	421,7	31,09
Financial result before tax	(117)	(151,7)	34,7	29,6
Income tax	(10,7)	(54,3)	43,6	407,4
Net profit	106,3	97,4	-8,9	-8,3

Source: Created by enterprise data

The diagnosis of organizational culture at the enterprise was carried out with the help of:

- 1)OCAI method by K. Cameron and R. Quinn;
- 2) Survey-based assessment.

Organizational culture shows a great influence on the sustainable development of the company. To diagnose organizational culture, «ViDi-Sky» LLC will use the OCAI method – it is diagnostics of those aspects of the company that determines the foundation of its organizational culture.

The OCAI model is the most common and simple enough to use. According to this model, the typology is based on determining the direction of orientation of the company (internal focus – external focus), as well as the method of solving problems (stability and control – flexibility). Scientists K. Cameron and Robert Quinn identify four types of organizational culture: clan, adhocracy, hierarchical, and market.

The main characteristics of types of organizational culture by K. Cameron and R. Quinn are given in Appendix C.

Clan culture is characterized by an internal orientation and flexibility in problem-solving. Positive characteristics of clan culture: friendly, favorable social

and psychological climate, the cohesiveness of the team, care of the management about the work collective, dedication to traditions and fulfillment of obligations.

**Hierarchical culture.** Formalized and structured organization. Management is based on managing business processes, not people. Leaders are rational thinking coordinators and organizers. The organization is united by formal rules and official policies. The basis of the collective's activity are formal rules, and procedures that support a given smooth pace of activity. The success of the organization is related to ensuring stability, predictability and profitability.

**Market culture.** Outcome-oriented organization. The main purpose is to accomplish the task. There is a spirit of rivalry and commitment to corporate culture. Leaders are solid executives and tough competitors. They are adamant and demanding. The organization brings together the emphasis on the desire to win. The reputation of a market leader and success unites employees. The strategic focus is on action, achieving measurable goals. Success is determined by competitive victory and the size of market share gained.

**Adhocracy culture** is different from the clan external direction. The culture of this type is characterized by a spirit of innovation, creativity in problem solving, the ability to take risks, initiative and personal freedom are highly valued.

To determine the type of organizational culture method OCAI has developed a questionnaire consisting of six questions Appendix D:

1. The most important characteristics of the organization, that is, determining what the organization as a whole.
2. The overall leadership style that pervades the entire organization.
3. Personnel management or a style that characterizes the attitude of employees and determines what the working conditions are.
4. Organizational Glue which is mechanisms that allow employees to stay together.
5. Strategic goals that determine what areas of particular attention are driving the organization's strategy.



6. Success criteria that show how victory is determined and what you are rewarded and honored for.

Each question offers 4 alternatives to the clan (A), adhocracy (B), market (C), and hierarchy (D) responses, and among which employees are required to distribute points according to lower levels of rules:

- the sum of the points for each question is 100, to be distributed among the alternative answers (A, B, C, D);
- the best alternative for the company gets the highest score and, accordingly, the worst alternative – the lowest score;
- the assessment should be given for the current state of the organizational culture of the company, and preferred (most desirable for employees).

When evaluating organizational culture questionnaires, average scores of alternatives A, B, C, and D across all respondents are calculated.

The results of the study of organizational culture are presented in the form of seven graphical profiles. The average scores of alternatives A, B, C and D for each of the six key organizational culture issues are plotted diagonally, forming an organizational culture profile.

Number of respondents who took part: 10 employees. According to a survey of employees of «ViDi-Sky» LLC, we can conclude about the organizational culture of the existing company.

To substantiate the directions of organizational culture development at ViDi-Sky LLC, we calculate the indicators of the current state of organizational culture based on the results of the OCAI staff survey (Appendix E):

To build a general profile of the current organizational culture of «ViDi-Sky» LLC, after filling in the questionnaire, the scores of all the answers A in the column «current status» should be summed up, the sum received is divided by 6 and the average score for alternative A is obtained, by all indicators. The same calculations are repeated for alternatives B, C, D:

$$A (\text{clan}) = (165+200+235+150+140+310) / 6 = 200$$

$$B (\text{adhocracy}) = (105+115+85+175+90+100) / 6 = 111,7$$

$$C (\text{market}) = (330+355+335+230+395+165) / 6 = 301,6$$

$$D (\text{hierarchy}) = (400+330+345+445+375+425) / 6 = 386,7$$

According to the data on the general current state of organizational culture of «ViDi-Sky» LLC, we will form a company culture profile using the framework design of competing values (Fig. 2.2).

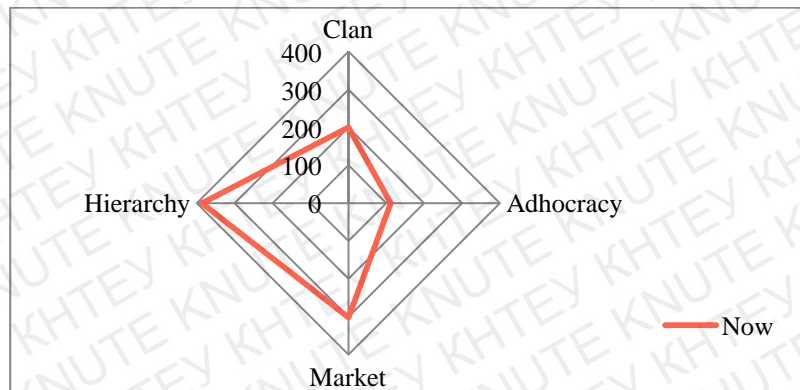


Fig. 2.2 General profile of the current organizational culture of «ViDi-Sky» LLC

Source: Created by the author

The profile of the overall current organizational culture in the enterprise is closest to the hierarchy in combination with the market type of organizational culture. The organization is formalized and results-oriented, the main concern of which is to achieve the goal. Activities are managed by procedures, people are purposeful and compete with each other. Leaders are solid leaders and rational thinking coordinators and organizers. The organization is united by formal rules and official policies and the desire to win. Management is concerned about guaranteeing employment and ensuring a long-term perspective. Organization style is a rigid line for competitiveness.

Calculate the mean values for each question:

1) Dominant Characteristics (fig. 2.3):

The profile of «ViDi-Sky» LLC is the closest to the hierarchy and market types of organizational culture. This picture is typical of a company whose work is a formalized and structured process. The goal of such a company is stability in everything. Elements of company success are low costs, reliable deliveries, clear calendar schedules (which is typical of hierarchy); as well as increasing market share



and leadership, as the organizational culture of the company is also close to market type.

$$A = (20+15+5+20+20+20+15+10+15+25) / 10 = 16,5$$

$$B = (15+10+10+15+5+10+15+10+10+5) / 10 = 10,5$$

$$C = (20+45+40+25+30+40+30+35+45+20) / 10 = 33$$

$$D = (45+30+45+40+45+30+40+45+30+50) / 10 = 40$$

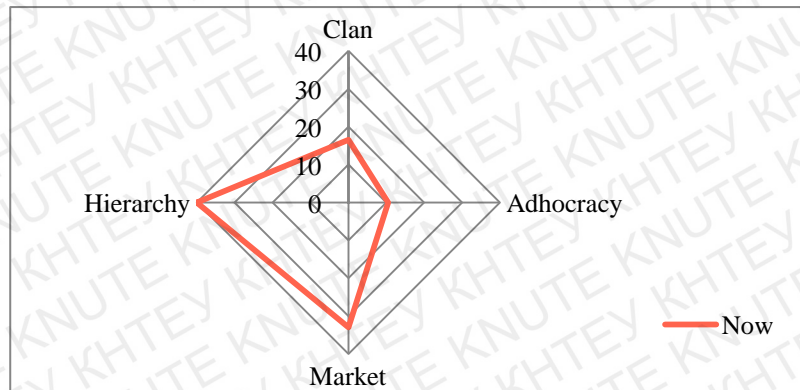


Fig. 2.3 Current dominant Characteristics of «ViDi-Sky» LLC

Source: Created by the author

## 2) Organizational Leadership (fig. 2.4):

The existing leadership style in a company is best suited to a market style where leaders are firm executives and rigorous competitors. They are adamant and demanding, and there is a hierarchy style with rationally minded coordinators and organizers.

$$A = (20+15+25+20+15+15+20+20+25+25) / 10 = 20$$

$$B = (15+20+10+5+5+10+25+10+10+5) / 10 = 11,5$$

$$C = (25+45+45+35+35+45+25+30+40+30) / 10 = 35,5$$

$$D = (40+20+20+40+45+30+30+40+25+40) / 10 = 33$$

## 3) Management of Employees (рис. 2.5):

The management style in the company involves a guarantee of employment, a requirement of subordination, predictability, and stability in relations, in this connection, which is dominated by a hierarchy type profile in combination with a market type of culture (high demanding, promoting achievement).

$$A = (15+20+25+20+35+25+20+40+15+20) / 10 = 23,5$$



$$B = (10+5+15+5+15+10+15+5+10+5) / 10 = 8,5$$

$$C = (30+35+25+50+25+35+25+30+40+40) / 10 = 33,5$$

$$D = (45+40+45+25+25+30+40+25+35+35) / 10 = 34,5$$

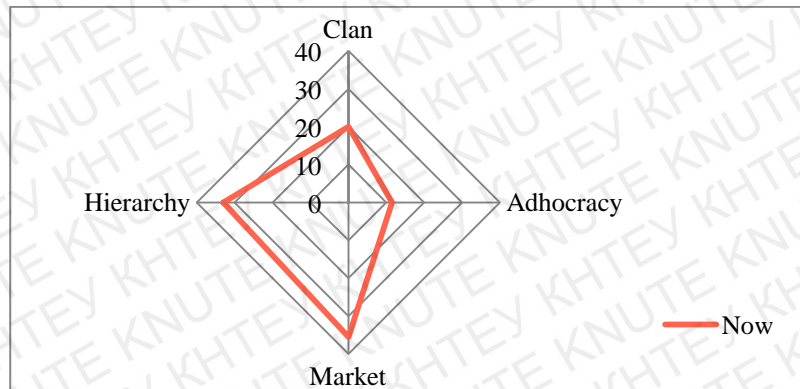


Fig. 2.4 Current organizational Leadership of «ViDi-Sky» LLC

Source: Created by the author

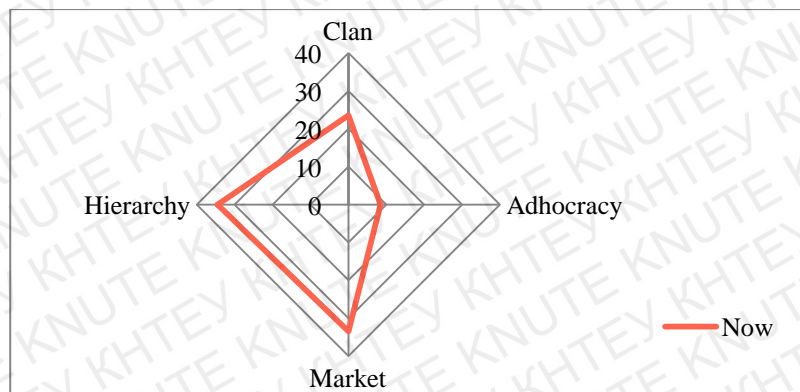


Fig. 2.5 Current management of employees of «ViDi-Sky» LLC

Source: Created by the author

#### 4) Organizational Glue (fig. 2.6):

At the moment, the company is dominated by official rules and formalities that characterize the hierarchy organizational culture, and the organization is linked together by the emphasis on the desire to win, which is in line with the market culture.

$$A = (15+10+15+15+15+15+20+10+20+15) / 10 = 15$$

$$B = (20+15+15+20+15+20+25+15+15+15) / 10 = 17,5$$

$$C = (25+15+25+35+20+20+25+30+15+20) / 10 = 23$$

$$D = (40+60+45+30+50+45+30+45+50+50) / 10 = 44,5$$

### 5) Strategic Emphases (fig. 2.7):

The strategic goals of the company are the desire to win in the market (market type of culture), as well as profitability, control and stability (hierarchy type of culture).

$$A = (5+20+15+10+20+15+10+10+20+15) / 10 = 14$$

$$B = (10+5+10+20+5+5+5+5+5+15) / 10 = 9$$

$$C = (50+35+40+25+45+45+50+40+35+30) / 10 = 39,5$$

$$D = (35+40+35+45+25+35+35+45+40+40) / 10 = 37,5$$

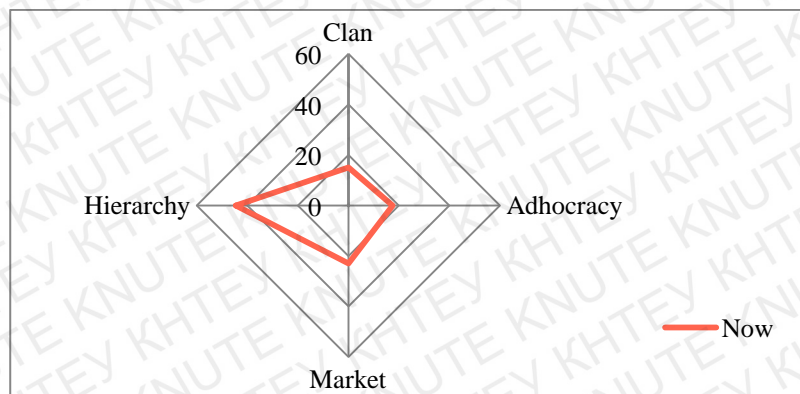


Fig. 2.6 Current organizational glue of «ViDi-Sky» LLC

Source: Created by the author

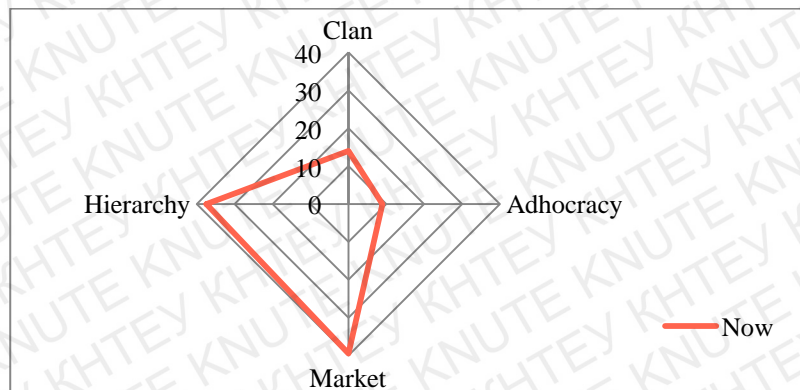


Fig. 2.7 Current strategic emphases of «ViDi-Sky» LLC

Source: Created by the author

### 6) Criteria of Success (fig. 2.8):

At the moment on the enterprise we can see the criteria for success are reliable deliveries, clear schedules and low production costs (hierarchy type of culture).



$$A = (20+30+40+25+20+30+25+40+30+50) / 10 = 31$$

$$B = (5+5+15+10+5+20+15+5+15+5) / 10 = 10$$

$$C = (25+20+10+25+25+5+15+15+15+10) / 10 = 16,5$$

$$D = (50+45+35+40+50+45+45+40+40+35) / 10 = 42,5$$

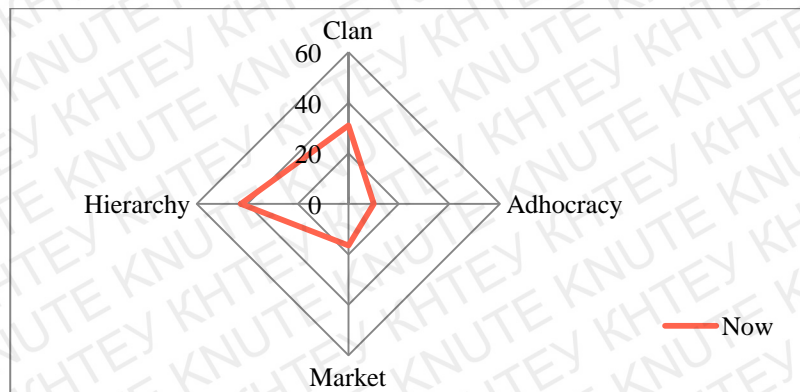


Fig. 2.8 Current criteria of success of «ViDi-Sky» LLC

Source: Created by the author

To better analyze the organizational culture and understand the problems existing in the company, a survey was conducted among the employees of «ViDi-Sky» LLC (Appendix F).

The analysis of the results of the survey was conducted by the following categories of employees: specialists, basic production personnel. A total of 34 employees were interviewed. The survey results are presented graphically in the form of diagrams.

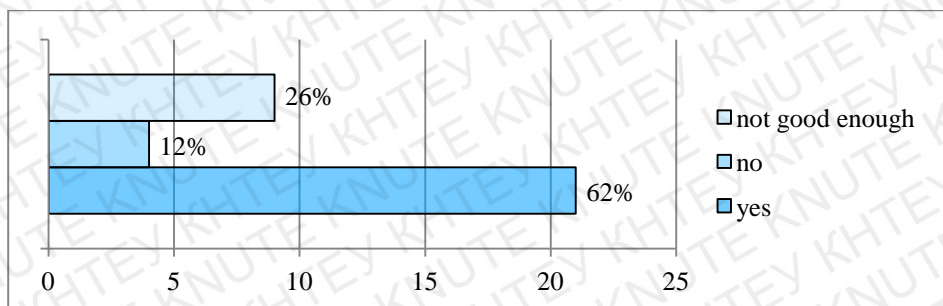


Fig. 2.9 Structure of answers to the question «Do you know the history of your company?», % of answers

Source: Created by the author



Of the 34 interviewed employees, «Do you know the history of your company?» 62% said yes, 26% did not good enough, and only 12% said no. This is a good result, as employees are interested in the history of the company.

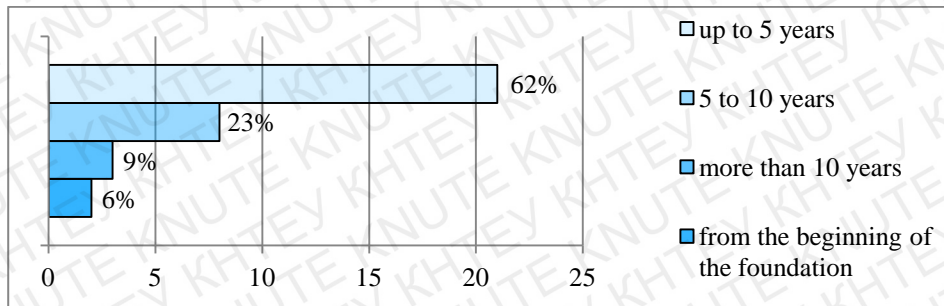


Fig. 2.10 Structure of answers to the question «How long have you been working for the company?», % of answers

Source: Created by the author

Of the 34 respondents, 62% have been working for 5 years, this indicates that the team is young, only 6% have been working since the company was founded, more than 10 years are 9%, and 23% are from 5 to 10 years.

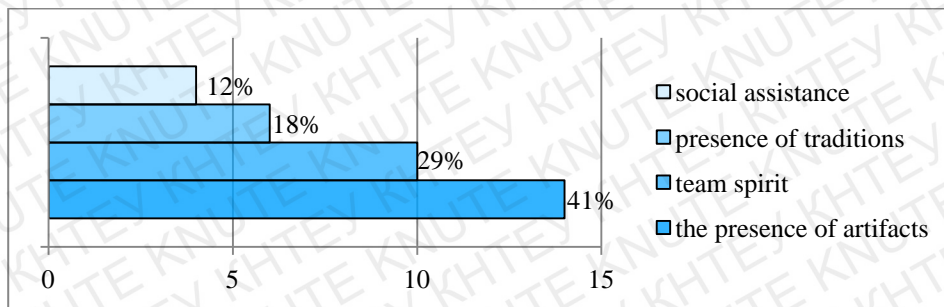


Fig. 2.11 Structure of answers to the question «What is organizational culture for you?», % of answers

Source: Created by the author

The opinion of employees about the very concept of «organizational culture» was divided. For some it is social assistance in the company of 12%, for others – the presence of signs of the firm 41%, a complex of traditions and rituals 18%, a team spirit of 29%.

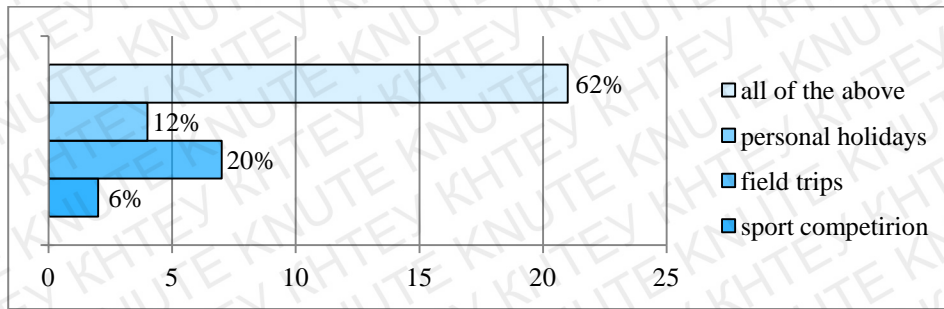


Fig. 2.12 Structure of the answers to the question «What kind of leisure activities have a positive impact on organizational culture?», % of answers

Source: Created by the author

In joint leisure of employees of «ViDi-Sky» LLC sports competitions take place – 6%, field trips – 20%. This indicates that employees support a healthy lifestyle. However, the vast majority of employees believe that all of these leisure activities have a positive impact on the organizational culture in the organization – 62%, because such activities have a positive effect on work efficiency.

Leisure allows company employees to relax and have a good time, even though they are at work.

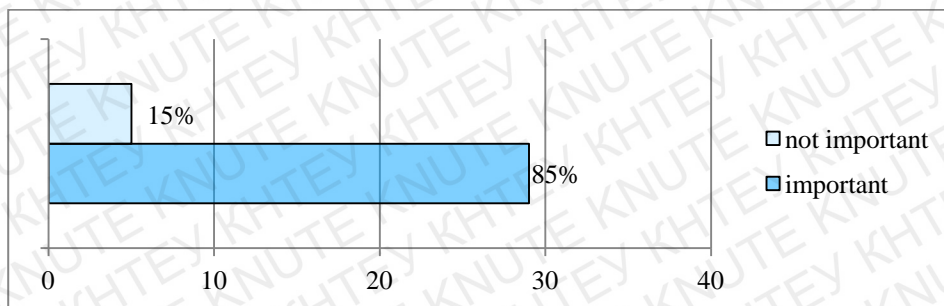


Fig. 2.13 Structure of the answers to the question «How important is it for you to work with people who interact well with each other?», % of answers

Source: Created by the author

As the answers show, it is very important for 85% of the survey participants to work with people who interact well with each other, and for only 15% it is not very important. These answers indicate that employees need to be in a positive moral and psychological climate for effective work.



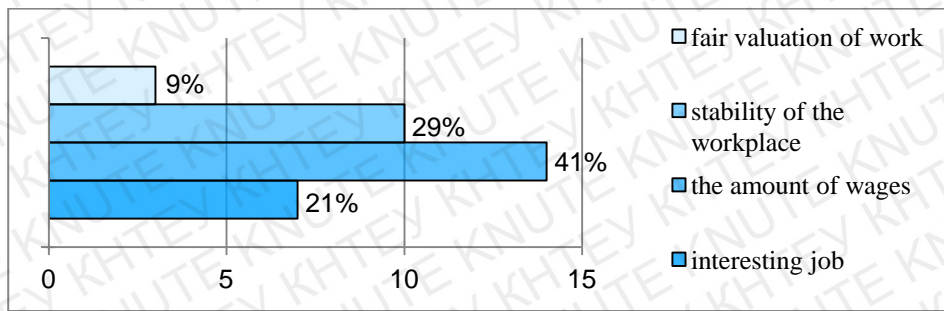


Fig. 2.14 Structure of the answers to the question «Which of the following values are the main values in your enterprise?», % of the answers

Source: Created by the author

The main value of the employees of «ViDi-Sky» LLC is the size of the salary, which is evidenced by 41% of the answers, as well as the stability of the workplace by 29%. The fairness of the job evaluation was noted by only 9% and 21% of important interesting work.

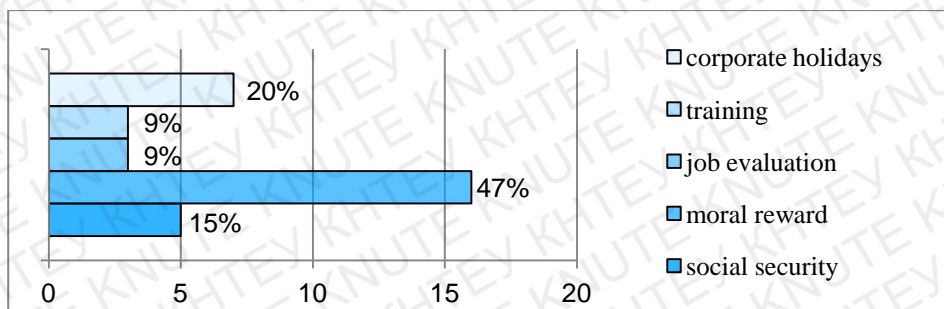


Fig. 2.15 Structure of the answers to the question «The most important material forms of incentives for you?», % of answers

Source: Created by the author

The chart shows that the most significant forms of intangible incentives are moral rewards – 47%, corporate holidays 20% and social security – 15%.

On the whole, we can conclude that there are sufficient forms of intangible incentives for each employee, which has a positive impact on the work result and is an additional tool of organizational culture.



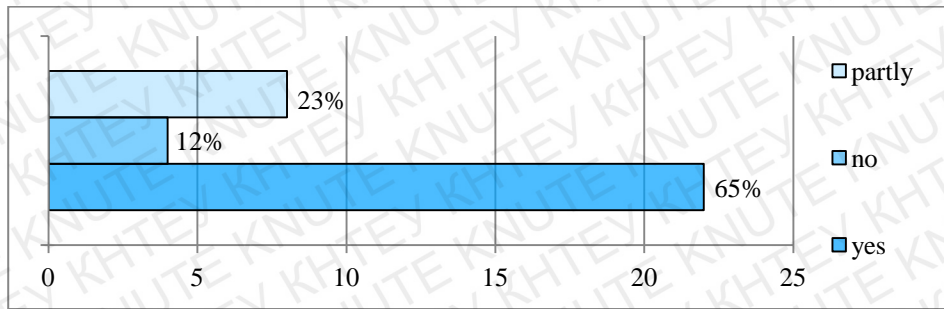


Fig. 2.16 Structure of the answers to the question «Do you satisfy with your corporate culture as a whole in your enterprise?», % of answers

Source: Created by the author

The graph shows that 65% are satisfied with the existing organizational culture, two-thirds of those polled. However, there are employees who are not satisfied with the existing organizational culture (12%) or partially suited (23%).

## 2.2 The state of development of the operating organizational culture in terms of individual components

The components of organizational culture include personality qualities, such as the desire to compete, the ability to persuade; the desire to play the role of an informal leader; tolerance for routine administrative work.

Crucial in shaping a common culture is the ability to form a common vision for company employees. The board should determine the firm's mission and how it should be reflected in organizational norms and values. These definitions are then extended by the corporation.

Leadership is another important tool for shaping a common culture. Human relationships are also important. There is a need to select employees who would be «team members». In addition, remuneration and incentive policies need to be developed to encourage them to work for the benefit of the enterprise.

There are three levels of organizational culture (Fig. 2.17). At the same time, each successive level is less obvious.

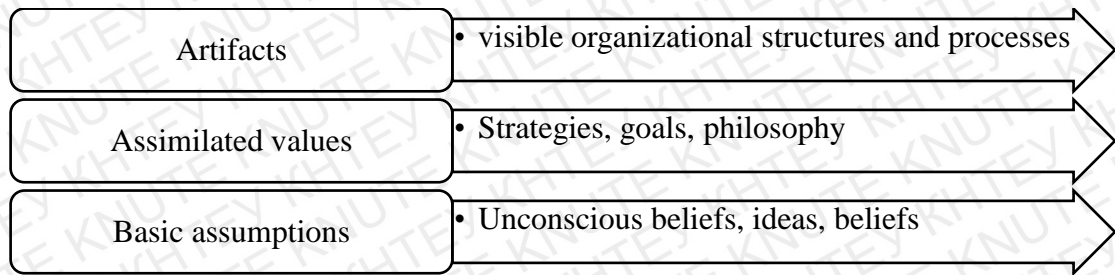


Fig. 2.17 Levels of organizational culture of «ViDi-Sky» LLC

Source: Created by the author

The uppermost, superficial level of organizational culture consists of visible objects, artifacts of culture: the manner of dressing, the rules of behavior, physical symbols, organizational ceremonies, the location of offices. All this can be seen, heard or understood by observing the behavior of the employees of the enterprise.

The second level of organizational culture is expressed in the words and deeds of the employees of the enterprise common values and beliefs that are deliberately shared and cultivated by members of the enterprise, which are reflected in their stories, language, symbols used.

But some values are embedded in the corporate culture so deeply that workers simply do not notice them, These basic, basic beliefs and make up the essence of organizational culture. They control the behavior and decisions of people at a subconscious level.

The third level is the basic concepts that are so obvious that the variation of behavior is minimized and difficult to change. An integrated system of basic concepts is sometimes called a «world map» or a mental map. When people share the same basic ideas, they feel comfortable, if different – discomfort.

Analyzing the impact of organizational culture on the sustainable development of the company means to correlate it with the evaluation criteria. There are only relative evaluation criteria. It is impossible to get a complete picture of the organizational culture of an organization by evaluating it with one method; as each method describes it from different sides.



Assessment of the effectiveness of organizational culture in terms of its individual components:

- Organization's mission – «We believe that only partnership is the way to success! We know how to identify the needs of our partners. Thanks to the coordinated work of a team of like-minded people and the constant introduction of the most advanced technologies, we will be able to provide the highest quality of service».
- The main goal – is to become a national leader in the provision of its services and to provide the end consumer with quality service in all areas of its activity.
- The basic principle of work – orientation on the consumer, on efficiency and quality of processes, mutually advantageous cooperation based on integrity and respect, for an opportunity for everyone to realize itself
- Overall goals of the firm are formulated and established based on the mission of the organization and certain values, which are guided by the top management, namely: principles of customer orientation, maintaining the balance of interests of Clients, employees, and the company, social and environmental responsibility, creation of a corporation that includes more than one company, but also all partners (Fig. 2.18).

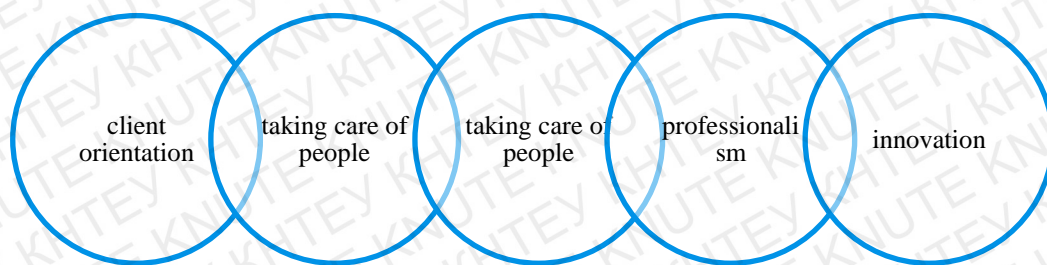


Fig. 2.18 Company values and principles

Source: Created by the author on enterprise data

- The company has a code of ethics and rules of conduct for employees, as well as a corporate dress code, which is not quite rigorous, but implies business style dominance.



– Company traditions. Employees of «ViDi-Sky» LLC are able to work not only honestly but also culturally. The company always celebrates such holidays as New Year, February 23, March 8, the birthday of the company. Every November, ViDi Group celebrates its birthday. At this solemn event, the company management summarizes the work and rewards the best employees.

The company has organized professional competitions for the title of «Master of his craft». It is another manifestation of the interconnectedness and respect of management and employees that leads the company to joint success.

Special attention in the company is given to a healthy lifestyle. This is a massive visit to sports and wellness events. Employees have season tickets to the sports complex. That is, such events as holidays and traditions exist and are organized with the specific nature of the organization, since they are aimed at achieving one goal – to unite the team. The organization seeks to involve in it all its employees, to prevent the «split» of its culture, its development in different directions.

– Personnel policy. The strategic goal of «ViDi-Sky» LLC's personnel policy is to ensure the optimal balance of the percentages of updating and maintaining the number and quality of staff in accordance with the needs of the organization itself, the requirements of the legislation and the state of the labor market.

The effectiveness of any enterprise depends to a large extent on the availability of staff, and the level of the qualification of employees. To achieve a high level of production, the company pays special attention to recruitment. The main and basic requirement is a high level of professionalism, supported by the presence of higher education and work experience. An important indicator for characterizing the activity of the enterprise is the change in the number of staff. Consider the labor movement indicators in «ViDi-Sky» LLC (Table 2.1).

*Table 2.1*

**Characteristics of the staff movement of «ViDi-Sky» LLC, 2017-2019**

Indicators	2017	2018	2019	Absolute		Relative	
				17/18	18/19	17/18	18/19
Employees accepted	15	11	9	-4	-2	- 26,6	- 18,1

*Ending of the table 2.1*

Employees left	5	4	7	-1	3	- 20	75
Total number of staff	56	68	70	12	2	21,4	2,94
Staff turnover	8,9	5,8	10	3,1	-4,2	34,9	- 72,4

Source: Created by enterprise data

The coefficient of staff turnover is an indicator of the health of the company and the management decisions made in the organization. Based on the above calculations, we can draw the following conclusions. The data in Table 2.1 show that as of 30.10.2019, «ViDi-Sky» LLC employs 70 people, which is 2.94% more than in 2018.

It is also worth paying attention to the qualitative composition of employees of «ViDi-Sky» LLC for 2017–2019, shown in table 2.2.

*Table 2.2*

### **Qualitative composition of employees of «ViDi-Sky» LLC for 2017–2019**

Indicators	2017	Specific weight, %	2018	Specific weight, %	2019	Specific weight, %
Number of employees by age group						
Women	16	28,5	25	36,7	25	36,7
Man	40	71,4	43	63,2	45	64,2
Total	56	100	68	100	70	100
Number of employees with higher education at educational level						
Incomplete and basic higher education	15	26,7	23	33,8	19	27,1
Full education	41	73,2	45	66,1	51	72,8

Source: Created by enterprise data

Analyzing the data of the table, we can conclude that the largest share of men employed at the enterprise is 64,2%. Positive character of quality of labor resources is that 72,8% of workers have full higher education. Thus, the company staff can be considered highly qualified.

Analyzing the data of the table, we can conclude that the largest share of men employed at the enterprise is 64,2%. Positive character of quality of labor resources is that 72,8% of workers have full higher education. Thus, the company staff can be considered highly qualified. Additional education in a special direction for each



employee, advanced training, is paid by the company because it considers employee training a profitable investment.

– System of motivation. The most significant economical method of motivation in enterprise wages. Forms, systems and remunerations of employees of the enterprise, bonuses, allowances, and other types of income are determined by management independently. The salary at the enterprise is calculated by the formula:

$$S = O + \% TO + B$$

where: O – fixed salary, which is assigned depending on the category assigned. The salary of each category is set once a year separately for each branch: 1-highest category (the highest salary), 2-middle category (average salary), 3-base category (the lowest salary). The category is not assigned to the trial period. The assignment of the category is made by the HR-manager Based on the results of the appraisal and interview taking into account the work experience.

% TO – percent of turnover – % of sales. The interest rate is the same for everyone. B – bonus or accrual (in case of delay), the amount of which depends on the amount of points earned for individual and collective success in the work. Social benefits and benefits play a major role in motivating employees. The range of benefits provided to the employees of «ViDi-Sky» LLC: paid holidays, holidays (24 calendar days), sick leave, maternity leave, and job security.

– Social responsibility. Organizational Social Responsibility «ViDi-Sky» LLC is elevated to the rank of philosophy, which permeates the whole development strategy and applies to all business processes without exception.

Given the desire of companies for continuous development, successful business is not possible without a component of social responsibility, which has now become the basis of the «ViDi-Sky» LLC philosophy. Under the purpose of organizational social responsibility «ViDi Sky» understands:

1) responsibility for the impact of business decisions and activities on society and the environment;

2) achieving business leadership solely in harmony with the interests of employees, customers, the community and the state and applying best international standards and practices;

3) active participation in the socioeconomic development of Ukraine through the introduction of unique long-term initiatives. In fulfillment of its social obligations, «ViDi-Sky» LLC expects to:

- development of the country and social-oriented relations within it;
- strengthening trust in the company from the domestic and international society; підтвердження високої репутації бізнесу;
- gaining new opportunities for expansion of activity and partnership.

«Acting responsibly for life» is the «ViDi-Sky» LLC approach to organizational social responsibility. This is not only positively influences the image of the company, but also fully reflects its interest in the economic and spiritual development of Ukraine, the formation and formation of a real civil society.

Following the principles of the UN Global Compact, «ViDi-Sky» LLC contributes to solving social problems, creating optimal conditions for realizing the intellectual and creative potential of talented youth, improving the environmental situation in the country, and enhancing the well-being of its employees. «ViDi-Sky» LLC implements projects in several priority areas for human rights protection, guaranteeing workers safe working conditions and providing them with opportunities for continuous development and self-improvement, support for spiritual values, care for future generations and the environment, consumer responsibility, and prevention corruption manifestations.

The system of corporate management of «ViDi-Sky» LLC enterprises is based on the principles of system, process and project management, where:

- systematic means the subordination of the development of «ViDi-Sky» LLC to its Activity Strategy, as well as the existing certainty of indicators and ways of achieving the strategic goals;
- process means presence in «ViDi-Sky» LLC of an effective and certified by the relevant quality management system certificate;



– project means the extensive use of the capabilities of working groups and project offices in «ViDi-Sky» LLC to develop, implement and improve key innovations that are competitive.

To improve «ViDi-Sky» LLC enterprise management system, ensure its efficiency and transparency, the corporate governance system has been significantly reformed by the results of the administrative and functional audit. Yes, administrative management with its inherent hierarchical subordination and rigid distribution of authority among employees remains only at the operational level within business units and business lines.

Management of enterprises is carried out by means of functional management, the main innovations of which in the reporting year were:

- formation of «ViDi-Sky» LLC profile committees (finances, audits, staff) in the specific areas of work (operation of which is provided by a consulting company);
- formation of higher collegian bodies of management of the enterprises of the automobile business on matters which may be beyond the sphere of responsibility of their executives, in particular the Board of the automobile business direction - on issues of development strategy, the Committee on innovations and the Committee on the quality management system and the system of balanced indicators.

Due to the reforms, business operations' management has become more efficient and effective, strategic management more flexible and effective.

The programs of professional development of personnel were continued and expanded, in particular, the professional training of front-office workers in the field of car sales and after-sales services was actively introduced. The high skill of the employees was recognized at many professional competitions of specialists of motor business from all over Ukraine.

Much attention is paid to the adaptation of new employees and the professional orientation of young people.

So, to get acquainted with the standards, and production processes of «ViDi-Sky» LLC, they were assisted by specialized adaptation seminars, at which the

employees were able to get acquainted with the history of creation of «ViDi-Sky» LLC and each of its enterprises, development strategy, basic principles of work and corporate standards. Throughout the year, «ViDi-Sky» LLC organizational library has been regularly updated with new editions, where everyone has the opportunity to improve their knowledge in various fields, including those that may be needed in the work.

«ViDi-Sky» LLC continued its work aimed at improving the health of workers and creating conditions for their families to have fun, while 15 employees recovered from health resorts of the Social Insurance Fund at medical establishments in Carpathian, Odessa and Crimea.

By the International Children's Day, 12 large families of «ViDi-Sky» LLC employees received certificates to visit a modern water park in the Dream Town shopping mall, and in December an excursion to the Roshen Confectionery was organized for the children of the company employees.

«ViDi-Sky» LLC Organizational Social Responsibility is elevated to a philosophy that pervades the entire development strategy and extends to all business processes without exception.

Given the desire of companies for continuous development, successful business is not possible without a component of social responsibility, which has now become the basis of «ViDi-Sky» LLC philosophy. For the purpose of organizational social responsibility «ViDi-Sky» LLC understands:

- responsibility for the impact of business decisions and activities on society and the environment;
- achieving business leadership solely in harmony with the interests of employees, customers, the community and the state and applying the best international standards and practices;
- active participation in the socioeconomic development of Ukraine through the introduction of unique long-term initiatives. In fulfillment of its social obligations, «ViDi Group» expects to:
  - building a country and socially-oriented relations within it;



- strengthening trust in the company from the domestic and international society;
- confirmation of high business reputation;
- gaining new business and partnership opportunities.

An analysis of the corporate culture of «ViDi-Sky» LLC was carried out. It is impossible to get a complete picture of the corporate culture of the organization, evaluating it using one method, since each methodology describes it from certain sides, therefore, the following methods were used to analyze and evaluate the corporate culture of «ViDi-Sky» LLC: the method of element-wise qualitative assessment; determination of the type of corporate culture according to the classification of the OCAI by Cameron and Queen; a survey method – interviewing.

Having made an analysis of corporate culture using several methods, we proceeded to identify its effectiveness, as well as to clarify the need for its improvement. In order to better analyze the corporate culture and understand the problems that exist in the company, a survey was conducted among employees of «ViDi-Sky» LLC, which showed that the overall degree of satisfaction is above average, which is undoubtedly a good result.

So, the management of «ViDi-Sky» LLC must be given attention to the socio-psychological climate in the team.

**PART 3**

**THE ELABORATION OF PRACTICAL  
RECOMMENDATIONS REGARDING THE DEVELOPMENT OF  
ORGANIZATIONAL CULTURE IN «VIDI-SKY» LLC**

**3.1 Justification of directions for the development of organizational culture in the enterprise**

Nowadays, organizational culture is a powerful managerial regulatory resource, and the higher the leadership potential, the more important this resource is. It is the organizational culture in the organization that creates the social foundation that is able to carry the entire system of activity and interaction, to resist and accept external and internal changes to create favorable conditions for the development of the organization and its marketing activities.

In order to substantiate the directions of organizational culture development in the future at «ViDi-Sky» LLC, we calculate indicators of preferred state of organizational culture based on the results of the OCAI staff survey (Appendix E):

Calculate the overall perspective profile of the organizational culture of the enterprise:

$$A (\text{clan}) = (305+325+355+375+330+395) / 6 = 345,3$$

$$B (\text{adhocracy}) = (135+120+100+155+100+80) / 6 = 115$$

$$C (\text{market}) = (185+255+215+115+240+165) / 6 = 195$$

$$D (\text{hierarchy}) = (375+300+330+355+330+385) / 6 = 345,7$$

According to the data obtained, regarding the preferred state of organizational culture of «ViDi-Sky» LLC we will form a general preferred profile of company culture using the framework design of competing values (Fig. 3.1).

The profile of the general perspective organizational culture in the enterprise is closest to the clan in combination with the hierarchy type of organizational culture. From the received data we can conclude that workers want to have a very friendly place of work, where people have much in common. The organization is also



formalized as a large family. Leaders are solid leaders and rational thinking coordinators and organizers. The organization is united by high dedication, tradition and desire to win. Attaches importance to the improvement of personality, a high degree of cohesion and moral climate, care for people. Management is concerned about guaranteeing employment and ensuring a long-term perspective.

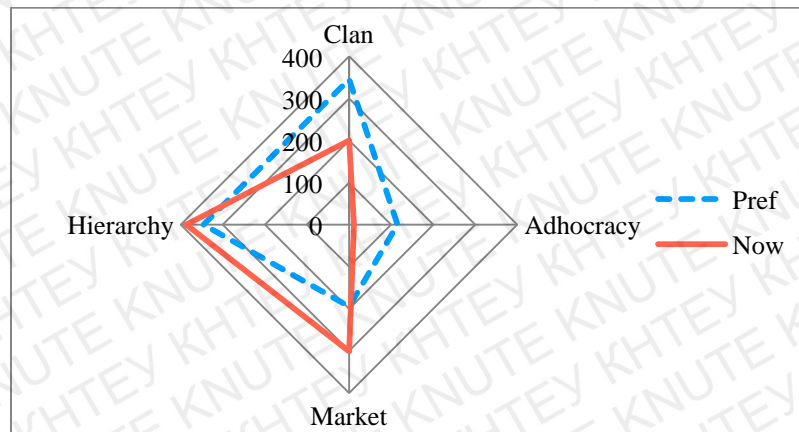


Fig. 3.1 Overall preferred state (dashed line) compared to the current state (black line) of organizational culture of «ViDi-Sky» LLC

Source: Created by the author

Calculate the average values of the preferred state for each of the six questions of the questionnaire using the method of OCAI in Appendix B:

1) Dominant Characteristics (fig. 3.2):

Analyzing the preferred profile of organizational culture of «ViDi-Sky» LLC, it becomes clear that the predominance of clan type in combination with the hierarchy type of organizational culture is more attractive to the company. The focus of HR department will be on adaptation procedures, processes of development, and support of corporate values, that is, to help in the transfer of values, and the introduction of a new employee in the team. Internal comfort, psychologically favorable environment, development of human resources and cohesion of the workforce are of great importance in the company, especially for its sustainable development.

$$A = (35+30+35+30+25+20+35+40+30+25) / 10 = 30,5$$

$$B = (10+15+10+15+20+10+10+15+20+10) / 10 = 13,5$$

$$C = (10+20+40+20+10+30+20+15+20+10) / 10 = 18,5$$

$$D = (45+35+15+35+45+40+35+40+30+20) / 10 = 37,5$$

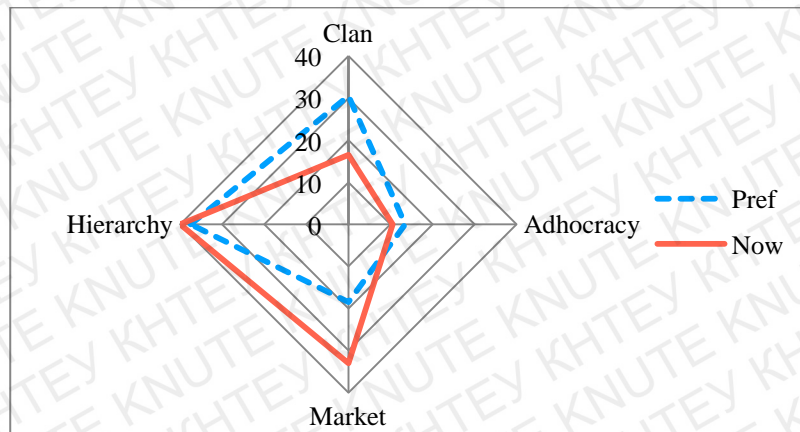


Fig. 3.2 Preferred state (dashed line) compared to the current state (black line)

### dominant characteristics of «ViDi-Sky» LLC

Source: Created by the author

#### 2) Organizational Leadership (fig. 3.3):

It is preferred to focus on clan type in combination with hierarchy and market types of culture, which requires a clear organization of activities in combination with the desire to help.

$$A = (35+20+25+40+35+35+20+40+40+35) / 10 = 32,5$$

$$B = (10+25+10+5+10+10+25+10+10+5) / 10 = 12$$

$$C = (30+15+30+35+30+35+15+15+20+30) / 10 = 25,5$$

$$D = (25+40+35+20+25+20+40+35+30+30) / 10 = 30$$

#### 3) Management of Employees (fig. 3.4):

It is preferred to focus on the clan type in combination with the hierarchy type of culture, which encourages unanimity and decision-making in conjunction with subordination.

$$A = (50+45+25+45+35+25+35+40+20+35) / 10 = 35,5$$

$$B = (10+15+10+5+15+10+10+5+10+10) / 10 = 10$$

$$C = (20+15+15+35+20+20+30+20+30+10) / 10 = 21,5$$

$$D = (20+25+50+15+30+45+25+35+40+45) / 10 = 33$$



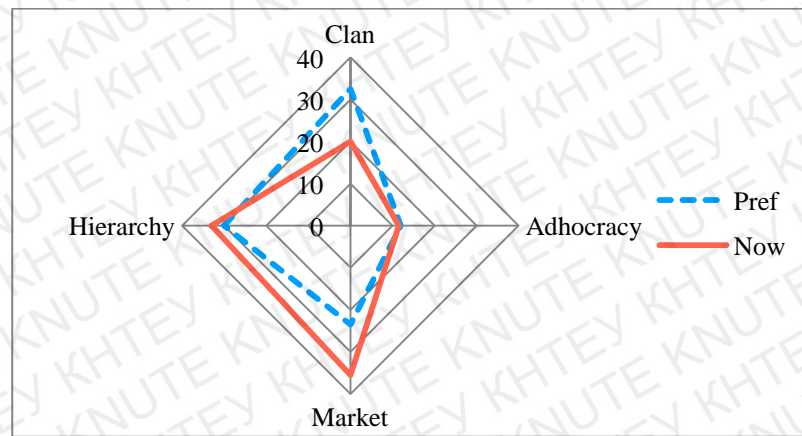


Fig. 3.3 Preferred state (dashed line) compared to the current state (black line) organizational leadership of «ViDi-Sky» LLC

Source: Created by the author

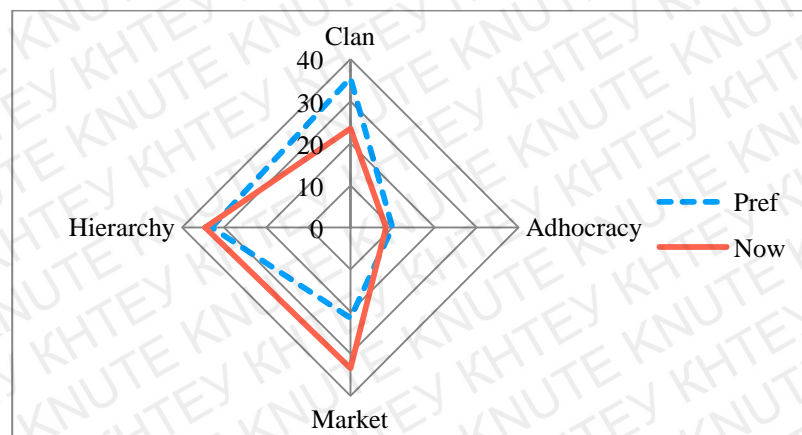


Fig. 3.4 Preferred state (dashed line) compared to the current state (black line) management of employees of «ViDi-Sky» LLC

Source: Created by the author

#### 4) Organizational Glue (fig. 3.5):

It is preferred to focus on the clan type in combination with the hierarchy type of culture, which encourages unanimity and decision-making in conjunction with subordination.

$$A = (35+40+40+35+40+35+50+40+25+35) / 10 = 37,5$$

$$B = (15+15+15+10+15+20+20+15+15+15) / 10 = 15,5$$

$$C = (10+15+20+15+10+5+10+10+15+5) / 10 = 11,5$$

$$D = (40+30+25+40+35+40+20+35+45+45) / 10 = 35,5$$

5) Strategic Emphases (fig. 3.6):

It is preferred to focus on the clan type in combination with the hierarchy type of culture, which focuses on human development in combination with stability and stability.

$$A = (20+45+40+35+30+40+45+20+25+30) / 10 = 33$$

$$B = (10+5+10+10+10+15+15+5+5+15) / 10 = 10$$

$$C = (50+10+20+20+30+40+15+25+10+20) / 10 = 24$$

$$D = (20+40+30+35+30+5+35+50+50+35) / 10 = 33$$

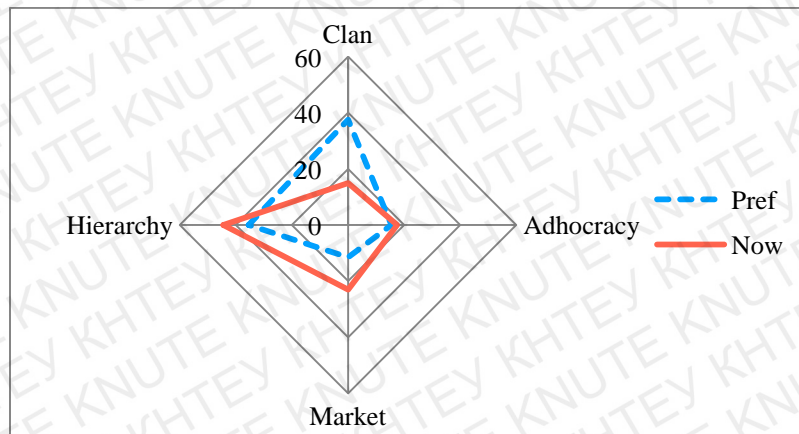


Fig. 3.5 Preferred state (dashed line) compared to the current state (black line) organizational glue of «ViDi-Sky» LLC

Source: Created by the author

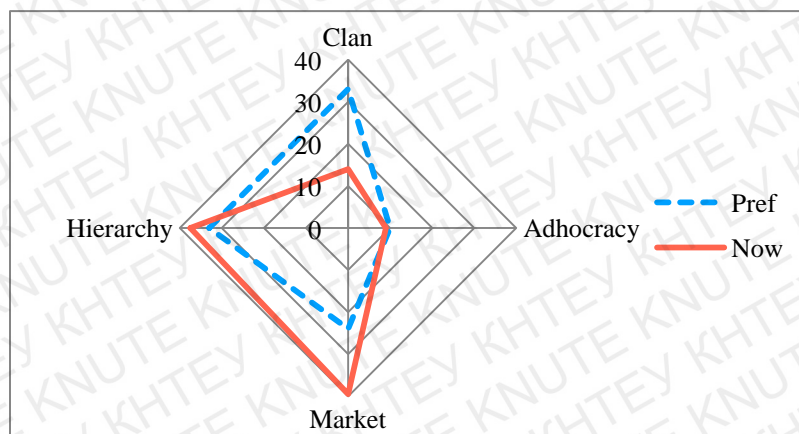


Fig. 3.6 Preferred (dashed line) compared to the current state (black line) strategic emphases of «ViDi-Sky» LLC

Source: Created by the author



6) Criteria of Success (fig. 3.7):

The best clan type (success is determined by staff development, employee dedication to work and business, and caring for people) combined with a hierarchy type of culture (success is determined based on profitability).

$$A = (50+40+40+35+40+35+40+40+35+40) / 10 = 39,5$$

$$B = (10+5+5+10+5+5+15+5+5+15) / 10 = 8$$

$$C = (20+15+20+25+10+25+10+10+20+10) / 10 = 16,5$$

$$D = (20+40+35+30+50+35+35+45+40+35) / 10 = 38,5$$

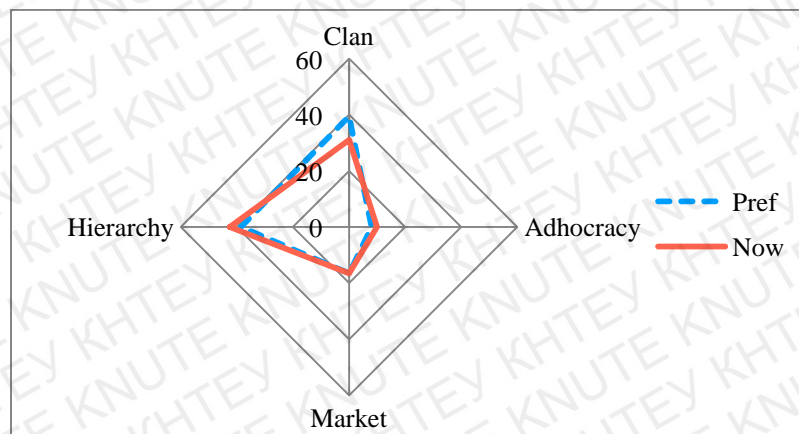


Fig. 3.7 Preferred (dashed line) compared to the current state (black line) criteria of success of «ViDi-Sky» LLC

Source: Created by the author

Taking into account the conclusion of theOCAI methodology on the cyclical development of organizational culture types in the direction of adhocracy – clan – hierarchical – market, it can be noted that the management of the enterprise has a front-line type of thinking, but cannot sufficiently convey its vision of the future enterprise to ordinary employees as a result, employees in production units are guided by values of less than perfect type. These differences are not significant, which leads to the conclusion there are no significant contradictions between the personnel and the management of the enterprise.

The application of the methodology ofOCAI allowed to determine the prevailing type of organizational culture in the studied enterprise, to obtain information about the perceptions of managers, employees of the management



apparatus, employees of production units of the general style of leadership in the organization, understanding of its unifying nature, approaches to management hiring, strategic goals and success criteria of the enterprise. The information obtained can be used by management in making management decisions, adjusting the incentive system. A significant positive characteristic of the technique is the simplicity and speed of its application, as well as clarity.

Disadvantages of the OCAI method was also identified during the survey. Yes, most of the respondents had difficulty assessing the factors presented in the questionnaire, saying that it was difficult to estimate the percentage. The existence of such difficulties casts doubt on the accuracy of the estimates. In addition, the questionnaire covers only a small list of important characteristics of organizational culture, and therefore such a method cannot be considered as complex and sufficiently deep.

The organizational culture, philosophy and mission of the organization determine the further fate of the enterprise, directly affecting its reputation both within the professional community and in society as a whole. Thus, the interest of the organization's governing body in attracting specialists to the process of managing its organization is growing. This, in turn, will foster mutual understanding and goodwill between employees, the organization and society as a whole, through the development of information sharing and the assessment of social responses to support «peaceful coexistence».

The conducted analysis of organizational culture shows that there is no need to make significant changes in organizational culture, since the mission and strategy of the organization's activity are clearly defined. The team has a unified vision of the organization's goals, there are certain corporate values, symbolism, but during the analysis it was it has been found that there are some points that need to be improved.

Recommendations for improving the directions of organizational culture development of «ViDi-Sky» LLC. To achieve indicators of a preferred state of organizational culture based on the results of the OCAI personnel survey (Appendix E) are as follows:

- to maintain the social and psychological climate in the collective;
- to carry out continuous diagnostics of the existing organizational culture, as well as everyone's satisfaction with its employees;
- create a new position as a corporate culture specialist;
- implement personnel management software;
- improve the information system for employees and potential consumers;

### 1. *Development of Regulations on organizational culture.*

The development of this provision can be assigned to a specialist in the organizational culture, this will be discussed below. The key value of creating a position is the development of such documents allows the company to understand: what is its mission, and what are strategic goals of its activities to think through and consolidate the management system of the company, most effectively allocating responsibilities and powers between different levels of management. That is, to really make the company effectively managed and understandable, both from the inside and the outside.

The job of creating a position begins, as a rule, with the diagnosis of the general climate in the company. In most cases, the results of the study reveal some common problem, the mechanisms of which, along with values and writing the rules of the game, are also incorporated into the corporate code of the company.

### 2. *Measures to improve the social and psychological climate in the team.*

The proposal here is the organization of «non-standard» holidays for employees of the company. Such corporate holidays can unite the team more, and the nature of these holidays are most conducive to friendly communication. The holiday should bring pleasure to the team. It is necessary that, as a result of his conduct, the employees' trust in the management will increase, they would have the opportunity to get to know their colleagues from a new side, to see their humanity and sense of humor.

### 3. *Implementation of corporate software.*

Implementation of the SAP ERP Human Capital Management (SAP ERP HCM) as an internal corporate software it is the most fully functional and reliable HR

system for optimizing personnel processes. It allows you to combine all the business processes of personnel services within one information space aimed at attracting employees, retaining and motivating them, communicating strategic goals to each employee and obtaining effective management reporting in all HR areas.

SAP HCM ERP allows one to organize a structure HR process system in a work station. Many tasks can be automated thus reducing manual work and increasing productivity. SAP HCM configuration allows one to maximize the recruitment process such as organizations that can hire permanent but also on contractual, part-time workers and also daily wagers.

Features that support complex processes at all stages of the employee's life cycle: from involvement to personal development and retention in the company. With this solution, the functions of planning and analytics, operational personnel management, formation, and development of human resources, cooperation and communication management are realized, which ensures the most efficient use of personnel.

The continued availability of this information facilitates interaction between employees in the daily work process and facilitates the adaptation of new employees to existing corporate rules. Thus, with the help of this automated system, the development of organizational culture will become more perfect, which will eventually lead to the achievement of the set goals – reduction of staff turnover and increase of the organizational performance indicators.

#### *4. Manager of the organizational culture.*

To implement the above measures, it is necessary to allocate a separate staffing unit – manager of the organizational culture.

In addition, the organizational culture manager should organize and monitor the implementation of organizational culture in the employee environment, as necessary to adjust these activities, monitor the effectiveness of project implementation, prepare analytical reports and statistical reports on the achievement of the goal, develop corporate events, holidays, and more. The introduction of this employee into the position will be the logical end of all the proposed measures. This



specialist will be involved in the development of the code, as well as conducting regular questionnaires for the diagnosis of organizational culture, and will be responsible for conducting «non-standard holidays», as well as will learn new software.

The main functions of the manager of the organizational culture development of the enterprise are shown in fig. 3.8

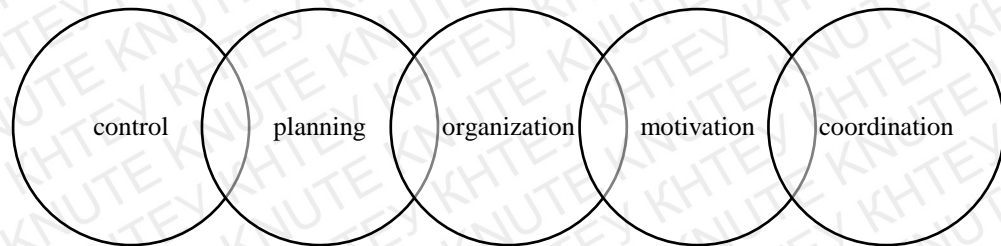


Fig. 3.8 Functions of the manager on development of organizational culture at enterprise

Source: Created by the author

As a result, the implementation of the proposed measures, the quality of the organizational culture will increase, staff satisfaction and commitment will increase, which will result in a decrease in staff turnover, an increase in labor productivity, and, accordingly, an increase in the efficiency of the enterprise.

### 3.2 Evaluation of the results of the proposed measures

The effect is a reflection of the result of the activity that is, the state to which the economic object must strive. The concept of «effect» and «result» can be taken as identical categories, and orient it to the construction of a specific management system, in our case corporations. Such management, which was in international practice of the name «results management», is aimed at a quantitative increase in the resultant indicators, although it implies to some extent a change in qualitative characteristics.

Thus, the efficiency of any system can be represented in the general form by an indicator characterizing the ratio of the result obtained by this system to the cost in

the form of production resources that caused this result. Organizational culture development gives the company several advantages:

1. Conflict decreases, business relationships improve.
2. Reduces the waste of time.
3. Employee satisfaction and loyalty increases, and as a consequence of customers, productivity increases.
4. The economic efficiency of the business is increasing.

One of the notable results of a strong organizational culture is low staff turnover. This is explained by the employees' unanimous opinion about what the purpose of the organization is and what it stands for. This, in turn, leads to employee cohesion, loyalty and dedication to the organization, and therefore, the desire to leave such organization is eliminated from the employees.

To improve the organizational culture, a decision was taken to create a new position – corporate culture manager. Costs for the implementation of the position are given in table 3.1.

*Table 3.1*

**The costs of implementing the position in 2020**

Type of costs	Total for the year, thousand UAH.
Salary (for a year) of an employee who has accepted the position of specialist in the organizational culture (with insurance premiums)	132
The cost of recruiting an employee (publicity in the media, the cost of recruiting and adapting a new employee)	4
Costs for equipping a corporate culture specialist workplace	4
<b>Total:</b>	<b>140</b>

Source: Created by the author

Thus, the expenses for realization of the new position of manager of organizational culture in 2020 for the enterprise will make 188 thousand UAH.

The following is a job description for an organizational culture manager at an enterprise.

1. General provisions

1.1. Organizational Culture Manager belongs to the professional group «Managers».

1.2. Appointment to the post of manager of organizational culture, and dismissal from it is carried out by the order of the head of the enterprise on submission — with the observance of requirements of the current legislation on work.

1.3. The organizational culture manager reports directly to the director.

1.4. In the absence of an organizational culture manager, his duties are performed by a person appointed in due course, who acquires the appropriate rights and is responsible for the proper performance of the duties assigned to him.

1.5. The organizational culture manager in his activity is guided by the current legislation of Ukraine, orders and instructions of the relevant branch ministries, this job description, and other normative documents approved in the established order.

1.6. Organizational culture managers are subordinate to the director.

1.7. The orders of the HR manager are mandatory for the employees.

Tasks and responsibilities Organizational Culture Manager:

Organizational Culture Manager:

2.1. Organizes work to provide personnel in accordance with overall goals of the development of the trucking company and specific areas of personnel policy with the aim of the most efficient use, updating and replenishment of personnels.

2.2. Organizes the implementation of projects aimed at the development of organizational culture in the company.

2.3 Provides management of social and sports projects in the company;

2.4. Directly participates in the development of business plans, management of internal communication platforms, taking into account the prospects of development of the enterprise, institution, organization, through the introduction of new technology and technology.

2.5. Introduce measures for the intangible motivation of employees.

2.6. Organizes internal corporate events for employees.



2.7. Develops and implements a range of programs for events to increase the level of involvement, and satisfaction of company employees.

2.8. Planning and controlling the budget of expenses in the direction of «organizational culture», communication with contractors.

2.9. He leads the organization of staff training, training, and undergraduate training, as well as motivating employees' business careers.

2.10. Organizes work to evaluate the results of organizational culture.

2.11. Participates in planning the social development of the team, resolving labor disputes and conflicts.

2.12. Controls the observance of labor law in the work with personnel.

2.13. Ensures continuous improvement of personnel management processes through the implementation of socioeconomic and management methods, advanced staffing technologies, creation and maintenance of personnel data bank, standardization and unification of personnel documentation, use of computer and office equipment, communications, and communication.

2.14. Provides communication support for all internal projects.

#### Right

Organizational culture manager has the right to:

3.1. To get acquainted with the draft decisions of the management of the enterprise concerning its activity.

3.2. Participate in the discussion of issues related to the performance of his duties.

3.3. Submit suggestions for improvement to the management for the work-related to the duties set out in this instruction.

3.4. Within its competence, inform the management about any deficiencies identified in the course of its professional activity, and make suggestions for their elimination.

3.5. Involve specialists from all structural units in solving the tasks assigned to it.

3.6. Require management to assist in the performance of their duties.

- 3.7. Within the scope of its competence to sign documents.
- 3.8. Improve your professional qualifications in the established order.
- 3.9. To make management decisions within the limits of its competence.

#### Responsibility

Organizational culture manager is responsible for:

- 4.1. For improper performance or non-performance of their duties, as well as for non-use or incomplete use of their functional rights stipulated by this position instruction, as well as internal labor rules, within the limits set by the current legislation of Ukraine on labor and administrative law of Ukraine.
- 4.2. For offenses committed in the course of carrying out their activity – within the limits defined by the current administrative, criminal, and civil legislation of Ukraine.
- 4.3. For pecuniary damage – within the limits set by the applicable civil and labor laws of Ukraine.

Organizational culture manager should know:

- 5.1. Legislative and regulatory acts, methodological materials that regulate the activity of the personnel management company.
- 5.2. Objectives, development strategy and business plan of the enterprise.
- 5.3. Labor legislation.
- 5.4. Fundamentals of market economy, entrepreneurship and doing business.
- 5.5. Labor market and educational services.
- 5.6. Methods for planning and forecasting staff needs.
- 5.7. Methods of analysis of quantitative and qualitative composition of employees.
- 5.8. Modern concepts of personnel management.
- 5.9. Fundamentals of Sociology and Psychology of Labor.
- 5.10. Ethics of a business communication.
- 5.11. Advanced technologies of personnel work.
- 5.12. Methods of information processing using modern communication and communication technology, computer technology.



5.13. Knowledge of methods of formation, and support of organizational culture.

#### Qualification requirements

Complete higher education in the «management», experience: work in the specialty – at least 2 years and postgraduate education in the management field.

We estimate the budget of the company for the implementation of the proposed measures in table 3.2.

*Table 3.2*

#### Initial data for calculating the effectiveness of the proposed measures

Activities	Cost of implementation, thousand UAH	Net income growth rate compared to 2018,%
1) Development of organizational culture provision	–	–
2) Improving the socio-economic climate	–	2
3) Corporate software SAP ERP Human Capital Management	11	2,5
4) Organizational culture manager	140	1
Total:	151	5,5

Source: Created by the author

The profitability of the enterprise is most accurately determined by the profitability indicators.

Profitability is a qualitative value indicator that characterizes the level of cost recovery or the extent to which available resources are used in the production and sale of goods, works and services.

Calculation of the profitability of the activity and the impact of the proposed measures on the results of the enterprise in table 3.3.

*Table 3.3*

#### The impact of the proposed measures on the results of the enterprise

Indicators	Actual 2018	Plan			Deviation					
		2019	2020	2021	Absolute			Relative		
					18/19	19/20	20/21	18/19	19/20	20/21
1. Net income from sales of products, thousand	1831,9	2152,5	2496,9	2883,9	320,6	344,4	387,0	17,5*	16,0	15,5
2. Cost of sales, thousand UAH.	1508,2	1682,5	1962,5	2262,5	174,3*	280,0	300,0	11,6	16,6	15,3

*Ending of the table 3.3*

3. Administrative expenses, thousand UAH.	110,9	242,9	272,9	302,9	132,0	30,0	30,0	119,0	12,4	11,0
4. Sales costs, thousand UAH.	147,0	155,0	163,0	171,0	8,0	8,0	8,0	5,4	5,2	4,9
5. Profit of sales	65,8	72,1	98,5	147,5	6,3	26,4	49,0	9,5	36,6	49,8
6. Net profit, thousand UAH.	53,3	58,4	79,8	119,5	5,1	21,4	39,7	9,5	36,6	49,8
7. Product profitability,%	3,5	3,5	4,1	5,3	-0,1	0,6	1,2	-	-	-
8. Profitability of activity,%	2,9	2,7	3,2	4,1	-0,2	0,5	0,9	-	-	-
9. Costs for 1 hryvnia of sold products, UAH.	0,8	0,8	0,8	0,8	0,0	0,0	0,0	-	-	-

\* 17,5 = 12+5,5

\* 174,3 = 155,3+11+4+4

Source: Created by the author

From table 3.3 we see that the impact of the proposed measures will increase the profitability of products from 3,5% in 2018 to 5,6% in 2021, and the profitability of activity from 2,9 to 3,5% in 2021.

Implementation of the proposed measures in the field of organizational culture development will increase job satisfaction (motivational effect), since work with the staff will be built on the account of social aspects in the labor relations. The effect will also be manifested in the increase of labor productivity, reduction of damage from staff turnover due to the stabilization of the team.

After the proposed measures, it is planned to reduce the level of staff turnover at the enterprise.

Accordingly, the implementation of the proposed measures is cost-effective and advisable, especially if one takes into account the fact that the enterprise is not large enough.

The economic effectiveness of the recommended measures for improving the management of personnel in «ViDi-Sky» LLC can be judged from the economic result that can be achieved from their implementation.

## CONCLUSIONS AND RECOMMENDATIONS

The final qualifying paper presents a theoretical generalization and proposes a new solution to the scientific and applied problem, which consists of the development of theoretical and methodological provisions for managing the development of corporate culture of the enterprise. The results obtained allowed us to draw the following conclusions:

1. Corporate culture is becoming increasingly important in the enterprise management system in today's economic environment (which is characterized by instability, turbulence, dynamism and, as a consequence, crisis), on the one hand, and the increasing level of informatization of society, the level of communication in all spheres of the economy the other. A fundamental role in this is played by the overall transition to a knowledge economy characterized by the dominance of information resources, intellectual capital, and intangible assets.

2. It is the man who forms the basis of any organization, its essence and its basic wealth. However, from the point of view of management can not talk about the person at all, since all people are different. People behave differently, they have different abilities, different attitude to their business, to the organization, to their responsibilities; people have different needs, their motives for activities may vary significantly. Finally, people perceive differently the reality of the people around them and themselves in that environment. All this suggests that managing a person in an organization is extremely complex, but at the same time extremely responsible and important for the fate of the organization is the case for which the object of study - corporate culture.

3. The results of the theoretical part of the work are summarizing the approaches of various scientists to the concept of «corporate culture of the enterprise»; different models and methods of corporate culture were investigated on the basis of scientific works of domestic and foreign scientists and obtained results of theoretical and methodical developments, its role in the system of innovative development of the enterprise was highlighted.



4. The second section is devoted to the analysis of the existing corporate culture at the enterprise and the evaluation of its efficiency, and also the most common problems of forming the corporate culture at domestic enterprises.

5. In the third section, the ways of improvement of the corporate culture at the enterprise are formed, the organizational and economic measures to be implemented, the expediency and the projected efficiency of the proposed scheme of development of the corporate culture efficiency are proposed.

The plan of corporate culture development measures of «ViDi-Sky» LLC and the algorithm of cost optimization for the formation of corporate culture have been formed, which allows effective management of corporate culture development. The implementation of these measures provides an increase in net income from innovations.

7. Therefore, during the diploma work, it was proposed to introduce effective organizational and economic measures for managing the corporate culture of the enterprise, which can significantly improve labor productivity, reduce staff turnover, create a favorable atmosphere in the team and improve the system of implementation of innovative projects in the enterprise. The results of the study may occur in the development of a comprehensive plan for domestic enterprises to improve the efficiency of their corporate culture, but only if they comply with the proper state of occupational safety in the workplace.

Summarizing this final qualifying paper, we can make a generalization that organizational culture is one of the main factors that determine the process of functioning of the organization and the behavior of its members.

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## Appendix B

### Balance sheet of «ViDi-Sky» LLC

	31.12.2017	31.12.2018
<b>Assets</b>		
1. Non-current assets		
In-progress capital investments	0	0
Fixed assets	2987.4	2803.2
Initial assets	3584.2	3584.2
Ageing	(596.8)	(781)
Long-term biological assets	0	0
Long-term investments	0	0
Other fixed assets	0	0
<b>Total:</b>	<b>2987.4</b>	<b>2803.2</b>
2. Current assets		
Stock	0.9	10
Current biological assets	0	0
Accounts receivable for goods	267.4	402.1
Budget accounts receivable	0	0
Income tax	0	0
Other current receivable	0	68.5
Current financial investments	0	0
Cash equivalent	91	109.1
Future expenses	0	0
Other current assets	1.8	3.7
<b>Total</b>	<b>361.1</b>	<b>593.4</b>
<b>Balance:</b>	<b>3348.5</b>	<b>3396.6</b>
<b>Liability</b>		
1. Equity		
Registered capitals	10.6	10.6
Extra capitals	3507	3507
Capital reserve	0	0
Retained earnings	-1782.6	-1685.2
Unpaid capitals	0	0
<b>Total</b>	<b>1735</b>	<b>1832.4</b>
2. Long-term liability		
3. Current liabilities		
Short-term loans	0	0
Current payable:	0	0
- For long- term liabilities		
- Goods, works, services	335.8	334.1
- Budget calculations	42.4	48.2
- Income tax	0	0
- For insurance	5.3	7.9
- Pay	15.1	19.1
Deferred income	0	0
Other current commitments	1212.4	1154.9
<b>Total:</b>	<b>1611</b>	<b>1564.2</b>
<b>Balance:</b>	<b>3348.5</b>	<b>3396.6</b>

## Appendix C

The main characteristics of types of organizational culture by K. Cameron and R. Quinn

Characteristic	Type of organizational culture			
	Hierarchy	Market	Clan	Adhocracy
Organization orientation	Internal focus and integration	External focus and differentiation	Internal focus and integration	External focus and differentiation
The degree of flexibility	Stability and control	Stability and control	Flexibility and discretion	Flexibility and discretion
<i>I. Competitive values of leadership, effectiveness, and organizational theory:</i>				
Leader type	Coordinator. Mentor. Organizer.	A tough warden. Opponent. Producer.	Mentor. Educator. Father.	Innovator. Entrepreneur. Seer.
Performance criteria	Profitability. Timeliness. Equal functioning	The market part. Goal Completions. Overcoming competitors	Cohesion. Moral climate. Human resources development	Result at leading position. Art. Growth
Management theory	Control contributes to profitability	Competition promotes productivity	Participation strengthens commitment	Innovation brings new resources
<i>II. Competitive values of quality management:</i>				
Quality strategies	Detect errors. Measure. Control processes. Systematically solve problems. Apply quality tools	Measure consumer preferences. Improve productivity. Creating a creative partnership. Increase competitiveness. Attract consumers and suppliers	Empower. Create teams. Involve hired workers. Develop human resources. Ensure open communication	Surprise and admire. Create new standards. Anticipate needs. Continue Improvement
<i>III. Competitive values of human resources management:</i>				
HR role	Specialist Administrator	Strategic business partner	Advocate for the interests of employees	Change Agent
Facilities	Process reengineering	Aligning HR according to business strategy	Responding to the needs of hired workers	Facilitating conversion

Goals	Rational infrastructure	Impact on the final result	Cohesion, dedication, opportunity	Organizational update
Competence	Process improvement; communication with consumers; service needs assessment	General business experience; strategic analysis; strategic leadership	Moral evaluation; improvement of managerial qualification; systems improvement	Systems Analysis; experience of organizational change; advice and assistance



## Appendix D

### OCAI – questionnaire to evaluate the organizational culture by Quinn and Cameron

		Now	Preferred
<b>1. Dominant Characteristics</b>			
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B	The organization is a dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total:		100	100
<b>2. Organizational Leadership</b>			
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency		
Total:		100	100
<b>3. Management of Employees</b>			
A	The management style in the organization is characterized by teamwork, consensus, and participation.		

		Now	Preferred
B	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total:		100	100
4. Organizational Glue			
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge		
C	The glue that holds the organization together is an emphasis on achievement and goal accomplishment		
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
Total:		100	100
5. Strategic Emphases			
A	The organization emphasizes human development. High trust, openness, and participation persist.		
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
	The organization emphasizes permanence and stability. Efficiency, control		



		Now	Preferred
D	and smooth operations are important.		
Total:		100	100
6. Criteria of Success			
A	The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.		
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key		
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.		
Total:		100	100



## Appendix F

Answers	the number of respondents	% of respondents
<i>1. Do you know the history of your company?</i>		
Yes	21	62
No	4	12
Not good enough	9	26
<i>2. How long have you been working for the company?</i>		
Up to 5 years	21	62
5 to 10 years	8	23
More than 10 years	3	9
From the beginning of the foundation	2	6
<i>3. What is organizational culture for you?</i>		
Social assistance	4	12
Presence of traditions	6	18
Team spirit	10	29
The presence of artifacts	14	41
<i>4. What kind of leisure activities have a positive impact on organizational culture?</i>		
Personal holidays	4	12
Field trips	7	20
Sport competition	2	6
All of the above	21	62
<i>5. How important is it for you to work with people who interact well with each other?</i>		
Not important	5	15
Important	29	86
<i>6. Which of the following values are the main values in your enterprise?</i>		
Fair valuation of work	3	9
Stability of the workplace	10	29
The amount of wages	14	41
Interesting job	7	21
<i>7. The most important material forms of incentives for you?</i>		
Corporate holidays	7	20
Training	3	9
Job evaluation	3	9
Moral reward	16	47
Social security	5	15
<i>8. Do you satisfy with your corporate culture as a whole in your enterprise?</i>		
Partly	8	23
No	4	12
Yes	22	65