



№10 2020

**Annali d'Italia**

**VOL. 4**

ISSN 3572-2436

*Annali d'Italia (Italy's scientific journal) is a peer-reviewed European journal covering top themes and problems in various fields of science.*

*The journal offers authors the opportunity to make their research accessible to everyone, opening their work to a wider audience.*

**Chief editor:** Cecilia Di Giovanni

**Managing editor:** Giorgio Bini

- Hoch Andreas MD, Ph.D, Professor Department of Operative Surgery and Clinical Anatomy (Munich, Germany)
- Nelson Barnard Ph.D (Historical Sciences), Professor (Malmö, Sweden)
- Roberto Lucia Ph.D (Biological Sciences), Department Molecular Biology and Biotechnology (Florence, Italy)
- Havlíčková Tereza Ph.D (Technical Science), Professor, Faculty of Mechatronics and Interdisciplinary Engineering Studies (Liberec, Czech Republic)
- Testa Vito Ph.D, Professor, Department of Physical and Mathematical management methods (Rome, Italy)
- Koshelev Andrey Candidate of Philological Sciences, Associate Professor, Faculty of Philology and Journalism (Kiev, Ukraine)
- Nikonov Petr Doctor of Law, Professor, Department of Criminal Law (Moscow, Russia)
- Bonnet Nathalie Ph.D (Pedagogical Sciences), Faculty of Education and Psychology (Lille, France)
- Rubio David Ph.D, Professor, Department of Philosophy and History (Barcelona, Spain)
- Dziejcz Stanisław Ph.D, Professor, Faculty of Social Sciences (Warsaw, Poland)
- Hauer Bertold Ph.D (Economics), Professor, Department of Economics (Salzburg, Austria)
- Szczepańska Janina Ph.D, Department of Chemistry (Wrocław, Poland)
- Fomichev Vladimir Candidate of Pharmaceutical Sciences, Department of Clinical Pharmacy and Clinical Pharmacology (Vinnytsia, Ukraine)
- Tkachenko Oleg Doctor of Psychology, Associate Professor (Kiev, Ukraine)

and other experts

500 copies

Annali d'Italia

50134, Via Carlo Pisacane, 10, Florence, Italy

email: [info@anditalia.com](mailto:info@anditalia.com)

site: <https://www.anditalia.com/>

# CONTENT

## ECONOMIC SCIENCES

<b>Mazur K.V., Hontaruk Y.V.</b> ANALYSIS OF DEVELOPMENT OF FOREIGN ECONOMIC ACTIVITY OF VINNITSA REGION.....	3
<b>Kolesnik T.V.</b> MARKETING COMMUNICATION STRATEGIES ARE IN AGRICULTURAL BUSINESS MANAGEMENT .....	25
<b>Fishchuk N., Mykhalchyshyna L.</b> FORMATION OF COMPETITIVE ADVANTAGES IN THE AGRICULTURAL SECTOR OF THE ECONOMY .....	36
<b>Pronko L., Kolesnik T., Samborska O.</b> PECULIARITIES OF CONDUCTING BUSINESS NEGOTIATIONS IN DIFFERENT COUNTRIES OF THE WORLD .....	49
<b>Volontyr L., Potapova N.</b> ECONOMETRIC ANALYSIS OF THE INVESTMENT CHANGE MODEL IN THE FIXED CAPITAL OF UKRAINE.....	57
<b>Yaremchuk N.</b> ORGANIZATIONAL CULTURE AS A FUNDAMENTAL FACTOR IN IMPROVING THE COMPETITIVENESS OF AN ENTERPRISE .....	66
<b>Yelikbayev K.</b> FEATURES OF THE CONSTRUCTION SERVICES MARKET DEVELOPMENT IN THE WORLD AND RUSSIA .....	72
<b>Yeter Gasimova Israyil, Boyukhanım Amirahova Akbar, Xadija Mammadova Yusif, Fikret Aliyev Bahman, Aysel Yolchuyeva Elshad</b> ANALYSIS AND EVALUATION OF INVESTMENT IN THE DEVELOPMENT OF TOURISM INDUSTRY .....	79

formatsiinoiu ekonomikoiu. URL: [http://www.economyandsociety.in.ua/journal/13\\_ukr/198.pdf](http://www.economyandsociety.in.ua/journal/13_ukr/198.pdf).

10. Potapova N. A. Perspektyvy rozvytku ahrolohistyky na rynkah silskohospodarskyh kultur. *Ekonomika. Finansy. Menedzhment: aktualni pytannia nauky i praktyky*. 2017. № 1. S. 28–36.

11. Pravdiuk N.L., Potapova N.A., Volontyr L.O. *Ekonometriia: navchalnyi posibnyk*. 1-e vydannia. Vinnytsia: PP Baliuk I.B. 2009. 274 s. 19

12. Sait derzhavnoi sluzhby statystyky Ukrainy [Elektronnyi resurs] // Sait tovarystva z obmezhenoiu

vidpovidalnistiu. — Rezhym dostupu: <http://www.ukrstat.gov.ua>.

13. Sydor I.P. Dominanty vplyvu makroekonomichnyh pokaznykiv na dobrobut natsii. URL: [http://economyandsociety.in.ua/journal/16\\_ukr/121.pdf](http://economyandsociety.in.ua/journal/16_ukr/121.pdf).

14. Yeleiko V.I., Myronov Yu.B. Demchyshyn M.Ya., Bodnar R.D. *Ekonomytrychnyi analiz innovatsiinoi diialnosti pidpriemstv*. Navchalnyi posibnyk. - Lviv: Vydavnytstvo Lvivskoho torhovelno-ekonomichnoho universytetu, 2016. - 220 c.

## ORGANIZATIONAL CULTURE AS A FUNDAMENTAL FACTOR IN IMPROVING THE COMPETITIVENESS OF AN ENTERPRISE

**Yaremchuk N.**

*Candidate of Economic Sciences,*

*Senior lecturer of the Administrative Management and Alternative*

*Energy Sources Department,*

*Vinnytsia National Agrarian University*

*Vinnytsia, Ukraine*

### Abstract

The article reveals the essence of the concept "organizational culture" and substantiates the importance of this factor in the development of competitiveness of the enterprise. Since as a result of underestimation of the value of organizational culture sometimes at the enterprise spontaneously may be formed not the most favorable atmosphere for business from the accompanying phenomena: indifferent and irresponsible attitude to business, high conflict and, as a consequence, a decrease in productivity, which leads to a decrease in economic efficiency of the enterprise.

**Keywords:** organizational culture, company competitiveness, personnel, control mechanism.

At the turn of the XX and XXI centuries, managers of developed countries note a new trend: the most important source of competitive advantages of firms and corporations, flourishing, become not so much financial and logistical factors, as the development and peculiarities of organizational culture, which are carried by the staff and the head of the enterprise. At the same time, the organizational culture of heads of enterprises began to be considered as an indicator of formation of progressive values and aspirations, norms and models of behavior, which are supported by subordinates and are effectively implemented in practice.

Processes of market transformations in Ukraine not only have caused a number of transformations in economy and management of the enterprises, but also have put heads of the enterprises before a choice: to adhere to old and inefficient forms of organizational culture, to border with extensive development, or to form more progressive organizational culture, demands activation of labour and creative efforts, development of competences, assimilation of new knowledge and skills, development and introduction of innovations.

Many enterprise managers do not yet realize the crucial importance of such a choice, underestimating the importance of organizational culture. As a consequence, there is a contradiction between the existing position of the organizational culture of enterprise managers and the requirements of the market environment, the needs of adaptation to market changes, accelerated economic and innovative development.

Shortcomings in the formation and development of organizational culture of managers have a negative impact on their organizational behavior, staff motivation, labor efficiency, the state of social and labor relations, which, in turn, prevents the effective operation of enterprises and the content of their competitive positions in the market. There was an urgent necessity in search of ways of formation and development of organizational culture of heads of the enterprises, adequate to new conditions of management in Ukraine [2].

As a concept, concentrates the most important postulates and treasures of management science, the theory of organizational culture has established itself as an important component of the modern management paradigm.

All components of the modern management paradigm are united by a common idea: ensuring the survival of the organization in the long term through the effective use of human resources, the formation and improvement of knowledge, stimulating creativity and innovation, and the degree of aspiration of staff to obtain new knowledge, the nature of behavior in non-standard situations, attitudes to work and consumers are largely determined by the parameters of organizational culture. Therefore, the successful implementation of the five basic concepts of modern management (knowledge and intellectual potential management, strategic management, quality management, strategic marketing and social responsibility of business) without substantial fill-

ing of the main provisions of the theory of organizational culture would have lost an important part of its economic essence.

The practice of large global companies confirms that organizational culture directly affects the efficiency of work, affecting both individuals and the activities of the company as a whole. The organizational culture is a powerful factor that determines the concreteness of an organization by disclosing the personal potential of employees.

In recent decades, management practitioners and theorists have been increasingly interested in the phenomenon of organizational culture. And it is not accidental - after all, organizational culture is an integral part of any organization, it is called to provide efficiency of its activity. Without a clear understanding of what is the essence of the concept, it is impossible to manage it productively.

The notion of organizational culture originates in the theory of management. No unified interpretation of the term "organizational culture" has yet been developed; the differences are based on the understanding of culture (in a narrow or broad sense).

E. Shein writes about "a set of basic beliefs - formed independently, learned or developed by a certain group as it learns to solve the problems of adaptation to the external environment and internal integration, proved to be effective enough to be considered valuable" [7].

F. Kotler notes that it is difficult to formulate this concept clearly, because sometimes it is understood as "the exchange of experience, the orders characterizing the organization".

V.R. Vesnin understands organizational culture as a set of collective values that are shared by all team members, symbols, beliefs, and behavioral patterns of the organization members. In his opinion, organizational culture is manifested in the manner of their interaction with external attributes.

E. Dzhaus viewed the enterprise culture as a way of thinking and a way of action, which has become a habit and a tradition, to a greater or lesser extent shared by all employees of the enterprise and which must be assimilated or at least partially accepted by newcomers in order for new team members to become "their" [10].

Stephan Robbins, author of a series of books on the theory of organizations and general management, believes that "corporate culture is a social glue that helps to maintain the integrity of an organization by creating acceptable standards of thinking and behavior.

Along with the term "organizational culture", the term "corporate culture" is used in scientific environment. Although most of the works on both organizational culture and corporate culture are similar in content, individual scientists share these concepts.

Thus, A. Maksimenko believes that the size of the organization shares them. He suggests the number of thousands of employees as a "threshold" and argues that a large organization lacks an internal informal structure and dating at the status level.

I. Groshev and Y. Semenov say that the concept of organizational and corporate culture are far from iden-

tical. I. Groshev believes that the concept of "organizational culture" can be applied to a local industry organization, and "corporate" - to a diversified international corporation.

Y.G. Semenov says that corporate culture is an organic part of organizational culture and reflects the specific character of the corporation as a group phenomenon [3].

According to the majority of researchers, there are two conditional concepts of organizational culture, which represent the methods of its study:

1. Rational and pragmatic, which considers organizational culture as an attribute of the organization (a changing element).

2. Phenomenological, in which the organisational culture is treated as the very essence of an organisation (not as a property, but as what it (organisation) actually is).

Representatives of the rational and pragmatic approach consider the organizational culture as an attribute of the organization, understanding it as different: values and norms, unique characteristics as a part of the organizational potential. Proponents of this approach believed that the organizational culture can be directly managed and the role of the leader (leader) is huge. However, the disadvantage of this approach is that there may be leaders who do not have a high culture.

"The most successful companies have become so because of a unique set of cultural characteristics that distinguish them from others," says Tom Peters and Robert Waterman in "The quest for excellence. Lessons from America's Most Successful Companies" (1982). They see organizational culture as one of the seven interlinked factors that make up the "smart way to create an organization" [10]. Later on, the idea of distinguishing a leading organization from a simple one, by means of possession of "a clearly visible culture, such that it is clearly recognized by its employees", is supported by other American scientists Kim S. Cameron and Robert E. Quinn in their work "Diagnostics and Measurements of Organizational Culture".

Scientists note that in some cases, the organizational culture is laid down by the founder of the firm, sometimes formed gradually, as the organization accepts the challenges of the environment and overcome obstacles that affect the organization from outside.

The culture of some organizations is consistently developed by management teams, which aim to systematically improve the performance of their company. Scientists believe that culture manifests itself in what is valuable to the organization. In leadership style, language and symbols, procedures and everyday norms, and how success is defined. In other words, in everything that reflects the uniqueness of an organization's character. [8].

The phenomenon of organizational culture was studied in the 1970s using the theory of social construction of P. Berger and T. Lukman's reality, according to which the procedural dimension of society is a historical process of its evolution, in which the mechanisms of institutionalization are fixed. The method of application of these mechanisms makes it possible to establish

socio-cultural specificity of each concrete society (including organization) [4].

Stefan Robbins, notes that it is corporate culture that "defines the image of the organization, that is, it forms features that allow to distinguish one company from another; influences the process of formation and dissemination of corporate identity; contributes to raising awareness, ie increase in the number of obligations voluntarily assumed by employees in relation to the organization, the establishment of a system of priorities in which the personal benefit is not leading positions; and finally, contains mechanisms of control, which determine the nature and style of behavior with the company.

Based on these provisions, proponents of the phenomenological approach consider direct management of organizational culture impossible. Thus, O.Rodin believes that culture cannot be arbitrarily manipulated by the leadership, namely, it determines the style and character of leadership. Transformation of organizational culture is a long process, the influence on which is always mediated and requires from the management of the organization a sufficiently deep reflection on the peculiarities of its organization [5].

So, organizational culture can be considered from two points of view: as a product of the organization's functioning, and as the basis for its formation.

It is undeniable that organizational culture is a complex and flexible concept. It is distinguished by the complexity and interdependence of elements, by the relative value of forecasts. Its role in the general strategy of personnel development and the organization as a whole is steadily growing. However, there are very few organizations that have special services engaged in forming and implementing corporate values. Other organizations have a wide field of corporate values formation, so the management of Ukrainian enterprises still need to realize the importance of corporate culture, which is increasingly called the intangible basis for the development and success of any organization. When researching the concept of organizational culture, it should be borne in mind that most often by this concept is understood the culture of organizations as some objects, systems.

However, having investigated organizational culture not only from the point of view of personnel management, organizational behavior, etc., but also from the point of view of organization theory, it becomes clear that the essence of organizational culture is the culture of organization of social and economic system. The organizational culture is present in all spheres of human activity in the organization, and its functions should be realized in all functional blocks of the enterprise management system, including personnel management. Organizational culture, influencing each functional block of the management system, reflects the ideology of organization management. The organizational culture creates the foundation of the management process - its ideology.

Management of the organization is carried out by people, with both the subject and the object of management being the personnel. It is also important that the

culture is a purely human category, and the organizational culture is formed in the consciousness of the person - the enterprise personnel as its bearer and distributor. Therefore, the impact of organizational culture is directly directed to the worker, and through him already on the production process, product quality, etc. Personnel with high development potential compared to equipment, technology, etc., which cannot be constantly updated.

In the current conditions of rapid scientific and technical progress, limited external resources, the opportunity for the enterprise to develop, using the internal potential, is one of the most important factors of successful competition. As V.V. Usacheva "... the importance of purposeful introduction of modern methods of work with the personnel at the Ukrainian enterprises, which allow to provide a higher level of coordination of interaction of employees of enterprises ..." is growing, and also that "organizational culture and system of work with personnel act for each other as factors of internal influence, as, on the one hand, changes of organizational culture cause necessity of corresponding change of work with personnel, on the other hand, directions of work with personnel, developing organizational culture, in their turn, receive it as a basis of its further perfection"[11].

Thus, the growth of labor productivity is achieved, firstly, by better material support of production, and secondly, by increasing the interest of personnel in better performance of their work, social cohesion. The most significant factors of efficiency, first of all, include the level of profit, quality of products and services, but practitioners believe that the structure of intangible assets increasingly pays attention to organizational culture, because "in the culture there is a great competitive force" [9].

Thus, organizational culture can be considered as a holistic and effective tool of personnel management only in the conditions of the existing structure of dominant values and the presence of a certain hierarchy of values of the labor collective, and will constitute the essence of the culture of the organization.

From the point of view of many researchers, "the process of formation of organizational culture directly depends on the identity of the process of creation of the group itself, since the essence of the group, its members' way of thinking, views, feelings and values are the result of collective experience and collective learning, which is expressed in the system of perceptions accepted by the group, and is the culture of the group. Consequently, the structure of the problems that any organization and its staff face in the production process. It is necessary to understand how leadership or leader perceptions are manifested in the vision of the situation that the group has adopted as its own. E.P. Pomerantseva in her work "Model of Personnel Management" has defined the mechanisms of introduction by leaders of cultural bases in a situation when the organizational model of culture requires changes.

The mechanisms of introduction of cultural bases are provided as effective means by which managers (leaders) introduce their own ideas about the organizational culture. Secondary mechanisms can be effective

means in forming organizational culture if the manager (owner) is able to use them in a certain way. These mechanisms for implementing culture create a so-called corporate climate for the organization. At the first stage of the organization's development, this climate is determined by the manager (leader); at the next stages of the organization's existence, the climate is a reflection and manifestation of common cultural ideas, namely, the organizational culture, the quality of which is formed by the personnel. The effectiveness of organizational culture is its strategic direction and, consequently, its ability to develop (adaptability level) can be determined based on the extent to which its main goal has been achieved.

The main objective of the culture is to ensure the self-organisation of the socio-economic system through the staff. The level of organizational culture development can be determined by qualitative indicators: availability of a special group (service, HR manager, cultural managers), developed system of encouragement and stimulation of employees, suitable for forming and developing corporate culture, etc. D. Leaders almost always play a leading role in the formation of organizational culture. As for the positive impact on an individual worker, organizational culture can be manifested in the formation of values of professional activity, self-development, self-actualization, self-learning, which are signs of competitiveness of the company's personnel.

The main purpose of organizational culture is to ensure the self-organization of the socio-economic system with the help of the personnel. Achievement of the main goal of organizational culture is possible due to the increase of the level of development of labor potential of the organization. The labor potential includes the following components: health, morality and teamwork skills, creative potential, activity, organization, education, professionalism, working time resources and professional culture.

Professional culture is a function of an employee's competence and work ethics, principles, values, etc. The peculiarities of the personnel as a carrier of culture have been established, which are the basis of their culture and the necessity of constant adaptation of their behavior to the changes in the conditions of enterprise functioning. The methods of adaptation of the enterprise culture are consonant with the methods of culture support. This is a change of attention on the part of the personnel management manager, namely: "... change of style of conflict or crisis management; redesign of roles and change of focus in training programs; change of incentive criteria; change of accents in personnel policy; change of organizational symbolism and ritualism" [12]. That is why it is so important to know the main factors influencing the culture of an enterprise as well as the direction of their influence.

Among the factors of internal environment influencing the organizational culture the following can be singled out: personality of the founder of the organization; time period of existence of the organization on the market (stage of life cycle); size of the organization; sphere of activity of the organization; level of education and qualification of workers; available resources; technology.

The influence of the founder's personality on the organizational culture is manifested in the fact that his or her basic beliefs, worldview, ideals will be transmitted to his or her employees and the entire organization, and subsequently will be transmitted through generations of workers.

The impact of the level of education and qualification of employees on the organizational culture is manifested in the values that employees will be able to perceive, as far as possible show creativity and initiative on their part, which and in what quantity are necessary measures for training, rotation, further training of employees, etc. If the staff does not understand, share (not accept) the organizational culture created by management, it will remain only as a declaration, and the actual culture will be very different.

The organizational culture is formed in the process of communication and joint problem solving to achieve a common goal. As a result of these processes own values, criteria of achievement of the general purposes, rules and norms of behaviour, forms of interaction with external environment are made.

Hence, a necessary condition of formation and development of organizational culture is joint activity of people and presence of the common purpose. The system of management of the formation and development of organizational culture is a relationship between the managing part (i.e. the subject) and the managed part (i.e. the object).

It is important to note that many functions of the organisational culture are closely related to the functions of the personnel management system. Therefore, the process of formation and development of the organizational culture is in interrelation and interdependence with HR management processes, and for effective implementation of the organizational culture functions it is necessary to support the HR management system.

In order for the process of formation and development of the organizational culture to be successfully implemented, for the purpose of effective management of this process it is necessary to determine the composition of elements that are part of the management system of formation and development of the organizational culture, and therefore the development of personnel. Most often, the system of management of the process of formation and development of organizational culture is part of the HR department and reports, respectively, to the Director of Human Resources Management. This is due to the specific functions and tasks of the organizational culture related to the functions of the HR management system, and their successful implementation requires close cooperation between the two units. When creating an organizational culture management unit, it is necessary to bear in mind that in modern organizations, more attention should be paid to HR management, training and development.

Let us consider the model of values accepted in the organization. (Fig.1).

The model is based on organizational values accepted unconditionally by all team members. The set of values and philosophy adopted in the organization influences the formation of six basic elements that most fully characterize the organizational culture.

Mission, strategy, goals. The mission of an organization determines its main purpose in society, the meaning of its functioning, its worldview and specificity, strategy, goals. Defining the culture of work and

behavior, the mission reflects the value foundation of the company.

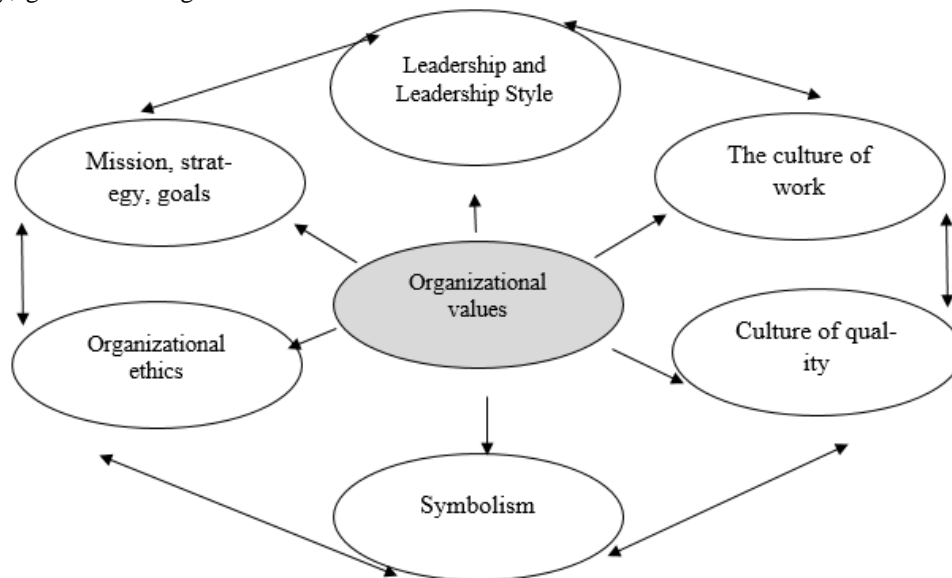


Fig. 1. The model of organizational culture through its values

Style of management and leadership. Culture is usually created by the company's top management, which is formed by cultural values, norms, climate necessary for the mission implementation.

The culture of work. The culture of work is composed of both internal factors (the level of the employee, his or her attitude to work, the degree of responsibility and old age) and external factors, which form the organization by providing working conditions and means.

Symbolism. It is an external manifestation of organizational culture: mottos, slogans, logos, brands, rituals, traditions, legends.

Organisational ethics. Includes norms, standards, regulations, codes, etiquette adopted in the organization, and the organizational climate.

Culture of quality. The culture of quality is based on a common quality management framework that includes activation of the human resource, improved quality of working life, reduced costs and increased productivity of the organisation.

Elements of organizational culture constantly interact, being exposed to factors both external and internal environment of the company [5].

The process of formation of organizational culture begins with the manager's awareness of his own personal values and norms, motives of labor activity, as well as the peculiarities of organizational culture of the organization, its adequacy, strengths and weaknesses, the possibilities of its transformation [1].

At definition of the basic purposes of formation of organizational culture at the enterprise of administration it is necessary to realize that it, first of all, helps workers to act reasonably, creates conditions for their effective association in the form of integral system, at the expense of effect of synergy helps to reach desirable results.

The main task of the manager is the development and implementation of the enterprise development program, based on the solution of specific problems of his team, among which is dominated by ensuring a high adaptation of the enterprise to changing market conditions. An undoubted condition of managers' activity is the ability to manage the enterprise in conditions of risk and uncertainty.

When developing the program of management activity of a manager, an algorithm has been defined, which, in turn, is a tool for the development of professional culture: to identify a set of activities, determine the structure of activities, content of activities, determine the scope of responsibility, authority to achieve results, to formulate requirements for managers, evaluation criteria and identify the need to develop professional and personal qualities.

It is important to define the components of organizational culture and justify the level of organizational culture, which includes: corporate values and principles, company philosophy, game rules, group standards and norms, behavioral stereotypes, type of thinking, moral and psychological climate, practical experience.

To improve the level of organizational culture at the enterprise it is recommended to: support creative approach and implementation of new management methods, development of documents and programs regulating formal and informal relations and communications of the personnel, assistance in strengthening the moral and psychological climate of the team, codification of knowledge, skills of personnel, will contribute to the accumulation of experience for future generations.

It is recommended to use business success, market share, profitability, sales growth, product quality and the degree of personnel satisfaction as criteria for evaluation of the organizational culture efficiency.

One of the main components of the organizational culture is the level of management work organization.

In practical researches objective criteria of evaluation of the manager's activity are used insufficiently because researchers apply a descriptive approach, instead of studying human subjective practice. As a result, a schematic, stereotypical, observational approach dominates and does not allow for a comprehensive evaluation of managers' activities. Any knowledge and skills find themselves in real actions.

A healthy working atmosphere contributes to the fruitful work of the group. In accordance with. An unhealthy atmosphere - to its reduction. If the manager behaves according to the well-known saying "the boss is always right", i.e. makes inflated and unreasonable demands, criticizes the employees in public and incorrectly, often torments and rarely encourages, does not appreciate their contribution to the joint activity, threatens, tries to intimidate by dismissal, deprivation of bonus, etc.

Lack of mutual respect and trust leads to the fact that workers are forced to take defensive positions, to protect themselves from each other, the frequency of contacts decreases, communication barriers, conflicts arise, there is a desire to leave the organization and, as a consequence, there is a decrease in productivity and quality of work [6].

Among economic managers there are certain stereotypes of behavior that hinder their effective activity. Neglect of knowledge of methodology hinders strategic vision of expected actions and conditions that promote or hinder them ("elitism" associated with the feeling of inviolability, inability to contain emotions; making decisions based on temporary moods; rejection of criticism). The aspiration to rational actions, the desire to give each employee his or her own algorithm of actions and to "clearly" control its performance do not produce any effect, since economic practice and the life of society are characterized by variability and require a certain freedom of action of subordinates, especially those who want to become an associate of the manager.

Taking this into account, many economic managers strive to be "aware" of everything, even taking pride in the fact that nothing can be done without them. New working conditions require other innovative approaches to the formation of working culture. Of course, the leader's activity is hindered by objective and subjective limitations: lack of own ideas and creative approach, blurred personal values, lack of organizational flair, low ability to form a team, stopped self-development, low level of work culture, inability to influence people.

Reasonably, inherent values (cultural, organizational, labor, moral), as well as their lack (underdevelopment, destruction) together with appropriate methods of their approval in their totality always form an organizational culture, which gives a certain positive or negative impulse to the development of the enterprise, a direct impact on the implementation of its mission, the effectiveness of activity, the further prospects of devel-

opment. Proceeding from this, it is proposed to distinguish positive and negative organizational culture of the manager depending on the specific content of such culture (a certain set of values, norms of behavior) and consequences of influence on the activity of the personnel and the enterprise. The attention is focused on the fact that the degree of progressiveness (positive) of the manager's organizational culture will always be relative depending on the stage of enterprise development, historical conditions of society development, existence of this or that economic system [2].

The general task of managers of all ranks and levels is to achieve the goals of joint activity, increasing intellectual achievements through collective efforts.

### References

1. Blokhin I.A. The role of the head of the higher educational institution in the formation of organizational culture [Electronic resource] - Access mode: [http://novyn.kpi.ua/2007-3-1/02\\_Blokhina.pdf](http://novyn.kpi.ua/2007-3-1/02_Blokhina.pdf).
2. Brustinov D.V. Formation and development of organizational culture of manufacturers. Author's abstract.
3. Chernykh E.A. Organizational culture is a multidisciplinary concept and conceptual complexity of definition / Chernykh E.A. E.A. [Electronic resource]. - Access mode: <http://www.corpculture.ru/content/organizatsionnaya-kultura-mezhdistsiplinarnost-poyatiaya-i-kontseptualnaya-slozhnost-opred>.
4. Influence of leadership style on the formation and development of organizational culture of the enterprise. Kalnitsky N.A. Foreign trade: economics, finance, law. 2015, No. 2, Pp. 34-41.
5. Khachaturov A.E. Basics of quality management / Khachaturov A.E., Kulikov Y.A. - M.: Delo i Servis, 2003.
6. Kotler F. Marketing. Management / F. Kotler. St. Petersburg.: Peter, 2003. - 798 p.
7. Shein E.H. Organizational culture and leadership / E.H. Shein [second edition]. - St. Petersburg: Peter, 2002. - 497p.)
8. Smirnova N.K. Implementation of companies' strategies: from simple to complex / N.K. Smirnova, A.V. Fomina. - M.: Berator Publishing, 2008. - 224 p.
9. Sumtsov V.G., Grinchuk S.A. Theoretical principles and features of formation of personnel culture of the organization. V.V. Dahl VNU Bulletin. No. 10 [140], Frequency. 2. - 2009. - P.166-171., P. 270-271.
10. Tikhomirova O.G. Organizational Culture: Formation. Development and evaluation: forever and ever. / A.G. Tikhomirova. M.: INFRA-M, 2012. - 150 p.
11. Usacheva V.V. Organizational culture in the transit economy: flight of economic aspect: Author's thesis Cand. - Donetsk, 2003. - 15 p., P.11.
12. Voronkova A.E., Bubyana M.M., Korenev E.N., Mazhura I.V. Corporation: management and culture. Monograph. / A.E. Voronkova - Droboych: Measurement, 2006. - 376 p., p.309.