MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY STATE UNIVERSITY
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QUALIFICATION PAPER

on the topic " MANAGEMENT OF ORGANIZATIONAL CULTURE AT ENTERPRISE ENGAGED IN INTERNATIONAL ECONOMIC ACTIVITY "
Specialty 292 "International Economic Relations"

Student IV Course _____ Daria Tkachenko

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It is submitted for the Bachelor's degree requirements fulfillment.

Qualifying Bachelor's paper contains the results of own research. The use of the ideas, results, and texts of other authors has a link to the corresponding source

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Sumy, 2021

ABSTRACT

on bachelor's degree qualification paper on the topic

«MANAGEMENT OF ORGANIZATIONAL CULTURE AT ENTERPRISE ENGAGED IN INTERNATIONAL ECONOMIC ACTIVITY»

student Daria Tkachenko

The main content of the bachelor's degree qualification paper is presented on 39 pages, including references consisted of 34 used sources, which is placed on 4 pages. The paper contains 3 figures.

Keywords: ORGANIZATIONAL CULTURE, ORGANIZATIONAL STRUCTURE, CORPORATE CULTURE, COMPANY VALUES, TEAM.

The object of the study is the process of forming and evaluating the organizational culture of Silpo Food LLC.

The subject of research is the theoretical and methodological aspects and practice of assessing the organizational culture of the enterprise and areas for improvement.

The purpose of the qualification paper is to develop theoretical provisions and applied recommendations for the formation and evaluation of organizational culture of the enterprise.

To achieve this goal the following tasks are set:

1. Consideration and detailed analysis of theoretical aspects of organizational culture.

2. Study of the main indicators of the analyzed enterprise and the state of organizational culture.

3. Analysis of the practice of assessing the state of organizational culture on the example of the LLC "Silpo Food".

4. Outlining proposals for improving the organizational culture of the enterprise.

Methods of synthetic analysis, descriptive method, graphic and economic-statistical methods were used in qualification paper.

The work has a traditional structure and includes an introduction, the main part consisting of 3 sections, a conclusion, and a list of references.

The third section discusses the impact of organizational culture on the effectiveness of the company, as well as provided practical recommendations for improving the organizational culture in the company.

The information base of this research is electronic resources (websites / blogs / electronic newspapers), articles of Ukrainian and foreign scientists, scientific publications on selected topics, reporting materials of the research object and our own observations.

According to the results of the study, the following conclusions are formulated:

1. Organizational culture as a category can be considered from the standpoint of two areas: management and socio-psychological

2. Analyzing the activities of "Silpo FOOD" to conclude that the company is growing, and with it the number of employees and guests. The company also cares about its employees, and this is crucial in creating and maintaining a strong organizational culture.

3. The culture of the organization has a significant impact on personnel management, because it is the employees who are the bearers of culture. The results obtained can be used in the process of developing a strategy for the development of international and domestic exchanges.

Results of approbation of the basic provisions of the qualification Bachelor work was considered at 2nd International scientific-practical conference "INTERNATIONAL ECONOMIC RELATIONS AND SUSTAINABLE DEVELOPMENT"

The year of qualifying paper fulfillment is 2021

The year of paper defense is 2021

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TASKS FOR BACHELOR'S DEGREE QUALIFICATION PAPER

(specialty 292 " International Economic Relations ")
student IV course, group IE-72a.en
Daria Tkachenko

1. The theme of the paper is «Management of organizational culture at enterprises engaged in international economic activity» approved by the order of the university from
« __ » _____ 20 __ №___
2. The term of completed paper submission by the student is «___» _____2021
3. The purpose of the qualification paper is to develop theoretical provisions and applied recommendations for the formation and evaluation of organizational culture of the enterprise.
4. The object of the research is the process of forming and evaluating the organizational culture of Silpo Food LLC.
5. The subject of research is the theoretical and methodological aspects and practice of assessing the organizational culture of the enterprise and areas for improvement.
6. The qualification paper is carried out on materials as: electronic resources (websites / blogs / electronic newspapers), articles of Ukrainian and foreign scientists, scientific publications on selected topics, reporting materials of the research object and our own observations.
7. Approximate qualifying bachelor's paper plan, terms for submitting chapters to the research advisor, and the content of tasks for the accomplished purpose is as follows:

Chapter 1 «Theoretical fundamentals of organizational culture research» - 16 April 2021.

Chapter 1 deals with the theoretical bases of research of organizational culture of the enterprise were considered, the essence of concepts "organizational culture" is investigated, types and functions of organizational culture are defined. Also, in the first section the structure, stages of formation and methods of support of organizational culture of the organization are investigated.

Chapter 2 «Analysis of the organizational culture of Silpo Food LLC » - 7 May 2021

Chapter 2 deals with the analysis of the organizational culture of Silpo Food LLC, considers the organizational structure of the enterprise, as well as the values and mission of the company.

Chapter 3 «Ways of improving yhe organizational culture of Siplo Food LLC» - 14 May 2021

Chapter 3 deals with the impact of organizational culture on the effectiveness of the company, as well as provided practical recommendations for improving the organizational culture in the company.

8. Supervision on work:

Chapter	Full name and position of the advisor	Date, signature	
		task issued by	task accepted by
1	Prof. Fedir O. Zhuravka		
2	Prof. Fedir O. Zhuravka		
3	Prof. Fedir O. Zhuravka		

9. Date of issue of the task: « ___ » _____20 _

Research Advisor _____ Fedir Zhuravka

The tasks has been received: _____ Daria Tkachenko

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INTRODUCTION

In modern conditions of economic development, organizational culture occupies an important place in the activities of the enterprise both in the external environment and in understanding the activities in its internal relations. As a prerequisite and stereotype, it influences the formation of business strategy, decision-making on the distribution of power and is reflected in the behavior of staff.

Today, the problem of managing organizational culture, as a factor in the development of an effective enterprise, does not have sufficient practical study, so it is relevant to study. Also, the relevance of the study is due to the fact that the company's activities require a solid foundation in material, financial and human resources and their respective organization. However, without the appropriate organizational culture, the company will not be able to succeed in the market and ensure the competitiveness of its potential.

Theoretical and methodological foundations of organizational culture of enterprise management are reflected in the works of such scientists as: S. Dubinsky, T. Kondratieva, V. Kralya, OV Arefieva, OV Polous, TI Lepeyko, O. Barkova, I. Novakivsky and others. However, the analysis of scientific research of these authors revealed that today the improvement of modern organizational cultures of enterprise management is not given enough attention in the financial and economic literature.

The subject of research is the theoretical and methodological aspects and practice of assessing the organizational culture of the enterprise and areas for improvement.

The object of the study is the process of forming and evaluating the organizational culture of Silpo Food LLC.

The purpose of the qualification paper is to develop theoretical provisions and applied recommendations for the formation and evaluation of organizational culture of the enterprise.

To achieve this goal the following tasks are set:

1. Consideration and detailed analysis of theoretical aspects of organizational culture.

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4. Outlining proposals for improving the organizational culture of the enterprise.

The information base of this research is electronic resources (websites / blogs / electronic newspapers), articles of Ukrainian and foreign scientists, scientific publications on selected topics, reporting materials of the research object and our own observations.

In this work the methods of synthetic analysis, descriptive method, graphic and economic-statistical methods were used.

The work has a traditional structure and includes an introduction, the main part consists of 3 sections, a conclusion and a bibliography.

Sources of information for writing an article on "Features of the relationship between organizational culture and strategic personnel management" were theoretical and scientific-practical work of domestic and foreign scientists and specialists in the field of personnel management, management, organizational culture, as well as articles from periodicals.

1 THEORETICAL FUNDAMENTALS OF ORGANIZATIONAL CULTURE RESEARCH

1.1. The essence of the organizational culture of the enterprise

The success of well-known Japanese, American and German companies in solving problems of productivity and quality of work, in the development of advanced technologies and development of new products, strengthening production and labor discipline, is provided by an effective mechanism for forming organizational culture. Organizational culture is a set of basic values that dominate the social system and have the purpose of solving certain problems or achieving certain goals. The values that make up the organizational culture not only answer the question of how the subjects of a system should act, but also determine what exactly the system seeks to achieve, and then, based on certain priorities, to formulate specific ways to achieve these goals. In the Ukrainian market, domestic companies without an established organizational culture lose to foreign companies with a strong organizational culture. And in the conditions of openness of our economy and market, when the number of strong foreign competitors is constantly growing, Ukrainian companies strategically need to reorganize the old management system and form their own effective organizational culture. This should take into account the basic postulates of modern management concepts [1]:

- social innovations are just as important as technological ones;
- capital should be invested not only in modern technologies, but also in training and education of staff;
- coordination of employee activity should be ensured through means of communication and mutual understanding;
- problems must be solved by joint efforts of the team;
- the necessary promotion of corporate style of work;

– constant focus of staff on finding new, non-standard solutions to the tasks (production, marketing, technological, organizational, economic, etc.).

People - the most valuable resource of the enterprise, the main source of productivity, which determines the strategic success of the enterprise, is the basis for ensuring its competitiveness. This leads to a practical increase in the attention of scientists to the activation of the human factor and the use of physical, psychological and emotional potential of employees, their executive, creative and organizational abilities.

The concept of "organizational culture" covers the phenomena of spiritual and material life of the team, namely: the dominant moral norms and values, code of conduct, rituals and others. The concept of this phenomenon has no single interpretation. Scientist K. Cameron believes that "organizational culture is manifested in what is valuable to it, what are its leadership style, language and symbols, procedures and daily norms, as well as in how success is determined." Also, "organizational culture" is considered as 1) a set of basic hypotheses, values and artifacts; 2) values and norms that are mastered and applied by members of the enterprise and at the same time decisively determine their behavior; 3) the atmosphere or social climate in the organization; 4) the dominant system of values and practices, etc.

In the Economic Encyclopedia "organizational culture" is interpreted as "the culture of the enterprise includes an idea of the tasks of the corporation, its purpose, goals, nature of products and markets; style of activity and management; criteria for achieving goals and evaluating results; means of internal integration (language of communication, employment, method of distribution of power, system of rewards and punishments. Ceremonies, rituals, etc.). All of these elements affect relationships, relationships between employees, managers and subordinates, departments and businesses. On the coordination of their activities, forms of their cooperation in the decision-making process, ways to prevent and resolve conflicts. At the same time,

most managers view organizational culture as a powerful strategic tool that orients all departments to achieve common goals. Therefore, in modern management, the object of management is not individual processes, technologies, structures, people and their activities, and organizational culture and its features as a unifying factor of these processes within each enterprise [2].

Organizational culture is contained in the souls of employees, in their thoughts, in the organization of the thought process, in perception, evaluation, in determining the causes, in language, in general in the worldview, in emotions, feelings, level of material and spiritual development and is manifested through human behavior. The uniqueness of organizational culture is that it is an achievement of the system of internal values and rules that prevail in the enterprise (organization). The task of managers interested in the progressive development of the enterprise is the development of all components of organizational culture for the formation of a team in the workforce with high moral qualities.

Traditions are certain habits of employees. Yes, it can be a tradition for a company to accompany a person to retire, give various souvenirs, celebrate birthdays, anniversaries, etc. Managers must know the traditions of the company and maintain them. In addition, traditions do not harm the company, but on the contrary, develop team spirit, employee loyalty to the company, the personification of the company.

Symbol - for most companies is a trademark (brand), which expresses the essence of production activities or corporate values of the company, which distinguishes it from other competitors.

Legend is a kind of PR-moves, confirmed or unconfirmed documented stories that describe certain values, "valuable" behavior and contribute to the formation of a positive image of the enterprise.

The hero of the enterprise is a person - an employee who is an example and proof that work at the enterprise can be successful. The professional achievements of the heroes are what other employees should strive for - they are an example of how to

behave in different situations while working in the company. Enterprises are restoring modern analogues of the "Board of Honor" and believe that it is positively perceived by young people.

The slogan is a phrase that in a short statement and in an accessible form highlights the essence of the key criterion of enterprise values.

Rituals and ceremonies are specially planned events held for the entire workforce. For example, the arrival of a new employee in the workforce or promotion to a new position, and so on. Rituals and ceremonies help to increase the loyalty of staff to the company and add weight to the company in communicating with potential partners, suppliers, consumers. The formation of organizational culture contributes to the fact that from the first day of work at the enterprise the worker must feel the atmosphere of friendliness, rationality, expediency in everything from the choice and location of equipment, jobs, furniture to work mode, which includes short breaks to restore mental and physical energy consumed during operation. According to world experience, it is in enterprises with a highly developed organizational culture that an atmosphere of constant care for the employee is created due to the democratic style of management and social and personnel policy. Social policy is aimed at meeting the needs for high quality work and creating favorable conditions for its implementation.

The principal point is the involvement of employees in the development of a collective agreement and evaluation of the plan of social development of the labor collective of the enterprise (organization). One of the components of organizational culture is a system of staff motivation, which should take into account that each employee is an individual and any actions of subordinates are determined by certain needs. It is very important to develop goals that are accessible to all and the means to implement them [3].

Today, organizational culture must be formed taking into account three criteria: self-confidence; confidence in the product produced by the company; confidence in

the enterprise where the worker works. To do this, the company's management must ensure employee safety, ensure reliability, maintain staff motivation and more.

The following forms of material motivation are used at enterprises: wages; awards; co-partnership; participation in the share capital; payment of transport costs; accident insurance; free medical care and food; payment for education; pensions, etc. Forms of intangible motivation include: career planning (promotion); increasing prestige (providing a separate office, personal car, etc.); involvement in solving important issues, special tasks; official approval of the work (in the form of an order, awarding diplomas, badges, etc.); Certification training; articles in the press, specially devoted to a particular employee; participation in conferences and seminars; participation in the work of the quality group; giving the opportunity to put their ideas into practice, etc. Enterprises need to develop a flexible system of motivation by providing feedback on the final results, which would stimulate the moral development of employees and individual achievements, promote self-improvement through lifelong learning, consolidate the workforce to work in a team of like-minded people.

Summarizing the above, we can say that the organizational culture includes: the formation of a stable positive image - the image of the company, which creates a reputation, general cultural and professional level and constant motivation of employees to achieve economic results. First of all, the economic efficiency of the enterprise (organization) depends on the effectiveness and creative work of its employees, the equivalence of training "flexible" employees helps to respond to changes in market demand.

1.2. Structure, functions and types of organizational culture

It has now become traditional to distinguish three levels of organizational culture [4]:

1) surface (symbolic) level - this is all that a person can see and touch: organizational symbols, logo, company calendars, company flag, company anthem, special architecture of the building, etc. Also, to the symbolic level include myths, legends and stories associated with the founding of the company, the activities of its leaders and prominent employees. Such legends and stories are usually transmitted orally. At this level, things and phenomena are easy to detect, but they cannot always be deciphered and interpreted in terms of corporate culture.

2) subsurface level - combines values and norms, deliberately recorded in the documents of the organization and designed to be leaders in the daily activities of members of the organization. A typical example of such a value can be the installation "the customer is always right" in contrast to the installation of the primacy of the manufacturer in the Soviet period. At this level, the values and beliefs shared by the members of the organization are studied in accordance with the extent to which these values are reflected in the symbols and language.

3) basic (deep) level - basic assumptions that arise in members of the organization on the basis of personal patterns, reinforced or changed by successful experience of joint action and in most cases unconscious, some "air" of organizational culture, which is odorless and tasteless, which everyone breathes, but in the normal state is not noticed. These basic assumptions are difficult to understand even for the members of the organization without a special focus on this issue. These hidden and faith-based assumptions guide people's behavior, helping them to perceive the attributes that characterize organizational culture.

Some researchers suggest a more detailed structure of organizational culture, highlighting its following components [5]:

1. Worldview - the idea of the world around us, the nature of man and society, which guide the behavior of members of the organization and determine the nature of

their relationships with other employees, customers, competitors, etc. Worldview is closely linked with the peculiarities of the socialization of the individual, his ethnic culture and religious beliefs.

2. Organizational values, i.e., objects and phenomena of organizational life, are essential, significant for the spiritual life of employees. Values act as a link between the culture of the organization and the spiritual world of the individual, between corporate and individual existence. Personal values are reflected in the consciousness in the form of value orientations, which also include a wide range of social values recognized by the individual, but not always accepted by him as his own goals and principles.

3. Behavioral styles that characterize the employees of a particular organization. This also includes specific rituals and ceremonies, the language used in communication, as well as symbols that have a special meaning for the members of the organization. Employee behavior is successfully corrected by various trainings and control measures, but only if new patterns of behavior do not enter in contradiction with the above components of organizational culture.

4. Norms - a set of formal and informal requirements of the organization in relation to its employees. They can be universal and private, imperative and indicative, and aimed at preserving and developing the structure and functions of the organization.

5. The psychological climate in the organization, which a person faces when interacting with its employees. The psychological climate is a predominant and relatively stable spiritual atmosphere that determines the relationship of team members to each other and to work.

None of these components alone can be identified with the culture of the organization. However, together they can give a fairly complete picture of the organizational culture.

In relation to the organization, culture performs a number of important functions:

1) the protective function is to create a barrier against unwanted external influences. It is implemented through various prohibitions that limit the rules;

2) integrating (unifying) function of tea culture in the formation of people's sense of unity, belonging to the organization, pride in it;

3) the regulatory function maintains the necessary rules and norms of behavior of members of the organization, their relationships, contacts with the outside world. This is a guarantee of its stability, reduces the possibility of unwanted conflicts;

4) adaptive function facilitates the mutual adaptation of people to each other and to the organization. People who follow the same norms of behavior, participating in the same rituals that have gone through the rites, it is easier to understand each other and adapt to the requirements of the organization;

5) the guiding function of culture directs the activities of the organization and its members in the necessary direction;

6) motivational creates the necessary conditions for this. It is known, for example, that big goals awaken in people activity, aspiration to their achievement, realization;

7) the function of forming the image of the organization, ie its image in the eyes of others.

According to the place of organization and the degree of influence on it, there are several types of cultures [6].

Undoubted culture is characterized by a small number of basic values and norms, but the requirements for focusing on them are unwavering. Such a culture, which does not allow spontaneous influence both outside and inside, is closed (closed culture is a reluctance to see the shortcomings, to take out the garbage from the house, the desire to maintain ostentatious unity).

Weak culture contains almost no organizational values and norms. Such a culture separates the members of the organization, opposes them to each other, complicates the management process and ultimately leads to its weakening.

A strong culture is open to influence both internally and externally. Openness implies publicity and dialogue between all participating organizations and outsiders. It actively assimilates all the best, no matter where it comes from, and as a result only becomes stronger.

It should be borne in mind that a strong culture, like a weak one, can be effective in one and ineffective in another [7].

The most famous typology of management cultures is given by S. Honda. He gave each type the name of the corresponding Olympic god.

The culture of power, or Zeus. Its essential point is personal power, the source of which is the possession of resources. Organizations that profess such a culture have a rigid structure, a high degree of centralization of management, few rules and procedures, suppress the initiative of employees, exercise strict control over everything. Such a culture is typical of young commercial structures.

Role culture, or the culture of Apollo. It is a bureaucratic culture based on a system of rules and instructions. It is characterized by a clear division of roles, rights, duties and responsibilities among management staff. It is inflexible and makes it difficult to innovate, so it is ineffective in conditions of change. The source of power here is the position, not the personal qualities of the leader. Such a management culture is inherent in large corporations and government agencies.

Culture challenge, or Athens. This culture is adapted to management in extreme conditions and constantly changing situations, so the main focus here is on the speed of problem solving. It is based on cooperation, collective development of ideas and common values. Authorities are based on knowledge, competence, professionalism and possession of information. It is inherent in design or venture organizations.

The culture of personality, or Dionysus. It is associated with an emotional beginning and is based on creative values, uniting people not to solve business problems, but to achieve individual goals. Decisions here are made on the basis of consent, so the government is coordinating [8].

Experts believe that, as a rule, at the stage of the organization's origin, the culture of power prevails in its management; the stage of growth is characterized by role culture; stage of stable development - the culture of the task or the culture of the individual; in a crisis the best culture of power [9].

Among other things, dominant organizations and subcultures can be identified in organizations.

The dominant culture expresses the basic (central) values that are accepted by most members of the organization. Subcultures are developed in large organizations; it will include the core values of the dominant culture plus additional values specific only to members of this department.

Thus, we can conclude that today there are many types of organizational culture, but in successful organizations there is a culture that distinguishes it from others and leads to positive results.

1.3. Stages of formation and ways to improve organizational culture

Organizational culture is inherently a complex and multifaceted phenomenon, which is influenced by a number of different factors, both external (government, type of economic system, national culture, features of the industry, etc.) and internal (values and beliefs of the founders, managers, staff, technologies used, the nature of the purposeful influence on the formation of organizational culture, the stage of the

life cycle of the enterprise, etc.). It is believed that organizational culture can be formed [11]:

a) spontaneously, under the influence of external and internal factors

b) consciously, based on the development strategy of the enterprise.

If the formation of organizational culture is not conscious, it leads to a delay in this process over time, the final characteristics of organizational culture may not partially or completely meet the conditions of the external environment and strategic plans of management. Overcoming the contradiction between individual and general corporate goals, ensuring their fullest coordination is possible provided the implementation of systematic and systematic work on the formation of organizational culture.

There are four main approaches to the formation of organizational culture [12]:

a) internal, which is based on the choice of mission, the social content of which is aimed primarily at the internal environment of the organization;

b) cognitive, which is focused on staff development and training;

c) a symbolic approach, in which the primary importance is given to the external manifestations of organizational culture;

d) a stimulating approach aimed at forming a system of staff motivation.

Formation of changes in the existing organizational culture should be carried out in compliance with the principles and requirements that will ensure maximum efficiency of the following process [13]:

a) the initiator and leader of change should be senior management;

b) the basis of change should be social training, which will provide staff with role models;

c) the use of opportunities to influence the workforce through the creation of group norms and values;

d) providing emotional impact on staff through the widespread use of rituals and symbols;

e) changes in organizational culture should apply to both staffing requirements and management system requirements.

In the process of forming the organizational culture in the first place are:

a) exclusion from the staff of those persons who are carriers of an undesirable system of values and are difficult to socialize;

b) involvement of specialists who, according to their values, can be successfully integrated into the existing type of culture;

c) active work on the socialization of staff, especially newly hired;

d) development, implementation, development of desirable elements of organizational culture.

Analyzing the above information, we can formulate general recommendations aimed at improving the organizational culture of domestic enterprises:

a) the choice of approach to improving the organizational culture, taking into account the needs, resources and potential of the enterprise;

b) formation of the structure of the process of improving the organizational culture;

c) development of documentation, which would be based on formal approaches to absorb the creative achievements of the staff of the organization;

d) implementation of measures to improve the organizational culture to be carried out on a long-term planned basis with constant adjustment of deviations depending on the changes that will occur in the life of the team and the organization.

According to the above proposals, the whole set of works to improve the organizational culture, we are divided into five blocks: pre-project preparation, development of documents and proposals, training, monitoring, adjustment. The content of these blocks is discussed in table 1.

Table 1.1 - Directions for improving organizational culture

Name of the block	Contents of works	Results
Pre-project preparation	1. Defining the purpose and expected results implementation of the improvement program organizational culture. 2. Development of a work plan for implementation programs. 3. Appointment of a responsible person for introduction of organizational culture. 4. Defining the range of specialists of the working group.	- defined goals and developed - detailed implementation plan programs; - approved work plan for program implementation. - appointed process manager; - formed working group.
Development of documents and proposals	1. Building the logic of the whole procedure organizational culture. 2. Description of the model of organizational culture with definition of all elements. 3. Development of a model of corporate standards. 4. Development of the Corporate Code of the organization. 5. Development of measures for improvement communicative interactions.	- model of organizational culture; - approval of the corporate standard; - approval of the Code of Corporate Culture; - corporate directory of the employee; - program of measures to improve communications
Study	1. Explaining to management the relevance of implementing measures to improve organizational culture. 2. Implementation of training for line managers in order to motivate them to perceive corporate values.	- conducted trainings; - managers understand and support measures to improve organizational culture.
Monitoring	1. Launch of a program of measures to improve organizational culture. 2. Summarizing the interim results and tracking the control points from which information about the progress and problems of the process. 3. Analysis of all elements of organizational culture based on feedback from staff. 4. Collective discussion by the participants of the process of the interim results on the implementation of organizational culture.	- each new employee is integrated into the team and adapts to the organizational culture of the organization; - received feedback from the measures taken to implement organizational culture; - summarized interim results; - developed solutions to problematic issues
Correction	1. Conducting a survey on employee loyalty. 2. Introduction of necessary changes in the program.	- individualization of individual elements of organizational culture.

Therefore, we believe that the process of forming organizational culture should be considered as a set of three complementary activities: a) assessment of the current state of organizational culture, its impact on economic performance, its competitiveness, the impact of organizational culture on staff motivation and productivity, the impact of organizational culture to make organizational changes; b) the formation of a system of measures aimed at changing, improving the existing characteristics of organizational culture; c) evaluation of the effectiveness of measures aimed at improving the organizational culture.

2 ANALYSIS OF THE ORGANIZATIONAL CULTURE OF SILPO FOOD LLC

2.1 General characteristics of Silpo Food LLC

Silpo is one of the largest retail chains in Ukraine, part of the Fozzy Group. Is one of the few large online grocery retailers in the world that creates an individual themed design for each store.

SILPO-FOOD Limited Liability Company is the flagship trade direction of one of the largest trade and industrial groups of Ukraine Fozzy Group, which includes [14]:

- Silpo national supermarket chain - 272 supermarkets in 62 settlements of Ukraine (24 regions);
- including 4 Le Silpo delicacies - in 4 cities of Ukraine (4 regions);
- logistics: fleet, service station, RC warehouses (class A distribution center);
- own food production;
- own imports of food and related products;
- food halls "Silpo Resto" - themed catering establishments with an open area, organized into a single gastronomic space, in some supermarkets of the chain;
- Positano - a cafe the size of an Italian pizzeria;
- "Kantin" - fast food cafe.

The first store was opened in March 1998 in Kyiv. In the same year, 5 stores were opened. Silpo-Food LLC was established on November 25, 2002, this year the network already had 22 premises in Kyiv, Odesa, Dnipro and Zaporizhia. In 2003, respectively, 40, of which 18 in Kyiv, 8 in Dnipropetrovsk, 7 in Odessa, 2 in Zaporizhia, and Khmelnytsky, Rivne, Mykolaiv, Chernivtsi and Cherkasy received one store for the first time. In 2005, the chain grew to 81 supermarkets, and by the end

of 2008 their number reached 150. Already in 2016, 29 companies took 11th place in the ranking of the most innovative companies in Ukraine according to Forbes.ua [15].

Silpo-Food LLC continues to grow every year. In 2018, the total number of retail chains - 240 in 57 cities, with the average retail space of the supermarket "Silpo" - 1,435 square meters, Le Silpo - 1,794 square meters, and the total retail space - 344.4 thousand square meters. m. In 2019 - 258 retail chains in 62 settlements, the average area of the supermarket "Silpo" - 1,469 square meters, the total - 373.1 thousand square meters, the average area of supermarkets Le Silpo - 1,878 square meters, and the total - 7.5 sq. m. In 2020 - 276 retail chains, the average area of the supermarket "Silpo" - 1,469 square meters, the total - 399.5 thousand square meters, the average area of Le Silpo - 1,878 square meters, and the total - 7.5 square meters [16].

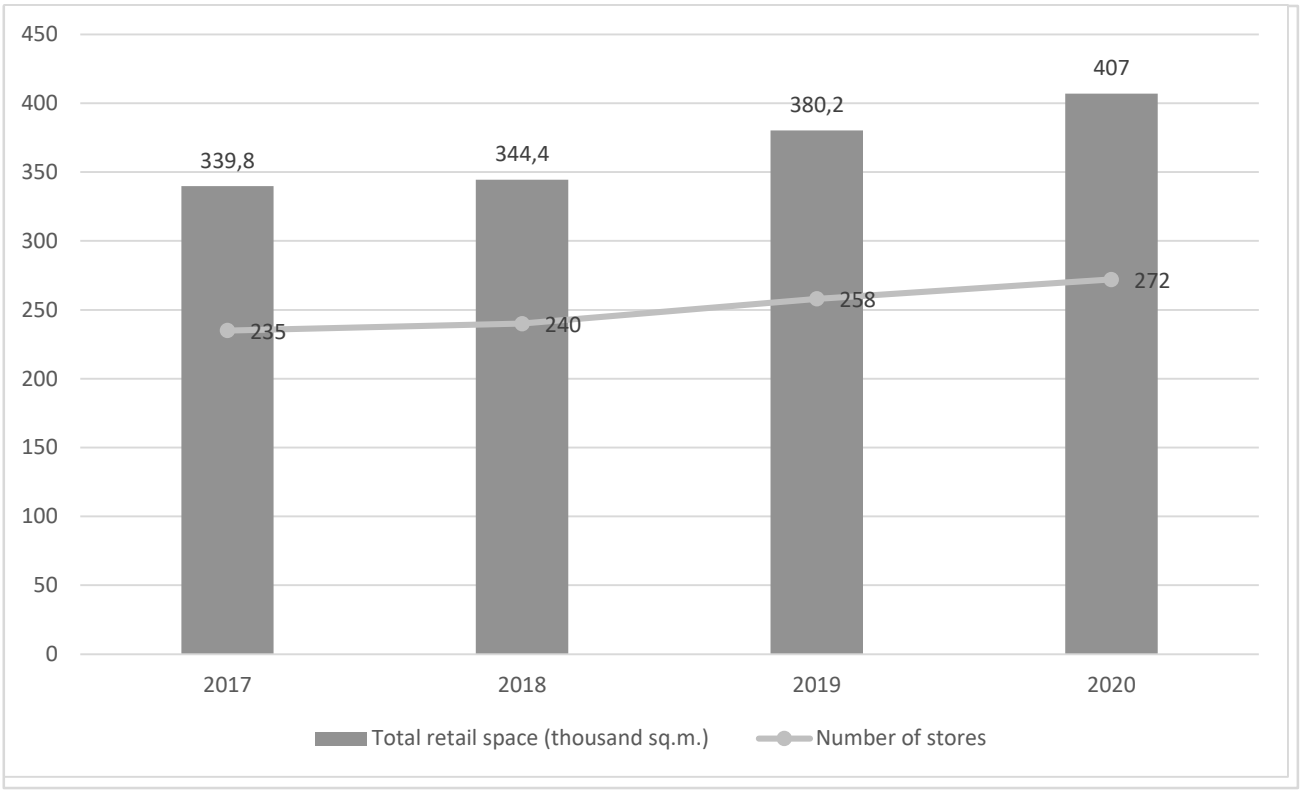

Figure 2.1 - Dynamics of network operational indicators

The range of the store "Silpo" has more than 15,000 products and is quite large. The main activity of the company is retail trade in shops, mainly food, beverages and tobacco products, production of bread and bakery products; production of flour confectionery, cakes and short-term cakes; wholesale of beverages; wholesale trade in tobacco products; retail sale of beverages in specialized stores; restaurant activities, mobile catering services. The Silpo range also includes exotic products such as lychee (Chinese pear) and stock fish meat. New products arrive at the Silpo supermarket every day. Purchasing managers are constantly looking for new products that may interest consumers and increase the number of products "market novelty" in the store. If a novelty enters the Ukrainian food market, you can be sure that it will appear in Silpo.

One cannot neglect the additional services provided by the supermarket "Silpo" to its customers. These are storage rooms where consumers can leave their belongings and customers made in other stores; trolleys that make it easier for shoppers to shop, and newly installed TV screens where shoppers can hear about new in-store products and promotions.

Silpo's own brands include TM "Premium", project "Shop of Traditions", TM "Full Bowl", TM "Premiya Select". I propose to pay special attention to the project "Shop of Traditions" - organized in September 2011, it aims to find regional producers of quality natural products. All products selected by the project are tested for quality and compliance with legal norms, and the norms of the network itself, established by its own experts. Silpo is not only a network of supermarkets, but also cooperates with other networks. For example, Silpo's largest partner is Le Silpo, a delicatessen located in Kyiv, Kharkiv, Dnipro and Odesa, aimed at high-end consumers with high profits. The range consists of 70% of premium products made by the best manufacturers in more than 100 countries. In addition, the delicatessens are stylishly designed and equipped with premium appliances. The only similarity between Le Silpo and its partner is that regular customers benefit from the Own

Account program, which extends to both networks. High requirements for the quality of goods lead to the fact that the goods in LLC "Silpo-Food" come high quality, in good packaging, which is convenient and practical for consumers. Silpo-Food LLC stimulates customers with the help of discount cards, loyalty program "Own account", which can be purchased by any buyer by making a purchase worth more than 50 hryvnias. In 2020, 6,463,929 guests were registered in the Own Account loyalty program, 47% of purchases were made by scanning the Own Account card, and 233,964,413 special offers were provided to guests throughout the year [17].

Advertising of both the supermarket and its products is also important, because it is the most effective means of influencing consumers. Therefore, it is necessary to do advertising constantly, by means of its various carriers. The Silpo supermarket is constantly advertised in the mass media: on TV channels, newspapers, issues its leaflets indicating the promotions that take place in the store, etc. To stimulate its employees, Silpo-Food LLC uses a system of accrual of bonuses in case the company fulfills the plan for sales and profits, thus creating the preconditions for the proper performance of their duties by employees.

You can also increase advertising on television, which combines sound, movement, images, colors and dictatorial text, has a high level of influence and attention, but has a high cost and ephemerality of advertising contact. You can use such means of advertising as radio, magazines, street advertising (billboards, posters), as well as various presentation tools such as catalogs, brochures, brochures.

A feature of Silpo Food LLC is the creation of not just supermarkets, but creative themed self-service stores, which is a very good idea in the era of the economy of impressions. In 2020, the chain had 69 conceptual designer supermarkets and 4 Le Silpo delicatessens. Silpo also creates a thematic atmosphere for its employees - staff rooms also match the design of the shops. The Silpo team draws inspiration from Van Gogh's paintings, cult rock hits, space exploration, Asian countries, the history of Podol, and more. In 2020, three Silpo design supermarkets

entered Europe's Finest Store, a list of the best innovative designs in European stores, according to European Supermarket Magazine.

According to the financial statements of Silpo Food LLC, the revenue in 2018 was UAH 57.7 billion per year, in 2019 - UAH 62.4 billion per year, in 2020 - UAH 64.4 billion per year. Trade turnover in 2020 amounted to UAH 49.7 billion, which is 12.19% more than in 2019.

In 2020, Silpo Food LLC received a long-term loan from the European Bank for Reconstruction and Development for the network, which will help open and upgrade 41 Silpo supermarkets during 2020-2021[18].

Silpo Food LLC strives for environmental friendliness. On November 6, Silpo opened in Kyiv region, built in accordance with the requirements of BREEAM - the international system of environmental certification of buildings. This is the first supermarket in the network, which produces energy from renewable sources. Geothermal heating and air conditioning consumes 5 times less electricity compared to electric boilers. Solar power plant on the roof: 664 solar panels, each of which generates up to 410 watts * of electricity. The company also has its own project for sorting secondary raw materials. It was collected and sent for processing in the Silpo network of 22,205 tons, as well as 19,631 tons of waste paper, 2,436 tons of plastic, 101 tons of metal, 37 tons of glass. The ninth recycling station was opened. In recent years, an assortment of eco-shoppers and tobirnyk has been introduced, which helps to avoid the use of disposable bags in supermarkets and beyond.

Silpo Food LLC did not stand aside when the pandemic began in Ukraine, UAH 100 million was allocated for the purchase of equipment for hospitals and medical devices to help combat the spread of coronavirus [19].

2.2 Organizational structure of Silpo Food LLC

Silpo-Food LLC uses a linear-functional structure. It rationally combines the relationships between units that have a narrow focus and specialization in their work, and units that organize processes and consolidate information for further management decisions. This allows the company to grow, develop and respond quickly to changes in the external unstable environment. The head of Silpo-Food LLC has a democratic style with elements of authoritarianism [15].

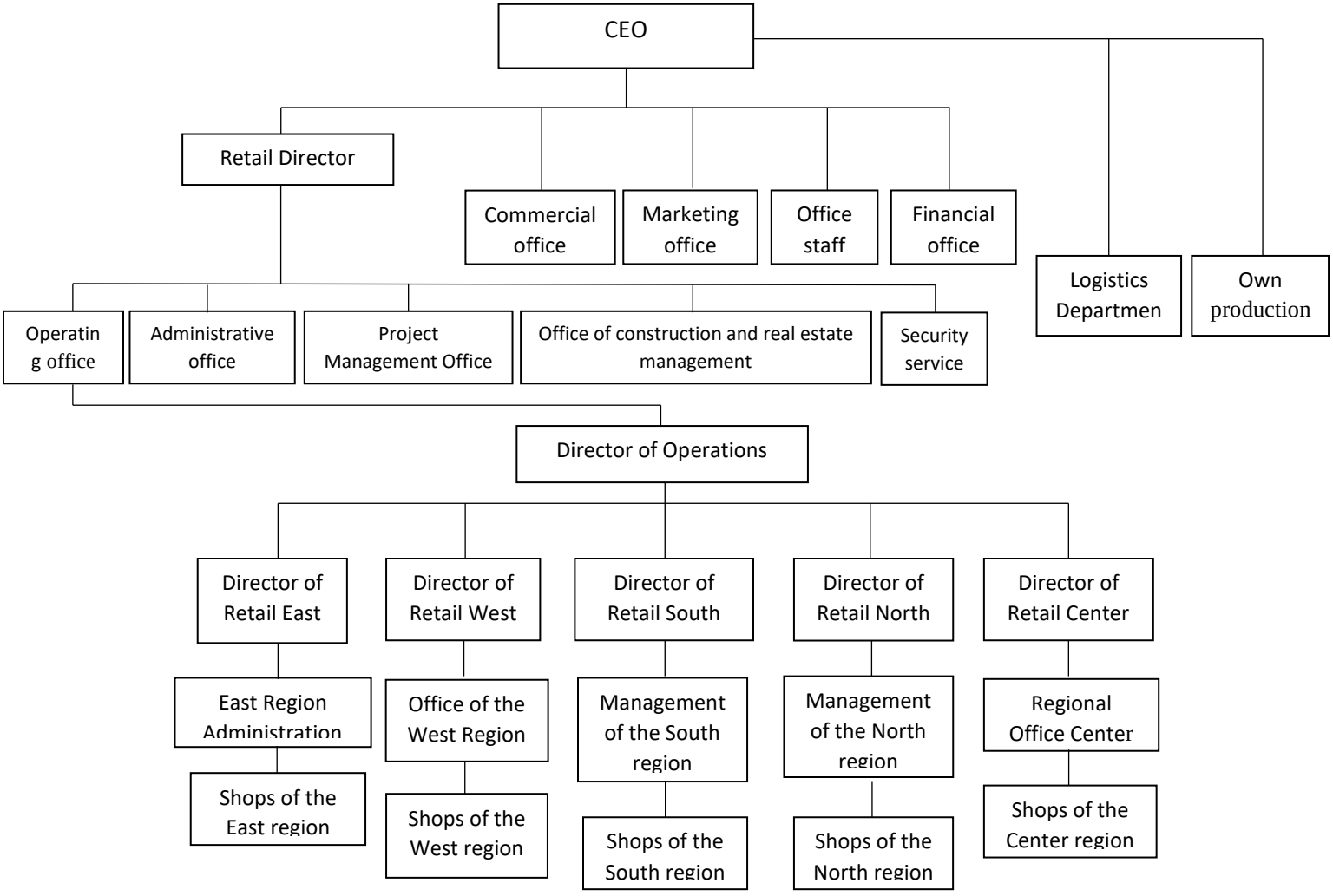

Figure 2.2 - The organizational structure LLC Silpo Food

It is characterized by the distribution of authority, responsibility and initiative between the leader and his subordinates. The position of the leader - within the group, he always clarifies the opinion of the team on important production issues, makes collegial decisions.

If we talk about stores, the organizational structure of the supermarket management is as follows: the store is headed by a director (manager), subordinates and heads of departments. Departments are headed by heads. They, in turn, are subordinated to the administrators of the trading hall. Sellers work in each department. Accounting processes are managed by the store accountant (accountant-operator). He works closely with the senior cashier who heads the central cash register. The department has cashiers, sales staff and security service.

The manager of the Silpo store is a specialist who ensures the continuity and high efficiency of the entire operation of the store and the management of the store's employees. The store manager is a very experienced specialist with a set of knowledge required in trade. He must focus on many factors and patterns: trends in trade, fluctuations in habits and preferences of customers, factors of attractiveness of the store, etc. Thus, it is the organizer, and the psychologist, and the expert in one person, ie store manager - very multifunctional specialist. The functional responsibilities of the store manager are: participation in the formation of assortment and pricing policy; organization of product presentation in the trading hall; accounting for goods and materials, control of the range, quality of goods, mandatory accompanying documents; revaluation, control of the correctness of prices for goods; participation in the organization and carrying out of inventories in shop; control of observance of service standards, cash discipline; control of hall design; ensuring the implementation of implementation plans (monthly, quarterly, annual); coordination and implementation of standards on labor protection and fire safety, settlement of issues with regulatory authorities; interaction with landlords; interaction with the central office; selection, adaptation, motivation, staff training, control over the

implementation of tasks; drawing up work schedules and keeping time sheets; analysis of financial and other indicators: sales volume, turnover, average check, etc .; development of measures aimed at improving the efficiency of the store; reporting. Deputy managers in the supermarket "Silpo" are assigned to three main functional areas: service - the cash register, a specialist in comprehensive services; rack trade - rack trade department, commodity accounting department; fresh products - fresh vegetables department, dairy products, bread, culinary department. There is also an additional area - training and staff development [20].

The head of the security department of the Silpo store is a specialist who ensures compliance with all rules of safety, acceptance and sale of goods. The main functional responsibilities of the head of security are the following: to ensure the protection of objects and material values of the enterprise; to exercise control over the import and export (removal) of material values; immediately report to management on the arrival of any regulatory authorities at the enterprise; to stop attempts of unauthorized intrusion into the protected object; to exercise control over the operation of security and fire alarm devices installed at the enterprise; to report their operation to the head of the enterprise and, if necessary, to the internal affairs bodies or the fire brigade; find out the reasons for the alarm and take measures to detain violators or eliminate the fire; to control daily delivery and acceptance under protection of the isolated rooms equipped with the alarm system; to carry out actions on the prevention and the termination of offenses on protected objects; to detain persons who are trying to illegally take out (take out) material values from the protected object or suspected of committing offenses, and to accompany them to the police station; have the techniques of hand-to-hand combat and self-defense; to exercise constant control over security guards, to monitor the tidiness of their appearance, the availability of communications, lanterns, badges, special equipment, etc.

Heads of departments in the supermarket "Silpo" are determined for each department individually. In accordance with the functional responsibilities, the head

of the department: organizes a comprehensive study and analysis of domestic and foreign markets, prospects for their development in order to obtain information on the ratio of supply and demand, the level of valuable products, possible orders, production of competitors, strategies and tactics activities, reactions to the emergence of new products. He also develops short-, medium- and long-term marketing strategy, orients designers and production to meet consumer requirements for products manufactured by the company.

The head of the sales department at the Silpo supermarket develops recommendations for improving the range and quality of products, the validity and feasibility of new products aimed at meeting the needs of consumers; provides participation of the department in preparation of projects of perspective and annual plans of production and realization of production, performance of works on studying of demand for production of the enterprise, reception of orders, coordination of conditions and the conclusion of contracts for its delivery, settlement standards of stocks of finished goods; takes measures to implement the product sales plan, timely receipt of orders, specifications and other documents for delivery, as well as the sale of products that are not distributed according to the plan; provides control over the fulfillment by the enterprise's divisions of orders, contractual obligations in due time, by the volume of sales, nomenclature, completeness and quality, by the state of stocks of finished products in warehouses.

Sellers of rack trade and cashiers are specialists who sell goods, calculate customers, ie directly provide customer service. The functional responsibilities of the sellers of the supermarket "Silpo" are as follows: the seller gets acquainted with the range of goods in the warehouse, participates in the acceptance of goods; notifies the responsible person of the receipt of goods that do not comply with the label, do not have a bar code, quality certificate (quality certificate); removes non-standard, deformed, contaminated goods; fills in and attaches price labels to goods; advises the buyer on the price of goods, their consumer qualities; offers interchangeable and new

products, as well as products of related demand; controls the timely replenishment of the working stock of goods; participates in the preparation of product reports, etc[21].

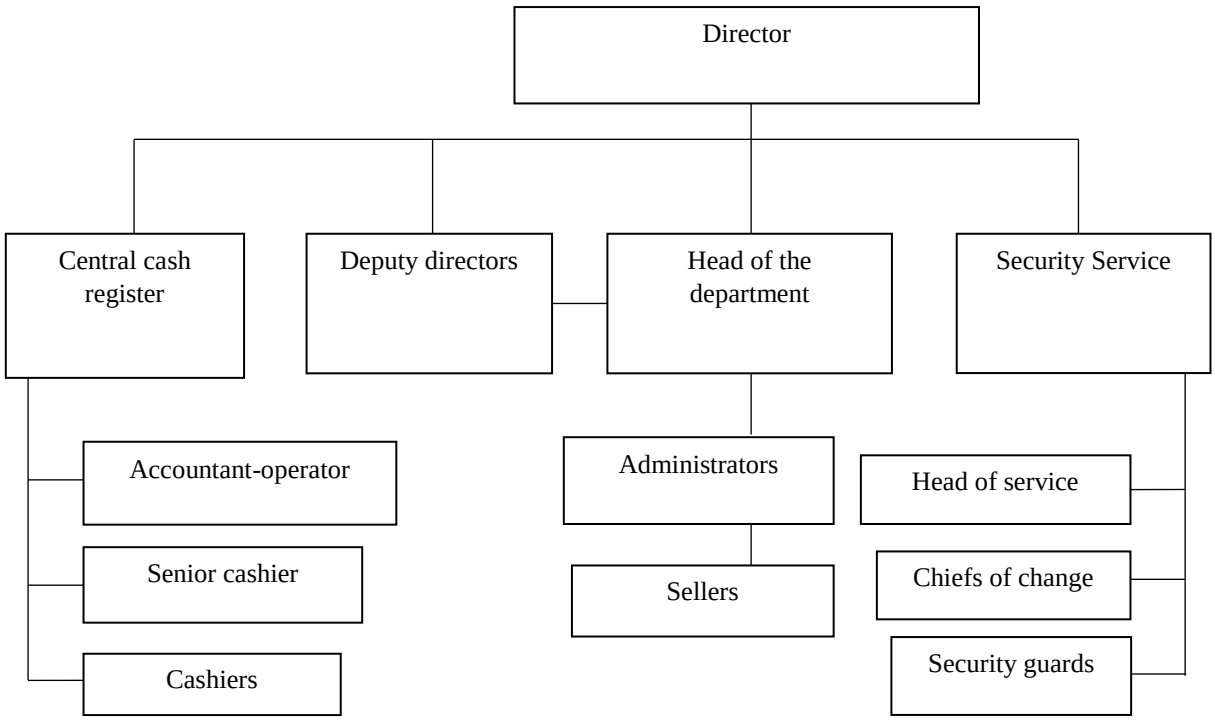

Figure 2.3 - Organizational management structure of the supermarket "Silpo"

2.3 Analysis of the organizational culture of Silpo Food LLC

Organizational culture has a significant impact on performance and efficiency of the organization as a whole. The direct dependence of the effective activities of the organization on its culture is the result of the fact that the values and relationships within the company remain relatively constant even with certain changes or in an unstable environment. Thus, the management of the organization has the ability to quickly make effective decisions, solve complex problems, the organization has a high ability to adapt to change.

Consider the impact of organizational culture on the results of the company on the example of LLC "Silpo Food". The company feels confident in the conditions of fierce market competition, and occupies a leading position in terms of sales of consumer goods. The company's executives are convinced that the reason is not only the stability of high financial performance and efficiency of business processes, but also the fact that the team works guided by unchanging principles and values. The company's values are: care for employees, honesty and openness, constant excellence, environmental protection, the ability to have fun, cooperation, hospitality, willingness to experiment. Silpo Food Ltd. pays considerable attention to its employees, who are the main driving force of the business. The company has created the most comfortable conditions for staff development. The average number of employees in 2020 was 39,434 employees, which is 5,242 more than in 2019[22].

The company allocates 5-10% of profits for employee training. In 2020, 170 introductory lectures, trainings and workshops were held for 2,484 employees on 19 topics, including: "Inspirational Leader", "Generation Y&Z", "Public Speaking Skills", etc., 18 webinars for 2,823 employees on the following topics: "The power of habit", "Emotion management", "Vegan products", "Aquaculture. Wild and farm fish, etc., 1,432 mini-trainings from managers and their deputies for 5,212 store employees on the topics of "Product Safety", "Impressive service", "Teamwork", "Mentoring".

The company also provides benefits to its employees, including [23]:

– health insurance (after 3 months of work in the company, office workers, as well as managers of supermarkets and restaurants have the opportunity to join the program of voluntary health insurance)

– life insurance (all Silpo employees can join the life insurance program. For employees of offices and managers of shops and restaurants the program is available after 3 months of work in the company, for all other employees - after 6 months.)

– -gym and language courses (the company allows employees to purchase gym tickets on special terms, as well as learn foreign languages on courses)

Silpo Food LLC actively involves students in the team. In 2020, 4,749 students worked in the Silpo team. The Stud Movies Silpo video competition was created to support active, purposeful, open-minded, diligent students who combine study and work in the Silpo network. The company also has a good and thorough system of work motivation, but unfortunately this does not prevent frequent staff changes among the staff of the store. The reasons for dismissals are usually stress at work, the difficulty and monotony of the work performed, misunderstandings with management, shameful attitude on the part of direct management and the discrepancy between what was promised at the interview and the real thing. The company has developed methods of retaining and attracting employees [24]:

1. Always conduct training for leaders before promoting a person to a leadership position.
2. Use 5-10% of training income for staff.
3. Invest time and effort in creating an "entry program" for newcomers to the company.
4. Conduct retraining and reorientation courses for people who have been working for the company for a long time.
5. Destroy all sources that increase fear and hostility within the organization. Create a culture of mutual support and trust.
6. Be environmentally friendly and develop this value in your industry.
7. Create a bonus program that will allow people to be fully open - that is, will be individual and take into account the strengths of each employee.
8. Develop a program that will encourage people to innovate.

A good salary, bonuses and bonuses are definitely a great incentive. But as practice shows, this is not enough, it should also be stimulated by intangible methods.

The following are the types and forms of intangible motivation of staff used in the chain of stores "Silpo":

- opportunity for career growth;
- public recognition, praise for success;
- pleasant atmosphere within the team and the organization as a whole;
- comfortable working conditions (recreation areas, free form program "Tea, sugar, lemon", taxi call service at the expense of the store at a later time);
- cultural events within the organization, corporate events;
- greetings with significant dates for the employee (birthday, wedding, anniversary, gifts for children for the New Year, gifts for employees for the holidays);
- motivating meetings;
- participation in strategic decision-making;
- professional competitions, prize draws (competition "best employee" of the store, competition "Battle of professionals"; competition "World of Silpo talents", competition "Scholarship for students");
- excursions to suppliers 'factories, excursions for employees' children to work in shops;
- feedback from management (response to wishes, complaints of employees).

Therefore, there must be strong incentives that motivate staff to seek new things, experiment, strive to achieve the overall goals of the company. Such incentives must be created by management in each area of team life: 99 material, moral - psychological, organizational. Every employee who seeks to find and offer something new in the activities of the Silpo chain of stores, his department, in his own work, should be encouraged by awards, promoted.

Socio - psychological comfort of staff is a concept broader than "working conditions", reflecting the impact on productivity of factors, both directly related to

the employee's production functions, and those that are formed outside the production environment, and closer to common in foreign practice "Quality of working life", without taking into account material incentives.

3 WAYS OF IMPROVING THE ORGANIZATIONAL CULTURE OF SILPO FOOD LLC

3.1 The influence of organizational culture on the efficiency of the organization

Organizational culture has a great influence on people and organizational processes. Culture makes people think, act, do as it requires. For example, if the organization focuses on product quality and service quality, much attention will be paid to customer convenience, fulfillment of their requirements and even whims. Conversely, if the company focuses on high productivity, fights for mass production, lower prices and on this basis the maximum market coverage, then buyers who primarily value the service, will often be dissatisfied. Organizational culture can affect everything from the workers' clothes and the time they can spend talking before a meeting to the speed with which they can move up the corporate ladder.

Consider the impact of organizational culture on the efficiency of work, the length of time people work in the company, the compliance of the workforce with the organizational culture [24].

1. Efficiency

Considering the impact of organizational culture on organizational processes, researchers focus on the possible relationship between organizational culture and the effectiveness of the organization. Some of them believe that in order to influence the process of the organization, the culture must be strong. In other words, it must show approval or disapproval of the employee, whose actions correspond or do not correspond to the culture, and among the members of the organization there must be a single system of values that is accepted by all. According to researchers, only in this situation will there be a link between organizational culture and increasing the efficiency of work. There is evidence to support this view. Thus, scientists have found that corporations whose value systems provide for and encourage the active

participation of staff in decision-making, for example, in discussing or investing in a project, people work twice as efficiently as in other organizations, in which such values are not common [25].

2. Duration of work in the company.

Organizational culture can significantly affect the degree of commitment, commitment of people to the organization, and in it - to their workplace. This does not mean that organizational culture eliminates people's passions and sympathies for the organization and the work process. On the contrary, it is obvious that some people have a desire to work in a company with one type of culture, in others - with another. American psychologist J. Sheridan studied the level of continuous experience in a number of audit companies (i.e., the time during which employees work continuously in this company until retirement).

The study covered about 900 people and lasted more than six years. Based on the results of employee surveys, Sheridan divided the cultures of companies into two groups: those where hard work was valued, discipline and regulation of labor processes were encouraged, and those where there was a psychologically comfortable, pleasant working atmosphere for employees. The level of permanent work experience in these two types of cultures was different, and the number of laid off after one year of work in both types of cultures differed slightly. Very large differences appeared later, when considering the number of layoffs of employees with more than a year of experience in companies. The staff stayed longer in those companies where the value system included hard work and discipline in the workplace. The average gap in the number of voluntary redundancies reached 14 months [26].

And although people wrote different reasons in their questionnaires, answering the question why they stay to work in the company and do not try to find another job, it is clear that organizational culture is important for stabilizing the company's staff (or vice versa, is the cause of high staff turnover).

3. Compliance of the workforce with the organizational culture.

Additional research has shown that in order to understand the impact of organizational culture, it is necessary to consider not only its nature, but also the number of employees in the company that correspond to the established type of organizational culture. The more the staff corresponds to a certain type of organizational culture, the higher the efficiency of its work.

To confirm this, American researchers surveyed several thousand employees from eight different companies using a questionnaire to assess the value system of their companies (such as attention to income or results, attention to detail of work organization, perception of innovation and attitude to risk). Then each of the respondents determined the degree of importance for each component of the value system. The researchers then assessed how closely the employee's personal value scale matched organizational values (i.e., the degree to which employees' expectations met the organization's requirements) and compared them with different behavioral indicators over a two-year period (organizational commitments, job satisfaction, firm desire, and staff turnover).). It was found that the greater the degree of compliance of employees with the requirements of the organization, the more job satisfaction they receive, and the less often they consider options for moving to other companies. When survey participants were divided into groups according to their personal values and the culture of the organization, it was found that when the degree of such compliance was high, employees did not plan to change jobs for the next two years, and in case of low compliance considered [27]

These results are of practical importance for managing the cultural aspects of the behavior of both individual employees and the organization. They are manifested in the following [28]:

- People who are hired must carefully evaluate the prevailing organizational culture before agreeing to take the position. If they fail to do so, they risk finding themselves in a situation where their interests and the interests of the firm begin to conflict;

- The organization should strive to select for work those people whose values are similar to the organizational ones. This process includes identifying key aspects of organizational culture, presenting them to job applicants, and selecting those whose personal values are as consistent as possible with the dominant organizational culture.

By fulfilling these requirements, the organization can achieve significant results in improving efficiency. A high level of compliance of employees with organizational requirements will contribute to the fulfillment of obligations, increase job satisfaction and reduce staff turnover; all this will ensure high efficiency of the firm.

3.2 Practical recommendations for improving the level of organizational culture of Silpo Food LLC

Analyzing the advantages and disadvantages of the company, we have identified tips and tricks that could improve the organizational culture, which in turn could improve the efficiency of their activities.

Employees at the lowest level of the hierarchical ladder have the least conceptual view of their work. This is primarily due to the fact that management does not know how to properly communicate the concept to subordinates and manage so that subordinates enjoy the work performed. Therefore, there is a need for replacement or thorough retraining of senior management. Before engaging employees in corporate culture, it is necessary to meet physiological, social and security needs by increasing wages. It is also necessary to issue a bonus not for the results of the work of the whole group, but for the results of each employee separately. To be able to receive awards, each employee must be able to regularly undergo the following trainings [29]:

- standards of professional conduct (purpose: to get acquainted with and accept the standards supported by the company);
- service standards (purpose: mastering the basic principles of service to ensure quality service);
- conflict resolution (goal: development of skills of understanding the "signals" of conflict behavior at its initial stage, skills to avoid conflict, as well as their effective resolution);
- etiquette (purpose: the formation of ideas about etiquette in accordance with service standards).

This kind of training can be designed for five hours - it's watching and discussing videos, practical exercises, role-playing games.

In addition to training, staff rotation can be an important element of employee training. Such relocations at the training stage will help not only to adapt to the new employee and learn the location of the supermarket and the range in general, the work of other services, but also in the future to interact more effectively with them[30].

It is possible to keep a promising employee in the company only when he imagines the prospect of career growth, each new level of which will be accompanied by an increase in monetary remuneration. For example, it is possible to enter the bit size of employees: the seller of the first category and the seller of the second category (when they perform the same functions). Even a small difference in salary will increase the motivational needs of new employees to master their professional skills.

The process of staff turnover in the organization can be controlled by paying attention to three factors [31]:

1. Selection - compliance with strict hiring rules and proposed requirements.

2. Orientation - each selected employee must undergo an intensive course of in-house training.

3. Training - the process of continuous training and retraining of employees consolidates and retains people, they become part of the company.

Organizational culture is one of the most effective means of attracting and motivating employees.

It is also necessary to build the right attitude of employees with department heads and the CEO. This is realized through meetings, daily "five minutes", where the manager needs to praise employees for a job well done: a few nice words can encourage a person, as well as serve as motivation for further quality growth. The director of FOZZI-FOOD LLC, Silpo supermarket needs to find time in his schedule for constant informal conversations with the staff, to pay attention to [32].

Employees should be seen as potential business partners, not employees. This approach increases the degree of personal responsibility of each employee.

In order to succeed in this business, to successfully compete with other stores, to meet consumer expectations, it is necessary to develop a system of service standards, quality standards. Company standards must be the logical consequences of goals and motto.

Quite an effective means of forming, disseminating and consolidating corporate culture - all kinds of rituals, ceremonies, traditions with the participation of employees. They are designed to promote the transfer of positive professional experience, dissemination of information, culture of relationships, standards of behavior and other elements of values of orientation in the interests of uniting employees and developing in them a sense of belonging to the team.

Adherence to traditions enhances self-determination of employees, for example, demotion demonstrates the need to adhere to the required behavior; identifying better behavior (competitions, contests) indicate the value of correct behavior.

Every employee's personal interest in maintaining a high level of corporate culture is necessary, which is possible through the participation of employees in the discussion of the principles and values of the organization. But for the emergence of

true traditions in the organization naturally takes a lot of time and very low staff turnover [33].

A high level of corporate culture allows a person to feel part of the organization, identify with the latter and feel some emotional belonging.

Implementation of the proposed recommendations in LLC "FOZZI-FOOD", supermarket "Silpo" will allow to obtain high results in the management of the organization, in creating a corporate culture and reducing staff turnover.

CONCLUSION

As a result of writing a bachelor's thesis, the following conclusions can be drawn. In the first section the theoretical bases of research of organizational culture of the enterprise were considered, the essence of concepts "organizational culture" is investigated, types and functions of organizational culture are defined. Also, in the first section the structure, stages of formation and methods of support of organizational culture of the organization are investigated.

After a study of literature sources, it was determined that organizational culture as a category can be considered from the standpoint of two areas: management and socio-psychological. Each of these areas has a different system of ideas about the content of the criteria of organizational culture.

The second section, devoted to the analysis of the organizational culture of Silpo Food LLC, considers the organizational structure of the enterprise, as well as the values and mission of the company.

In this section the dynamics of the basic technical and economic indicators of activity of LLC Silpo Food for the last years for the purpose of revealing of tendencies of development of the enterprise was analyzed. The analysis of the basic indicators of LLC Silpo - FOOD testifies to stable work of the enterprise with positive dynamics of growth. This is evidenced by the steady increase in operating income each year. The positive dynamics of the company's growth is evidenced by the presence of net profit in 2016-2020, as in 2014-2015 there was a loss of unprofitable activities. That is, we can conclude that the company is growing, and with it the number of employees and guests. Also examining the reports, we can say that the company cares about its employees, and this is crucial in creating and maintaining a strong organizational culture.

But still the following shortcomings were revealed:

- There is no organization of individual work with employees

taking into account the type of person, temperament;

- Proper adaptation of a new employee, acquaintance with the history of the organization and the Corporate Code will not be carried out.

The third section discusses the impact of organizational culture on the effectiveness of the company, as well as provided practical recommendations for improving the organizational culture in the company.

Thus, organizational culture is a set of techniques and rules of adaptation of the organization to the requirements of the external environment and the formation of internal relations between groups of employees formed throughout the history of the organization. Organizational culture concentrates the policy and ideology of the organization, the system of its priorities, the criteria of motivation and distribution of power, the characteristics of social values and norms of behavior. Elements of organizational culture are a guideline in the management of management decisions, establishing control over the behavior and relationships of employees in the process of assessing production, economic and social situations. The culture of the organization has a significant impact on personnel management, because it is the employees who are the bearers of culture.

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APPENDICES

SUMMARY

Tkachenko D.A. Management of organizational culture at enterprises engaged in international economic activity. - Qualifying bachelor's thesis. Sumy State University, Sumy, 2021.

Qualifying bachelor's thesis is devoted to the study of the formation and management of organizational culture in the enterprise. The theoretical bases of research of organizational culture are considered. The organizational culture of Silpo Food LLC is analyzed. The influence of organizational culture on the efficiency of the company is studied, practical recommendations for improving the organizational culture are given.

Key words: organizational culture, organizational structure, corporate culture, company values, team.

Анотація

Ткаченко Д.А. Управління організаційною культурою на підприємствах, що здійснюють міжнародну економічну діяльність. – Кваліфікаційна бакалаврська робота. Сумський державний університет, Суми, 2021.

Кваліфікаційна бакалаврська робота присвячена дослідженню формування та управління організаційної культури на підприємстві. Розглянуто теоретичні основи дослідження організаційної культури. Проаналізовано організаційну культуру ТОВ «Сільпо Фуд». Досліджено вплив організаційної культури на ефективність діяльності компанії, надано практичні рекомендації щодо вдосконалення організаційної культури.

Ключові слова: організаційна культура, організаційна структура, корпоративна культура, цінності компанії, команда.