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MASTER'S LEVEL QUALIFICATION PAPER

on the topic " THE IMPACT OF CORPORATE CULTURE ON EMPLOYEES'
MOTIVATION IN INTERNATIONAL COMPANIES"

Specialty 292 "International Economic Relations"

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ABSTRACT

qualifying master's thesis on the topic

"The Impact of Corporate Culture on Employees' Motivation in
International Companies "

student Rak Andrii Volodymyrovych

The main content of the qualifying master's thesis is laid out on 69 pages, including the list of used sources from 48 titles, which is placed on 5 pages. The work contains 11 tables, 6 figures.

Keywords: MOTIVATION, CORPORATE CULTURE, CORPORATE SOCIAL RESPONSIBILITY, ORGANIZATIONAL STRUCTURE, CORPORATE MANAGEMENT.

Purpose of the master's level degree qualification paper: gaining practical experience in analysis of the corporate culture impact on the employee motivation at the enterprise based on theoretical and methodological foundations of its definition and typology, its functional structure and process of socialization and awareness by the employee of corporate values.

The object of the research is the process of corporate culture impact on the employee motivation in international companies.

The subject of research is the assessment of the corporate culture effectiveness from the perspectives of employee motivation.

The *information base* of the qualification paper is scientific and periodical publications, textbooks, manuals, monographs of foreign and Ukrainian economists, scientific websites etc.

To achieve a goal, the following scientific methods of research have been used as follows: method of *information search and collection*, the method of *analysis and synthesis*, *statistical and economic* methods, *tabular and graphic*

methods for displaying the obtained results, the method of generalization, which was used to write the conclusions of the study.

The main scientific results of the work can be considered as follows:

1) author's analysis of employee motivation through the definition and structural and functional analysis of the corporate culture;

2) systematization of factors determining employee motivation at the enterprise;

3) development of productive measures to improve employee motivation from the perspectives of corporate (organizational) culture effectiveness increasing.

The obtained results can be implemented in the national corporate management system (for example, PJSC "Mondelez Ukraine") for measures' development for improving the employee motivation in the context of corporate culture effectiveness increasing.

Approbation of scientific and research results have been considered at the international scientific and applied conference:

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(specialty 292 " International Economic Relations ")
student 2 course, group ME.m-11an

Rak Andrii Volodymyrovych

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4. The object of the research is the process of corporate culture impact on the employee motivation in international companies.
5. The subject of research is the assessment of the corporate culture effectiveness from the perspectives of employee motivation.
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Chapter 1 deals with corporate culture as one of the factors of the company's success, foreign models of the company's corporate culture and methods for their evaluation, aspects of the corporate culture impact on employee's motivation.

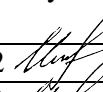
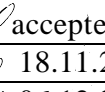
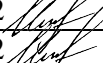
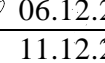


Chapter 2 Analysis of the corporate culture effectiveness at the enterprise. December 06, 2022.

Chapter 2 deals with analysis of the enterprise activity, its organizational and economic characteristics, as well as employee motivation and the corporate culture level development.

Chapter 3 Increasing employee's motivation in the context of the corporate culture perfection. December 11, 2022.

Chapter 3 deals with consider the experience of companies with a successful corporate culture and provide recommendations for improving corporate culture and motivation at the analyzed enterprise.

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Chapter	Full name and position of the advisor	Date	
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1	As.Prof. I. Ye. Yarova	01.11.2022 	18.11.2022 
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INTRODUCTION

Today, issues of formation, application and further development of corporate culture are gaining great scientific and practical interest. The values approved earlier are changing (strict discipline, unconditional obedience, hierarchy, career, power, centralization, results at any cost). They are replaced by other values, namely: self-determination, participation, team, trust, focus on customer needs, personality development, creativity, decentralization, intellectual capital, competence. The connection between corporate culture and employee motivation is objectively determined by their general goal of forming models of work behavior that contribute to personal and organizational development. However, economic science has not yet created unified conceptual foundations that allow integrating the provisions of motivation theories and corporate culture into a logically interdependent, complete system of scientific knowledge about the principles and methods of labor management, which ensure the maximum use of labor potential.

In this connection, the question of the role of corporate culture in the formation of labor motivation acquires special relevance and significance.

The development of scientific approaches to the study of the role of corporate culture in the process of formation of work motivation was reflected in the works of scientists S. Adams, Yu. Anisimov, V. Bautin, I. Bogomolova, I. Vasiliev, V. Vrum, B. Genkin, A. Egorshin, K. Levin, E. Lawler, A. Maslow, G. Simon, L. Porter, A. Prigozhin, T. Solomanidina, M.I. Basakova, S. Shekshni, V. Vroom, F. Herzberg, D. McClelland and others.

Purpose of the master's level degree qualification paper: gaining practical experience in analysis of the corporate culture impact on the employee motivation at the enterprise based on theoretical and methodological foundations of its definition and typology, its functional structure and process of socialization and awareness by the employee of corporate values.

The object of the research is the process of corporate culture impact on the employee motivation in international companies.

The subject of research is the assessment of the corporate culture effectiveness from the perspectives of employee motivation.

According to the specified goal, the tasks can be considered as follows:

- to determine the essence and main aspects of corporate culture at the enterprise;
- to consider employee motivation as an functional and structural component in the corporate culture system;
- to conduct a corporate culture diagnosis of the enterprise;
- to investigate the corporate culture of foreign companies;
- to develop proposals for increasing the employee motivation due to the corporate culture improvement.

Research methods: method of information search and collection, the method of analysis and synthesis, statistical and economic methods, tabular and graphic methods for displaying the obtained results, the method of generalization, which was used to write the conclusions of the study.

The information base of the qualification paper is scientific and periodical publications, textbooks, manuals, monographs of foreign and Ukrainian economists, scientific websites etc.

1 Theoretical and methodological aspects of the corporate culture impact on employee's motivation

1.1 Corporate culture: definition, structure and typology

Nowadays, in order to be competitive, an organization must have advantages that are difficult to copy. Unique features should be maintained, adapted to changes in the external environment and brought to a higher level. In order to improve management and, above all, communications, since the timely and accurate assimilation of information depends on them, corporate culture is of great importance.

Many modern businessmen do not know and do not understand the possibilities of corporate culture, and therefore do not use it in their own professional activities, losing such an important management resource. The lack of corporate culture in such undeveloped companies leads not only to chaos within the company itself, but also affects the quality of customer service [1].

For an accurate and as complete understanding of the concept of corporate culture, consider the definitions of some scientists in Table 1.1.

Table 1.1 – Defining the concept of corporate culture

Corporate culture	"This is a set of certain norms and values that must correspond to the organization's strategy and external environment"	Solovyova R.P., Belyaev E.Yu. [39]
Corporate culture	"A system of values, convictions, beliefs, ideas, expectations, symbols, as well as business principles, norms of behavior, traditions, rituals, etc., which have developed in the organization or its units during the period of activity and which are accepted by the majority of employees"	Hayeta G.L. [40]
Corporate culture	"A complex and multifaceted system of values, beliefs, business principles, norms of behavior, traditions, which becomes an important intangible resource of the enterprise, as it provides social ties, communicative and information communication, harmonizes relations between employers and employees and thus	Kitsak T.G. [41]

	significantly affects efficiency and competitiveness enterprises"	
Corporate culture	Invisible and informal "awareness" of the organization - the way of thinking, management culture (management ideology, leadership styles and problem solving by managers, their behavior in general), which determines the organization's policy towards employees, partners and customers; a set of the most important ideas, views, core values and standards, beliefs, ethical norms, beliefs and expectations that are accepted by the majority of employees	Apostolyuk O. [42]
Corporate culture	Corporate culture is a social resource of conceptualized ideas, values, relationships, expectations, ways of thinking, norms and rules of conduct, traditions and corporate symbols that are formed in the course of joint activities to achieve the goals of the organization	Balyka O.G. [43]
Corporate culture	This is a set of norms of behavior in relation to clients and partners, as well as the culture of interpersonal relations at the enterprise. This is the embodiment of the "company spirit", when all employees - from managers to executives - are clearly aware of the company's tasks and make every effort to implement them.	Teron I.V. [44]
Corporate culture	This is a system of values, beliefs, convictions, perceptions, expectations, symbols, as well as business principles, norms of behavior, traditions of rituals, etc. that have developed in the organization or its divisions during the activity and are accepted by the majority of employees	Semykina M.V., Belyak T.O. [45]

Thus, we understand that each researcher puts slightly different information into the concept of corporate culture, but this information has one meaning. Therefore, it is best to understand this concept as a symbiosis of all the above.

Signs of corporate culture that help to understand its essence are:

1) Universality – implies that corporate culture encompasses all types of company actions: managerial, production, technological, procedural, structural.

2) Informality - it has no official and legislative regulation; is not subject to strict standardization, so it is difficult to evaluate using only quantitative indicators.

3) Stability, which is associated with traditionality, which is characteristic of culture as a whole, since after undergoing a certain process of formation, corporate culture gives birth to traditions that are stable for a certain period of the life cycle of the enterprise [2].

Consider the structure of corporate culture. Corporate culture (CC) belongs to hierarchical concepts, which allows considering some levels of its construction, therefore, in the conceptual model of CC, its structure is displayed as a separate element. At the same time, the definition of hierarchy is always associated with the structure.

The hierarchy of corporate culture can be called the corresponding levels, degrees, on the basis of which the culture is formed step by step.

If the structure of corporate culture is considered on a large scale, then it belongs to one of the levels of the world culture of humanity, together with the cultures of nations, religions, ideologies, and so on.

If we consider the structure of the CC itself, popular scientists, namely, E. Shane, have identified three levels:

- 1) superficial (or artifacts);
- 2) subsurface (or axiological);
- 3) deep.

Artifacts can characterize the most superficial level, external manifestations of culture, in other words, it is the exterior of buildings, premises, language, manners of communication and clothing, etc. This level of culture is visible, which a person can perceive with his own senses.

The subsurface level characterized the values, goals, philosophy and strategy of the company and belongs to the moral-ethical category.

The perception of values depends on the motivation of employees, at the same time it forms their motivational core. Most often, scientists are limited

only to this level, since the deep level, due to its nature, does not lend itself to thorough analysis.

The deep level (in other words, basic beliefs) shows beliefs, beliefs, behaviors, mainly decision-making methods. This level conditions the behavior of workers at an unconscious level, helping people to perceive the visible attributes that characterize the culture. The deep level, regardless of the possibility of programming a person's behavior, does not, however, limit his freedom of choice.

In the management system, and in practice, the surface (visible) level and the subsurface (axiological) level are usually studied and used. The surface level provides an insight into the organization and provides first impressions of the environment into which a person enters. The subsurface level introduces the staff to the organization's philosophy, which is learned gradually.

Corporate culture can also be considered according to another structural construction, a step towards the generally accepted hierarchy of the enterprise. Then the first level of CC will be due to the fact that it is created, first of all, in the mind of a person.

In any company there are formal and informal groups. It is impractical to single out group culture to an independent level of the CC hierarchy, because a formal group is a structural unit of the organization that is created and regulated by management and official rules. Informal groups must be taken into account, but they are not of sufficient importance for the management process of the formation and development of the CC.

Accordingly, which of the specified levels are studied, it is important to divide corporate culture into subjective and objective.

Subjective CC assumes that all workers perceive the values, norms, and standards adopted at the enterprise. These and other elements of symbolism and the history of the company and its leaders, myths, taboos, traditions, rituals,

language of communication, slogans. Subjective CC is the basis of the formation of management culture, i.e. the style of management and decision-making, delegation of authority and participation in management, relations with customers and suppliers, employee motivation systems, etc.

Objective corporate culture is mainly associated with the visible environment of the company, natural conditions, architectural features and the exterior of the organization's building, equipment, furniture, infrastructure, communications, parking lots, roads, cafeterias, etc. These elements show the organizational structure and are a transparent element of corporate culture. The general structure of corporate culture is shown in fig. 1.1, and is a generalization of previous opinions.

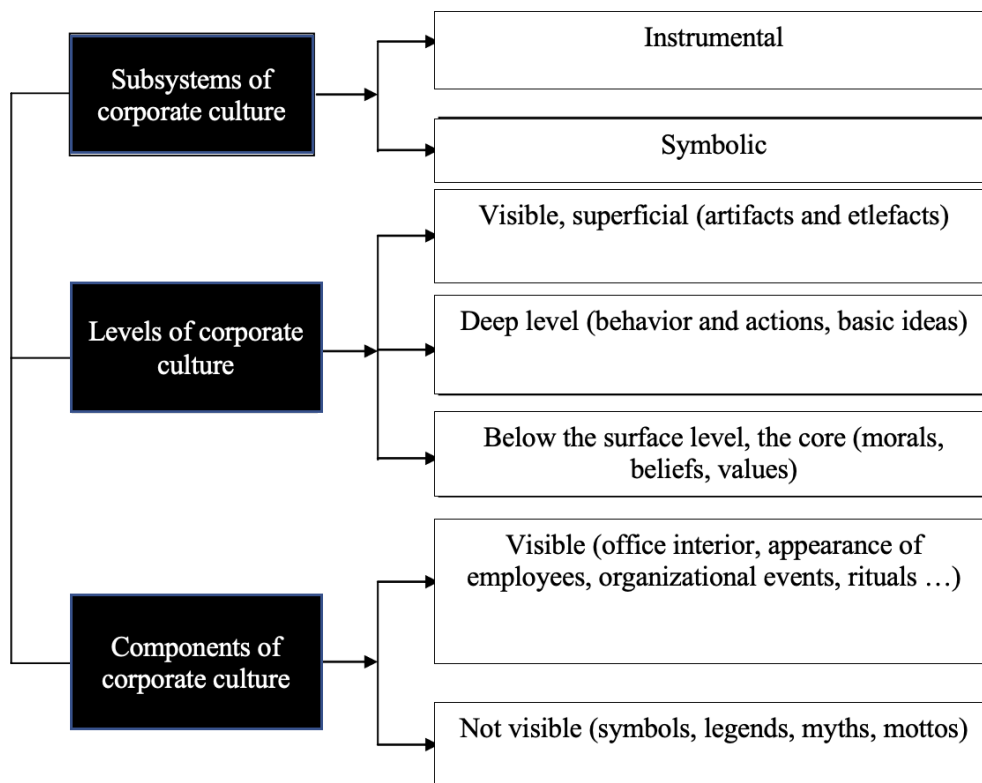


Figure 1.1 General structure of corporate culture [2]

It is possible to give a structure to the corporate culture on the basis of a functional feature (table 1.2.), which depicts the main elements of the culture of any company. Thanks to it, you can understand which elements in the company can be improved in the context of QC.

Table 1.2 - Functional structure of corporate culture [2]

Types	Elements of external attributes
Artifacts	<ul style="list-style-type: none"> - Trademark, logos - Flag - Pennant - Emblem, symbols, motto, slogans
Image of the organization	<ul style="list-style-type: none"> - Participation in the rating - The presence of individual features - Stability of development - Having your own language, slang - Information responsibility
Quality of staff	<ul style="list-style-type: none"> - Knowledge - Professionalism - Readiness for innovation - Employee activity - Methodological competence - Social competence
System of holidays and rituals	<ul style="list-style-type: none"> - Celebration of important dates and public holidays - Awarding of successful employees - Hiring ceremony - Retirement ceremony - Promotion ceremony
Quality of services provided by the organization	<ul style="list-style-type: none"> - Adherence to a certain quality standard - Provision of services according to the principle of "one window" - Speed of service provision - Ordering and maintenance of the "best service of the year"

	nomination
Respect for history	- Myths, legends - Heroes
Corporate identity	- Uniforms, color combinations - Architecture (exterior and interior)

Corporate culture as a resource of the organization is priceless. It can be an effective way of managing employees and an indispensable marketing tool. A developed CC creates the image of the organization and is an integral part of the brand formation process. This is very important in today's market realities, where in order to be successful, any organization must be client-oriented, recognizable, open, that is, have the main characteristics of a brand.

It is worth understanding that corporate culture is created in two ways: spontaneously and expediently. In the first case, it is formed spontaneously on the basis of those communication models chosen by the personnel themselves [5].

Relying on spontaneous corporate culture is not safe. It is impossible to control and difficult to correct. Therefore, it is very important to pay sufficient attention to the internal culture of the company, to shape it and, if necessary, to change and correct it.

Due to its specific functions and orientation (positive or negative), corporate culture can significantly affect the work behavior, motivation of self-development of employees, as well as the degradation of the labor potential of the enterprise.

CC has its own functions that bring the expected benefit to the organization. Among them, the following can be distinguished:

1. Image. A strong internal culture helps to form a good external image of the organization and, as a result, attract new customers and valuable personnel.

2. Motivational. It inspires the staff to achieve the set goals and perform high-quality work tasks.

3. Engagement. Active participation of each individual employee in the life of the organization.

4. Identification. Promotes self-identification of workers, develops a sense of their value and belonging to the team.

5. Adaptive. Helps new employees quickly adapt to the team.

6. Management. Creates norms, management rules of the team, units.

7. System-forming. Makes unit indicators systematic, orderly, and effective.

Another important function is marketing. A market positioning strategy is developed on the basis of the organization's goals, mission, and philosophy. In addition, corporate values naturally create a style of communication with consumers and the target audience [5].

In the conditions of the enterprise functioning as an open socio-economic system, corporate culture in the change management system performs a number of functions, namely 1) *integrative* - ensures the implementation of employee or a separate group of them in the process of change. This function of culture is related to the existence of the phenomenon of "immersion in change" which provides the employee with the so-called "effect of involvement" in the changes, gives him the opportunity to feel part of the change team, or vice versa - part of the current of resistance to change; 2) *adaptive* - provides adaptation of the employee through a set of social and organizational (formal and informal) ties to the conditions of change; 3) *communicative* - bringing the flow of information about the essence of changes and evaluative judgments about them to employees or their groups through acceptable forms of information transfer and communication channels; 4) *regulatory* - formation and regulation of the necessary forms of behavior, rejection of those behavioral forms that do not correspond to the content of the culture, its values and norms. In the context of change, this function is manifested in the positive reinforcement of the desired

response to changes; 5) *accumulation* of a common memory of the experience of implementing changes and overcoming resistance; 6) *ambivalence* - simultaneous support of several types of values [7].

1.2 Corporate culture models and their evaluation methods

Every company has a dominant corporate culture and a set of subcultures, according to which individual groups determine their own behavior. Currently, there is no universal classification of corporate cultures that are typical for state, commercial and public organizations. In each specific classification, there is a certain set of criteria or parameters according to which the type of CC is described.

Table 1.3 – Models of corporate cultures [2]

Author	Type of culture	Brief description
Cole D.	Bureaucratic	Characterized by material motivation of personnel and strict control. The workers themselves are lazy, passive and in need of manipulation and control
	Organic	It is characterized by rationalization of production, narrow specialization, and a strong level of cohesion. Workers are concerned with social needs and gain a sense of self-identity only when interacting with other people
	Entrepreneurial	Staff is ready to work hard to achieve a goal for self-realization
	Participatory	Workers are only interested in personal goals; general management approaches do not work. The complementarity of team members and the commonality of core values ensures full use of individual skills and abilities
Ackoff R.	Corporate	Low degree of involvement of workers in setting goals and choosing means for their implementation
	Consultative	A high degree of involvement of personnel in setting goals and a low degree of involvement of employees in the selection of means for their implementation
	Guerrilla	Low degree of involvement of personnel in setting goals and high degree of involvement of employees in choosing means for their implementation
	Entrepreneurial	High degree of involvement of personnel in setting goals and in choosing means to achieve them
E.	Power Culture	Power is in the hands of a few people and is based on

Schein		their abilities. Such a culture mainly has a tendency in entrepreneurship
	Role culture	Power is balanced between the leader and the bureaucratic structure. The environment is mostly stable, and roles and rules are strictly defined
	A culture of achievement	Motivation and commitment are emphasized and action, enthusiasm and initiative are highly valued
	Supportive	People contribute to a common cause with a sense of commitment and solidarity. Relationships are characterized by trust and mutual respect

The first type, which should be analyzed according to D. Cole. This classification is based on the theory of personnel management and involves these types of cultures:

Bureaucratic, as already mentioned, is characterized by material motivation of workers and strict control, which conveys that employees are not happy with this corporate culture and it is implemented without thinking about personnel. Since the latter are non-initiative, passive and need manipulation and control, this type is known to be doomed to failure.

Organic culture is much better, as it is characterized by rationalization, specialization, and a high level of cohesion. It can be seen that social needs are important to workers and they acquire a sense of self-identity only when they interact with other people who also perceive this corporate culture.

Entrepreneurial culture is one of the best types, as people are capable of hard work, but it brings them a sense of self-realization.

The participative culture is actually not good enough, because the employees are only interested in personal goals, and there is no team spirit and pride for work in this particular organization. The complementarity of team members and the commonality of basic value attitudes ensures the full use of individual skills and abilities.

Now consider the types of organizational culture according to R. Akoff. This scientist studied culture through a view of power relations in a group or

organization, highlighting two points: the degree of staff involvement in setting goals and choosing means to achieve them. Based on the comparison of both parameters, 4 types of culture are distinguished:

1) Corporate culture, which is characterized by a low degree of involvement of workers in setting goals and choosing methods to achieve them. It is basically a managed corporation with a centralized structure.

2) Consultative culture, characterized by a high degree of involvement of personnel in setting goals, but a low degree of their involvement in choosing methods for their achievement. It is more characteristic of social organizations (medical and educational institutions).

3) Partisan culture, characterized by a low degree of involvement of workers in setting goals and a high degree of their involvement in choosing methods to achieve them. Examples of this type of culture are creative unions, cooperatives, clubs and other cultural institutions.

4) Entrepreneurial culture, characterized by a high degree of involvement of workers in setting goals and choosing methods for their achievement. It is the most attractive for the company, as employees strive to perform their work qualitatively and efficiently, using the right methods.

Methods for assessing corporate culture occupy a special place in the analysis of the company's performance. They are very important, as thanks to them it is possible to understand whether certain measures are effective.

The method of element-by-element qualitative assessment of CC is very important, because it can be used during the continuous improvement of an already existing culture.

The survey method is a standard and active method of analyzing the company's corporate culture. This method is time-consuming, but much more reliable than others, because it allows you to find out directly from the worker himself his attitude to the corporate culture, and to establish which elements and

values are the most important for him. It is of the highest quality. Analysis of the received answers will make it possible to draw appropriate generalizations and conclusions.

Sociometric methods make it possible to depict intragroup relations through numerical values and graphs and thus obtain valuable data about the state of the group.

Description of the components of corporate culture (that is, the mission, goals, traditions, basic values of the organization, communication style, model of behavior, history of the enterprise, its motto, etc.). Each of the elements reflects a certain side of the corporate culture and allows you to evaluate it from different angles.

Statistical methods are also necessary when measuring a company's corporate culture. The normative method is one of the most common methods of assessing a specific type and type of corporate culture. The comparative method, in turn, is different, no less widespread and has a number of varieties, such as the method of "polar cultures" and comparison according to certain indicators.

Another method is *tracking changes* according to the following scheme: "was - became - should be" combines analytical and rationalizing capabilities. It is characterized by the definition of "starting indicators" (indicators) and the tracking of necessary changes based on them. However, the level of corporate culture can not only increase, but also decrease. Therefore, this method allows to record this trend [13].

1.3 Employee motivation as the main factor of corporate culture in international companies

Motivation can be defined as a driving force of economic behaviour that induces a person to work in order to satisfy a particular type of need and, above all, the most important for a particular individual at a particular time.

The imperfection of existing *mechanisms of motivation* (MM) is due to:

- complexity of the phenomenon of motivation; subjectivity in the study of motivation and the formation of MM; the need to take into account the ontogenetic development of motivation (from phenomenological data to generalizations and theoretical constructions);
- insufficient consideration of psychological aspects in the study of motivation and the formation of MM;
- the need to form a closer connection of MM with corporate culture.

The concept of motivation is closely related to the problem of personnel management. The new economic relations formed by the transition period also make new demands on employees. This is not only the selection, training and placement of personnel, but also the formation of a new consciousness, mentality, and, therefore, also methods of motivation.

Today there are many motivating factors for employees. Someone wants to have a guaranteed salary. At the same time, neither the intensity nor the quality of work is taken into account, the desire to have a quiet job with a small but guaranteed income prevails over an intensive job with a high salary. However, on the labor market there are also such workers who possess sufficient professionalism and a new labor consciousness, in other words, people with a good moral foundation and understanding of work, who are ready to give their full effort at work and receive a good financial reward for it.

The connection between corporate culture and work motivation is objectively determined by their *general goal* of forming models of work behavior that contribute to personal and organizational development. However, economic science has not yet created unified conceptual foundations that allow

integrating the provisions of motivation theories and corporate culture into a logically interdependent, complete system of scientific knowledge about the principles and methods of labor management, which ensure the maximum use of labor potential.

Every employee, coming to the organization, is forced to go through a certain procedure of organizational socialization, through which he gradually merges into the team and realizes for himself the set of factors that create corporate culture.

So, in the concept of corporate culture, there is a factor of socialization, in the process of which the staff adapts to the company's values.

The process of awareness of values and other important elements of corporate culture runs parallel to the process of worker socialization (Fig. 1.2)

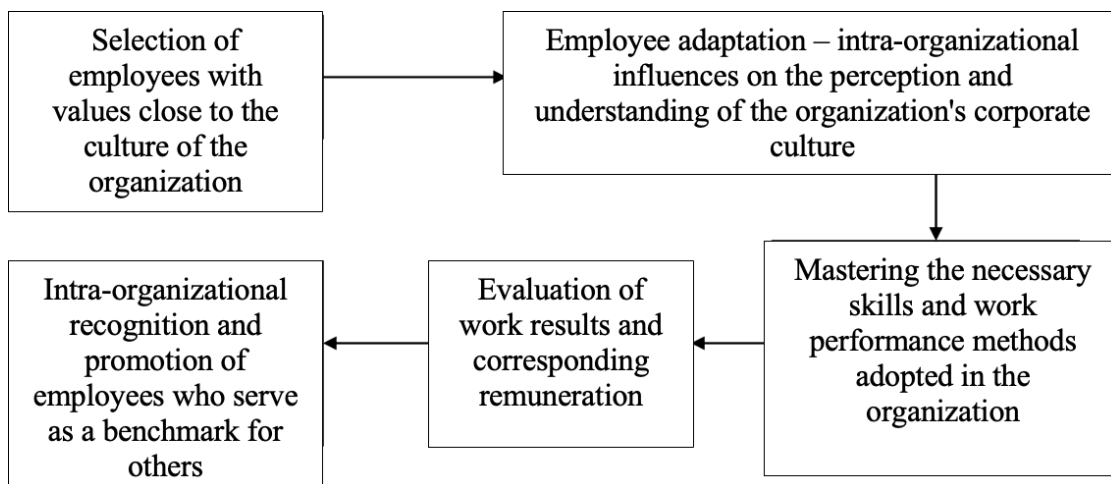


Figure 1.2 The process of socialization and awareness by the employee of the enterprise's corporate values [13]

Yes, CC is of great importance for the development of employees at the enterprise. It gives them an organizational identity, being, on the one hand, a source of stability for the organization and the worker, and on the other, a stimulus for actions aimed at the development and growth of the worker within the given company, while providing a sense of social protection. Knowing the

basics of the corporate culture of one's own organization helps new employees to correctly perceive events, highlighting the most important and important things in them and, thanks to this, to feel more confident in the new team and new working conditions. Corporate culture stimulates self-awareness and high responsibility of personnel for their work and development of the company as a whole.

The development of such components of corporate culture as the organization's mission, goal, image, and corporate values is directly related to the stimulation of non-material motivation of workers. Corporate culture plays a motivating role when it is shared by all workers and management of the enterprise. It is she who encourages people to take certain actions, to support existing norms.

The main elements of corporate culture acting as motivational factors are the mission and goals of the company, its vision, value system, norms and rules of behavior, procedures and behavioral rituals, communication channels.

When the company's mission is perceived by its workers, it serves as a strong motivation, stimulating the sense of importance of each worker and, as a result, increasing work productivity.

The organizational vision is a closely related element of the CC that performs a motivational function. In large enterprises, corporations that do not have a single center, it unites people, directs their efforts in one direction. The vision of the organization unites the ideals of the workers into a single standard of values. It creates a sense of perspective in the company's activities and ensures continuity of goals.

The vision of the enterprise as a means of motivation should be simple and sincere, worthy of trust. The main goal of forming the vision of the company in its employees is to give meaning to the work and set the direction of the company's activities.

Another element of corporate culture that can contribute to the motivation of personnel is a set of *prevailing values*. Corporate values are the company's moral guidelines. They have the opportunity to resist dangerous disintegration processes in the team.

Corporate values are a certain set of worldview positions and attitudes. They can be directed both directly at the worker himself and at the entire team or the company as a whole. In any case, they are expressed by the personal qualities of the worker.

The company's corporate values directly affect the loyalty and dedication of employees of a particular company. When the values of the company coincide with the values of any worker, the motivation of the staff inevitably increases. In the opposite situation: when selfish tendencies dominate the value attitude of the worker, even a high level of professionalism of the workers is not able to maintain the efficiency of the entire staff of the organization.

The following important features can be noted in the general principles of introducing one corporate motivation system in the company. In fact, the entire personnel management system is a set of motivating factors that directly or indirectly affect personnel. Motivational management is possible only if the factors of the management system provide a complex motivational influence on workers.

The principles, norms and values of corporate culture can effectively motivate personnel only through their implementation, orientation of the entire management system towards them. When the values of the corporate culture are represented only by a declaration, they do not deserve the appropriate level of trust. It is worth remembering that unworkable principles have a strong negative effect on the motivation of employees [18].

Firms with a pronounced, formed corporate culture use human resources much more efficiently. Corporate culture is one of the most effective means of

attracting and motivating employees. As soon as a person satisfies the needs of the first level ("purely material"), he or she has needs of another plan: in a decent position in the team, recognition, self-realization, etc. In order to determine the realization of these people, the corporate culture comes to the fore, one of the important functions of which is to support each member of the team, to reveal their individuality and talents.

Table 1.4 - Components of corporate culture, their role in the organization and motivation of staff [37, 38]

Components of corporate culture	Description
Mission of the organization	The mission can be considered as the direction of work of all employees of the organization. The mission statement in the form of a slogan is called a slogan. The mission as a motivational factor plays the role of a strategic goal that every employee knows about and the achievement of which is the meaning of the work of all people in the company.
Corporate standards	Corporate standards shape the style of behavior of employees inside and outside the organization.
Traditions of the organization	Rituals and holidays are an essential part of corporate culture.
Corporate identity	Corporate identity is a system of designing the external image of the enterprise. Its main elements are: a trademark, a flag, corporate colors, a set of fonts, design features of manufactured products, documents and certificates, forms, exterior design of buildings, interiors, corporate clothing or its elements.

Let us note the principles of corporate culture formation, compliance with which allows to carry out organizational changes without causing rejection and opposition among the staff [38].

1. Informing the staff about the planned changes. Employees should understand the content of innovations, not only from the point of view of the enterprise, but also their personal interests.

2. The introduction of organizational changes should be preceded by staff training, the purpose of which is not only to inform about the content of positive and negative aspects of innovations, but also to establish effective relationships with staff.

3. It is necessary to observe the condition of phased implementation of innovations. A good effect can also be given by conducting a preliminary experiment - the introduction of innovations in individual units to check both positive and negative consequences. It is impossible to implement many innovative programs at the same time.

4. Wide involvement of staff, creation of conditions for active support of innovations. Organizational transformations will not succeed if all members of the organization are not involved in the change process.

Of particular importance is also the support of innovations by "key" people in the enterprise, the involvement of informal leaders in the implementation of changes;

5. Creating the propensity of staff to change by energetically supporting innovations and employees responsible for their implementation; stimulating those employees who most fully embody the declared values and principles in their activities; encouraging behavior that promotes change in the desired direction.

6. Implementation of not only objective, but also symbolic changes to consolidate organizational values at the conscious and subconscious level of employees through the active formation of traditions, support of rituals, the use of slogans and symbols of the company - its name, uniforms, logos, etc.

7. Refusal from direct criticism of the past, as it can be perceived negatively by many, the maximum use of the positive aspects of the past as a soil for "growing" future new trends.

8. Creating a system for measuring and recording the results of innovations, public recognition of successes and achievements, honoring employees and units that have made a significant contribution to organizational development [38].

Table 1.5 - Types of relations between employees and management as an element of corporate culture [37, 38]

Type of joint activity	Features
Individual	Minimal interaction between labor participants. Each performer has its own scope of work in accordance with the professional position.
Step by step	Consistent inclusion in the work of performers one after another in accordance with the specifics of the technological process and the qualifications of each.
Interacting	Participation of each employee in solving a common problem. The nature of work of individual employees is determined by the manager. The effectiveness of the overall labor activity equally depends on the contribution of each team member. High orientation to the authority of the leader, collective goals, group morality.
Creative	A special type of activity is joint creativity; each participant is equally the creator of something new, unique.

The corporate culture of efficiently functioning firms is improved in order to maximize customer satisfaction, increase the competitiveness of the enterprise and gain market advantages. Table 1.6 shows examples of formation and development of corporate culture elements in well-known companies.

Table 1.6 - Examples of formation and development of corporate culture elements in well-known international companies [37, 38]

Firm	Elements of corporate culture
Microsoft – software development	Awareness of fierce competition in the market; providing the necessary information for the development of new ideas not only to top managers, but also to middle managers; responsibility for the software; irregular working hours for programmers; pride in their team; participation in the development of new technologies; cultivation of creativity, free exchange of ideas, informal communication; special emotional atmosphere for joint problem solving, for successful completion of complex projects
General Electric	Dynamism of the business, focus on results; excellent results and performance of specific units in their field; the concept of "organization without borders" (free and rapid exchange of best practices and knowledge between units); a system of "brainstorming" for problem solving; six sigma quality standard; global nature of the company's activities
Nordstrom – a network of universal shops	Exceptional dedication to clients to solve their problems; improving the image and reputation of the company; payment of commissions, promotion, inclusion in a special album of "legends of the company"; promotion only through the internal service ladder; training of staff in auxiliary units; appointment of experienced employees of other units to key positions to transfer value systems and management methods
FedEx – postal delivery	Formation of high requirements for the staff in order to satisfy customers (sending correspondence anywhere in the United States during the day), maximum customer satisfaction, use of traditions, legends, etc.
IBM – production, sale and installation of computer equipment	Changing bureaucratic culture, outdated technology in accordance with the changing conditions of the computer industry and growing competition; adapting to personal computer technology and the Internet economy; leadership in the industry as a result of updating corporate culture, implementation of the Wintel standard

The results of the study show that the best strategies for retaining employees of the company include respect for their work and providing the opportunity to use social packages, flexible schedule, etc. Small companies can really offer a work environment that values individual achievements and encourages employee initiative. After all, the main reason for changing the employing company is still the employee's desire to get better career prospects in another organization. Only 20% of employees leave the workplace for financial reasons. Martyn Potter, HR consultant at PKF, explains this as follows: "Many small companies underestimate the importance of respecting the work of their employees. Those organisations that need to reduce staff turnover should develop non-financial incentive schemes for staff, as well as introduce a system of monthly bonuses for the most productive employees." Thus, only 18% of small businesses today do not offer an alternative pension system. These companies mainly belong to the category of "microorganizations" - the number of employees in them does not exceed 10 people. 72.3% of companies indicated that employers should be responsible for helping employees to accumulate pension funds. Covering transportation costs is another area where employers can support staff. Not surprisingly, the most common compensation for employees in this area is the right to use a company car (77%) and the allocation of a special parking space (73.8%). Of course, these compensations are available only to a part of the company's employees [9].

2 Analysis of the corporate culture effectiveness at the enterprise

2.1 Organisational and economic characteristic of an enterprise: activity in the war conditions

Confectionery is traditionally in significant demand on the national and international markets, which is explained by the natural attraction of consumers to sweets. As a result of the increase in the standard of living of the population in Ukraine over the past thirty years and the strengthening of competition between national manufacturers and international corporations, there has been an expansion of the range of products and the removal of unpopular sweets from the market. In the process of development of the confectionery market in Ukraine and a significant increase in competition, companies are forced to implement modern marketing strategies in the real world and on the Internet. Thanks to the use of innovations in the field of marketing, it is possible to capture the attention of the target audience and ensure a high level of consumer loyalty over a long period of time.

Along with this, turbulent processes at the global and national levels lead to certain crisis phenomena in the confectionery markets of Ukraine and other countries that act as importers and exporters of the corresponding products. First of all, economic factors affect the consumption of chocolate and products with the addition of this component, since chocolate belongs to the expensive segment. The COVID-19 pandemic and the war significantly affected the purchasing power of the population and led to a reduction in the consumption of premium segment of chocolate products. Users are generally reducing their consumption of expensive confectionery products and are refocusing on more economical offers. Along with this, part of the consumers in the conditions of the pandemic prefer to consume fruits and vitamins, which in a certain way

contribute to the strengthening of immunity. In the outlined conditions, companies must find new models of communication and cooperation with the target audience, which will minimize the negative consequences of the COVID-19 pandemic and war and will contribute to the creation of prerequisites for future growth.

PJSC "Mondelēz Ukraine" is part of Mondelēz International Company, one of the world's largest manufacturers of chocolate products, cookies, candies, and chewing gum. Figure 2.1 shows Mondelēz International Company's net revenue by category and region.

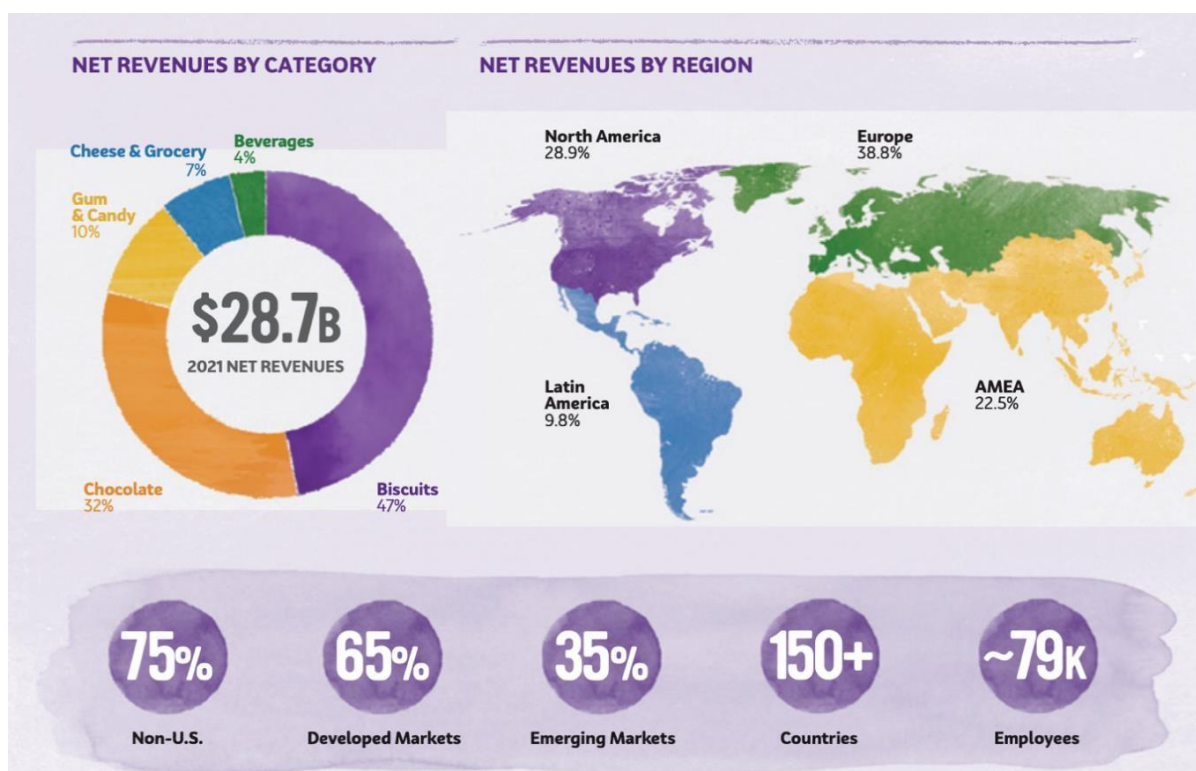


Figure 2.1 - Net income of Mondelēz International by category and region [23]

Specialization: PJSC "Mondelēz Ukraina" is engaged in the following activities:

Main: 10.82 Production of cocoa, chocolate and sugar confectionery

Other:

- 10.72 Production of crackers and dry biscuits; production of long-storable flour confectionery, cakes and pastries
- 46.36 Wholesale of sugar, chocolate and confectionery
- 46.38 Wholesale trade of other foodstuffs, including fish, crustaceans and molluscs [20].

The goal at Mondelēz International is to inspire people to have a healthy snack.

Mission - to create the future of snacking around the world by offering consumers the right snacks, at the right time and done right.

The company has been operating in Ukraine since 1994. During this time, the company gained and strengthened its leadership in the food market of Ukraine in the categories of coffee, salty snacks, chewing gum, cookies and chocolate products.

"Mondelēz Ukraine" includes the subsidiary "Chipsy Lux" LLC and the Trostyanets factory, which have developed four successful productions: salty snacks, chocolate products, cookies and coffee packaging. Mondelēz International empowers people to snack right in over 150 countries around the world. It is leading the future of snacking with iconic global and local brands such as Oreo, belVita and LU biscuits; Cadbury Dairy Milk, Milka and Toblerone chocolate; Sour Patch Kids candy and Trident gum.

The enterprise has a linear-functional management structure, the process of activity in which is hierarchical by function. The organizational structure of management at PJSC "Mondelēz Ukraine" is shown in figure 2.2.

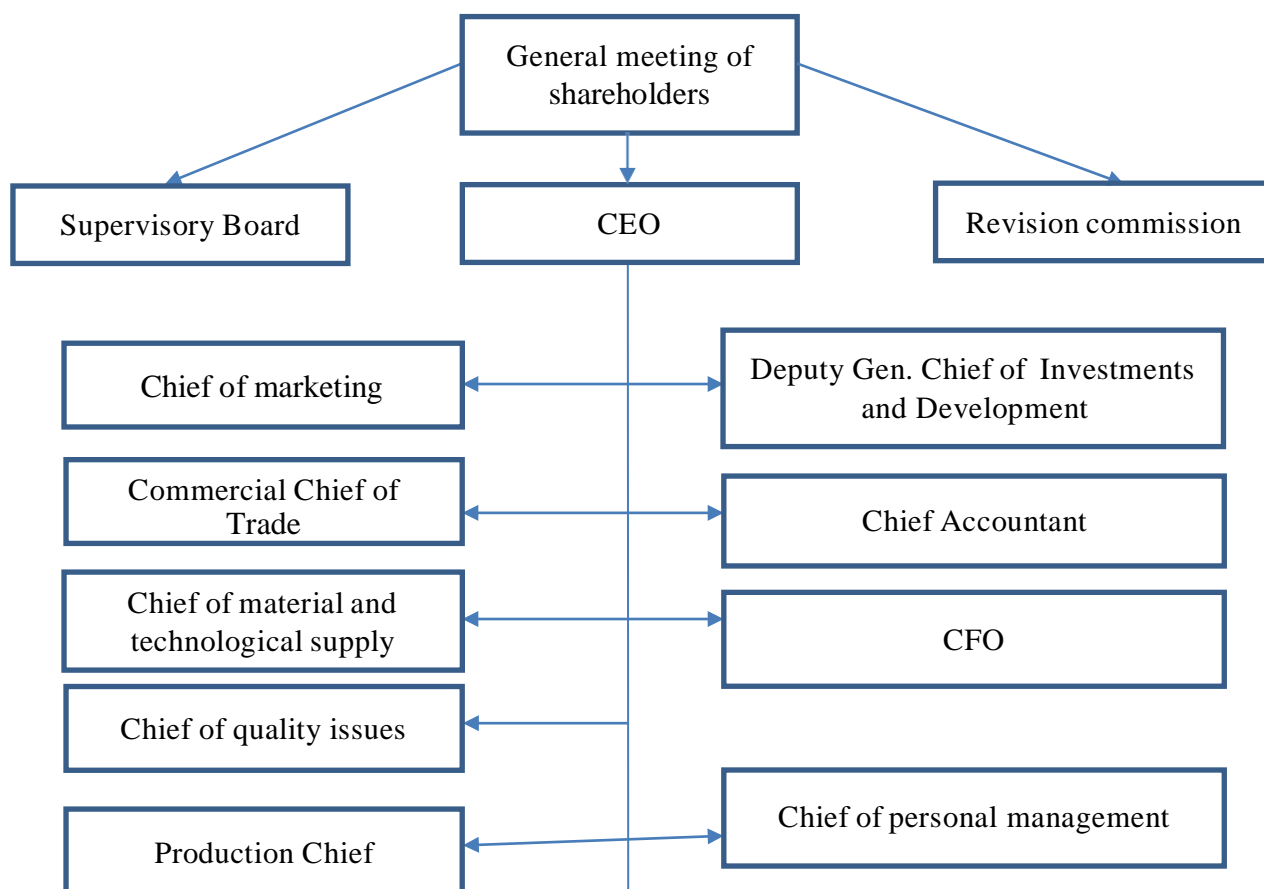


Figure 2.2 - The organizational structure of management at PJSC "Mondelēz Ukraine" [23]

PJSC "Mondelez Ukraine" is one of the largest snack companies in the world with global net revenues of \$27 billion in 2020. It makes and sells primarily snacks, including biscuits (cookies, crackers and salted snacks), chocolate, gum & candy as well as various cheese & grocery and powdered beverage products. It has operations in more than 80 countries and employs around 80,000 in our factories, offices, research & development facilities and distribution activities around the world. Consider the sales of the main types of products of the enterprise in the period 2019-2021 (Table 2.1). Thus, as can be seen from Table 2.1, the sales of products of PJSC "Mondelez Ukraine" in 2019-2021 are characterized by growth, so in 2020 the volume of sales compared to 2019 increased by 25.67%, in 2021 compared to 2020, the growth

was 44.29%, so in 2021 the volume of sales of the company's products is equal to UAH 568070.0 thousand.

Table 2.1 – Sales volumes of the company's products (thous. UAH)

Product	Years			Absolute deviation (+/-)		Relative (%)	
	2019	2020	2021	2020 /2019	2021 /2020	2020 /2019	2021 /2019
Biscuits	52774	70665	129118	17891	58453	33,9	82,72
Chocolate	175212	202369	264397	27157	62028	15,5	30,65
Gum	8214	9336	12314	1122	2978	13,66	31,9
Lollipops	6218	8894	10395	2676	1501	43,03	16,87
Candy	57214	84214	125698	27000	41484	47,19	49,26
Crisps	13627	18216	26148	4589	7932	33,67	43,54
Totally	313259	393694	568070	80435	174376	25,67	44,29

The largest increase in sales in 2019 was for such products as cookies, so compared to 2018, the sales volume increased by 82.72% and in 2019 amounted to 129118.0 thousand UAH. The smallest growth occurred for such type of products as chocolate, so in 2019, compared to 2018, its sales volume increased by 30.65% and in 2019 amounted to 264397.0 thousand UAH. However, chocolate occupies the largest weight in the structure of sales of the company's products during the entire study period.

In general, organizational and production characteristics of the enterprise showed that the enterprise is one of the leaders in the production of chocolate and biscuits in Ukraine. Sales volumes of the company's products are characterized by growth during the period under study.

Next, we analyze the formation of financial indicators in the period 2019-2021 (Table 2.2). Thus, we see that the net income of the enterprise during the study period is growing, so in 2021 the figure is UAH 568070.0 thousand. The cost price during the study period increased, so in 2020 compared to 2019 it increased by 20.88%, in 2021 compared to 2020 by 46.28%.

Table 2.2 - Financial results for PJSC "Mondelez Ukraine" (thousand UAH)

Indicator	2019	2020	2021	Absolute deviation		Relative (%)	
				2020 /2019	2021 /2020	2020 /2019	2021 /2019
Net income	313259	393694	568070	80435	174376	25,67	44,29
The cost price of sold products	259906	314183	459602	54277	145419	20,88	46,28
Gross profit (loss)	53353	79511	108468	26158	28957	49,03	36,42
Other operating income revenues	5599	45428	26142	39829	-19286	8 t	-42,45
Administrative expenses	2047	20808	25289	18761	4481	9 t	21,53
Sales expenses	24153	26538	33689	2385	7151	9,87	26,95
Other operating expenses	7412	36530	22041	29118	-14489	3,9 t	-39,66
Financial results from operating activities profit (loss)	5340	41063	53591	35723	12528	6,6 t	30,51
Other financial income revenues	27	17894	990	17867	-16904	661 t	-94,47
Financial expenses	583	758	0,0	175	-758	30,0	-100,0
Other expenses	218	21961	35	21743	-21926	98,7	-99,84
Financial results before taxation : profit (loss)	4566	36238	54546	31672	18308	5,9	50,52
Expenses on income tax profit	2060	8362	9504	6302	1142	2,5 t	13,66
Net financial result: Profit (loss)	2506	27876	45042	25370	17166	10 t	61,58

Source: calculated by the author based on the financial statements of the enterprise

Other operating income in 2020 compared to 2019 increased 7 times, in 2021 compared to 2020 they decreased by 42.45%. In 2020, compared to 2019, the administrative expenses of the enterprise increased significantly, namely 9

times. Sales expenses increased in 2020 compared to 2019 by 9.87%, in 2021 they increased by 26.95% compared to 2020.

Other operating expenses in 2020 increased by 3.9 times compared to 2019, and in 2021 they decreased by 39.66% compared to 2018. Operating profit of the enterprise in 2020 compared to 2019 increased by 6.6 times. In 2021, it increased by 30.51% compared to 2020.

Hiring at PJSC –Mondelēz Ukrainell begins with a detailed definition of who the organization needs. The basis of this process is the preparation of a job description, in other words, a document that describes the main functions of a worker who occupies a given workplace. The job description is prepared by the personnel management service jointly with the head of the unit in which there is a vacant position: the head of the personnel management service contributes his knowledge of the process of forming the job description, and the head of the unit - the requirements for a certain workplace. Let us analyze the composition and structure of the staff in 2017-2019 (Table 2.3).

Table 2.3 - Analysis of changes in the number, composition and structure of PJSC "Mondelez Ukraine" personnel

Indicators	2019		2020		2021		Deviation 2020/2019		Deviation 2021/2020	
	Persons	%	Persons	%	Persons	%	+/-	%	+/-	%
Average number of full-time employees, including	839	100	793	100	706	100	-46	-5,48	-87	-10,97
- management personnel, including:	82	9,77	80	10,09	78	11,05	-2	-2,44	-2	-2,5
- executives	24	2,86	24	3,03	24	3,4	0,0	0,0	0,0	0,0
- specialists	37	4,41	37	4,66	36	5,1	0,0	0,0	-1	-2,7
- officers	21	2,5	19	2,4	18	2,55	-2	-9,52	-1	-5,26
production personnel, including among others:	757	90,23	713	89,91	628	88,95	-44	-5,81	-85	-11,92
main workers	709	84,51	671	84,61	588	83,28	-86	-12,13	-63	-12,37
auxiliary	48	5,72	42	5,3	40	5,67	-6	-12,5	-2	-4,76

Source: calculated by the author based on the financial statements of the enterprise

Analysis of the number, composition and structure of the personnel of PJSC "Mondelez Ukraine" in 2019-2021 showed that the average number of employees during the study period is characterized by a decrease. Thus, in 2020 compared to 2019, the number of employees decreased by 46 people, in 2021 compared to 2020, the decrease was 87 people, so in 2019 the average number of employees at the enterprise is 706 people.

Managerial personnel in the total structure of personnel in 2021 is 11.05%, managers make up 3.4%, specialists - 5.1%, employees - 2.55%. The number of management personnel of the enterprise during the study period remained unchanged, specialists in 2021 compared to 2020 decreased by 2.7%, employees in 2021 compared to 2020 decreased by 5.26%. Production personnel of the enterprise in the total structure of personnel in 2021 is 88.95%, of which 83.28% are main workers, 5.67% are auxiliary workers. The production staff in 2020 compared to 2019 decreased by 5.81%, in 2021 compared to 2020 the reduction was 11.92%, so in 2021 the production staff is 628 people, of which 588 are main workers and 40 are auxiliary workers. Thus, the company is reducing staff.

Table 2.4 – The main indicators in PJSC "Mondelez Ukraine" personnel management

Indicator	Years		
	2019	2020	2021
Net profit enterprises (thousand UAH)	2506	27876	45042
Labor productivity (thousand UAH /pers.)	373,37	496,46	804,63
Average salary for enterprise (UAH)	4198,65	4592,79	6171,74
The percentage of additional FOP in structure of the total FOP, %	16,0	15,7	15,8
Staff turnover rate	0,028	0,02	0,027
The percentage of employees with higher education, %	35,1	35,3	35,9

The percentage of employees who were promoted qualifications, %	5,2	4,8	4,6
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Thus, the assessment of the personnel management system at PJSC "Mondelez Ukraine" according to abovementioned indicators has shown that the personnel management system at the enterprise is satisfactory. Among the negative ones are: a decrease in the percentage of additional wage fund in the structure of the total wage fund, an increase in staff turnover, and a decrease in the percentage of employees who have undergone advanced training. Thus, it is necessary to improve the system of staff motivation. *Motivation* at PJSC "Mondelēz Ukraine" also plays an important role in the company's management system. There are usually two types of motivation: material and non-material. They are always used in tandem and are highly effective.

Material motivation at the enterprise PJSC –Mondelēz Ukrainell is an additional salary:

- additional payment for the performance of the duties of a worker who is temporarily absent;
- additional payment for work in the evening;
- extra payment for night work;
- payments related to salary indexation;
- payment for time not worked;
- bonus for conscientious compliance with the rules of the internal procedure, job instructions and functional duties.

Forms of *non-material or moral stimulation* of employees at PJSC "Mondelēz Ukraine" are gratitude, promotion and awarding of diplomas and gifts.

It is also worth analyzing the main indicators of the balance sheet for previous years. They will help us understand the situation of the company. The balance is presented in Annexes A and B. It is presented in Ukrainian, as it is an official document. Let's start the analysis with passive articles. According to Annex A, the company's equity has increased, namely retained earnings have been increased by UAH 277,488. Long-term liabilities and provisions, in turn, have been decreased for all items. Current liabilities and provisions also have been decreased by UAH 144,621.

As an Annex B demonstrates, there is a trend in the increase of the balance in the amount of UAH 122,824. An increase in cash on the accounts usually indicates a strengthening of the company's financial condition.

A decrease in the currency of the balance sheet will mean that both the assets and liabilities of the organization have decreased. In this case, everything is more unambiguous - as a rule, this is a sign of a drop in the level of business activity, a decrease in the value of assets, withdrawal of funds by founders and investors.

But in the previous year, the company increased the balance sheet, but due to the difficult situation in the country in 2022, the balance sheet will decrease much.

According to Annex C analysis, as for the company's asset items, non-current assets have been decreased somewhat, namely by UAH 101,099. But current assets have been increased by UAH 223,923. This was mainly due to an increase in the volume of inventories and receivables for products. A significant increase in receivables is not a good sign, but if the company is confident that the debtors will quickly repay the debt, then such a situation is allowed.

Enterprise activity in the war conditions

Consequences of military aggression on the operational environment. In the period after the reporting date, there was an aggravation of the conflict between Ukraine and the Russian Federation.

According to the Decree of the President of Ukraine No. 64/2022 of February 24, 2022 in connection with the military aggression of the Russian Federation against Ukraine, from February 24, 2022, martial law was imposed on the territory of Ukraine.

From the end of February, the enemy advanced from the north, south and east. Belarus provided its territory for the offensive. About 35% of the territory of Ukraine was covered by hostilities, encirclement and temporary occupation at various times. Thanks to the victory of the defenders of Ukraine, the plans of the aggressor were broken. No regional center, except for Kherson, has been captured since February 24. As of the date of approval of this financial statement, it was possible to free the northern regions of Ukraine from the invaders, they were partially pushed back in the south of Ukraine and Kharkiv region.

Currently, fierce fighting continues in the east of Ukraine. All regions of Ukraine are still being bombarded with missiles. Enemy troops violate all the rules and customs of war, including the treatment of civilians.

All over the territory of Ukraine, tens of thousands of civilians were killed by the Russian military, residential buildings and objects of civil infrastructure were destroyed, stocks and property of people and enterprises were stolen or destroyed. In the future, the key risk is the prolongation of the war, even if the hostilities are localized. This will determine the need for long-term operation of the economy in extreme conditions, threaten to deepen its decline and increase the need for assistance from partner countries.

As a result of the large-scale aggression of the Russian Federation against Ukraine, the level of all risks that affect the stability of the financial system and

the activity of the Ukrainian economy has increased significantly. VVHI will fall by more than a third, and inflation times will exceed the target level. The war caused an acceleration of inflation and made it highly heterogeneous across product groups and regions. The increase in prices was caused by the disruption of supply chains, the destruction of production and storage facilities, and the increase in production costs, in particular due to the increase in the price of energy sources.

During the first months of the war, the NBU did not change the discount rate. The key to price and financial stability was exchange rate support. Its fixation after the introduction of martial law had an anti-inflationary effect: it restrained negative expectations and slowed down the growth of prices for imported goods.

At the beginning of June, the board of the NBU has increased the discount rate to 25% per annum. Such a step should be sufficient to ease the pressure on the foreign exchange market and stabilize inflationary expectations.

According to the estimates of the Ministry of Economy and the National Bank of Ukraine, the fall in GDP in 2022 may reach 30-35%, the consumer price index is expected to grow in 2022 to 31-32%, by the end of the year, in 2023 -30%. Inflationary pressure will continue: according to the results of 2022, inflation will exceed 30%. In the following years, it will significantly slow down, although it will still be well above the National Bank's target of 5%, primarily due to the consequences of the war. Ukraine's economy will shrink by a third in 2022, but will return to growth in 2023-2024, provided the Black Sea ports are unblocked. However, this forecast may change depending on the situation and the decisions made.

War impact on the state of the Company's assets.

The territory of Sumy and Kyiv regions were in the zone of active hostilities, as a result of which a significant part of state infrastructure, housing stock, as well as private objects of Ukrainian and foreign businesses were destroyed or damaged.

PJSC "Mondelēz Ukraine". In the period from 24.02.2022 to 25.03.2022, the territory of the city of Trostyanets was under the temporary occupation of the Russian army, on the territory of PJSC "Mondelēz Ukraine" there was a location of the military of the Russian Federation and active combat operations were conducted. Administrative and economic buildings of PJSC "Mondelēz Ukraine" were damaged and destroyed. The building of the biscuit production section of the factory was almost completely destroyed by fire as a result of the fire. The premises of the production section of the confectionery building suffered significant destruction and damage as a result of the fall of ammunition fragments. The material values that were located on the territory of the biscuit production section of the factory, the confectionery production section of the confectionery building and in the warehouses were either destroyed, damaged, or looted by the military of the armed forces of the Russian Federation. According to the acts of fire dated 04/26/2022 of the Okhtyr district administration of the Main Administration of the State Service of Ukraine for Emergency Situations in Sumy, a fire broke out at the Biscuit building, the Main production building and the frame awning covering. There was no opportunity for representatives of the Company and/or the State to enter the territory of Mondelēz Ukraine PJSC. The probable cause of the fire was the fall of ammunition and their fragments as a result of the conduct of hostilities. Also, the police department (Trostianets) of the Okhtyr district police department of the Main Directorate of the National Police in the Sumy region opened criminal proceedings for the fact of damage to buildings and equipment located on the

territory of the PJSC "Mondelis Ukraine" factory and the theft of goods and material values.

After the de-occupation of the territory of PJSC "Mondelēz Ukraine", from March 26, the Armed Forces of Ukraine conducted an inspection and demining of the territory of the enterprise and production and administrative premises.

Starting from mid-April, the Armed Forces of Ukraine began to be granted access permits to the premises, first to administrative, warehouse, then production premises, and finally access to the entrance to the building of the biscuit production section of the factory was granted. As safe and unimpeded access of responsible persons to assets and property was obtained, inventories of stocks and fixed assets were organized and carried out to establish the actual availability of stocks and non-current assets of the Company. The restoration of production lines is currently ongoing. According to the management's estimates, the estimated time for the restoration of confectionery production lines is October 2022.

As a result of the military aggression of the Russian army, the occupation of the territory by the Russian military and the conduct of active hostilities, the Company's assets suffered damage and shortages (theft by the Russian military), namely:

Reserves According to the accounting data, the amount of shortages on the date of the inventory is UAH 102,977,000, the force majeure circumstances of the loss of which were confirmed by the experts of the Trade and Industry Department. Of these, the amount of the shortage, estimated at the date of the inventory, is UAH 89,856,000, which, converted to prices as of December 31, 2021, amounts to UAH 82,836,000. and the amount of shortage of goods purchased in 2022 amounts to UAH 13,121,000.

The impact of military aggression on operational activity and financial condition.

The company carries out and plans to carry out its activities on a continuous basis. Goods are purchased from suppliers of the Mondelis Group in European countries. According to the results of operations in the first half of 2022, the Company had losses resulting from the temporary suspension of production. In the second half of 2022, the Company's losses have a tendency to decrease due to an increase in the volume of product sales and due to the resumption of the production of chips.

To support operational activities, the Company uses short-term loans from banks, and also signed a number of agreements with related parties, namely:

- a business support agreement dated April 25, 2022 between Mondelēz Europe and PJSC "Mondelēz Ukraine" (the recipient) for the provision of non-refundable and interest-free financial assistance in the amount of USD 3,520,000.

- loan agreement dated 12.05.2022 between Mondelís Nederland Services B.V. (creditor) and PrJSC "Mondelēz Ukraine" (borrower) to provide a short-term loan in the amount of EUR 200 million. With the EURIVOR interest rate and with a maturity date of 11/30/2022.

Also, for the financial support of the subsidiary, a fixed-term interest-free loan agreement dated April 20, 2022 was signed between PJSC "Mondelis Ukraine" (lender) and LLC "Chipsy Lux" (recipient) for 200 million hryvnias. The maturity date is 10/31/2022.

Management's projections and the Company's ability to continue as a going concern.

Management has prepared updated financial forecasts, including demand and cash flow forecasts, for twelve months from the date of approval of these

separate financial statements, taking into account the most likely and possible negative scenarios of the consequences of military aggression on the Company's operations.

The management defined the following scenarios for simulation:

Baseline scenario. Military aggression and active hostilities will continue for twelve months from the date of approval of this separate financial statement; the geographically temporarily uncontrolled territories will not change significantly compared to the situation on the date of approval of this separate financial statement; intensive return of the population to Ukraine will not occur.

Optimistic scenario. Military aggression will end by the end of 2022; Ukraine will return under its control at least all territories that were controlled until February 24, 2022; the population will actively return to Ukraine. The possibility of safe export to other countries opens up.

Negative scenario. A significant increase in the activity of hostilities with the expansion of the zone of hostilities on the territory of Ukraine; significant reduction of international support to Ukraine; easing of sanctions against the Russian Federation; intensive outflow of labor force abroad.

According to the Company's management, the negative scenario is unlikely, so the forecasts for 2022 are developed based on the assumptions of the base and optimistic scenarios.

Management recognizes that the future development of military aggression and its duration is a major source of material uncertainty that may cast significant doubt on the Company's ability to continue as a going concern and, consequently, the Company may be unable to realize its assets and settle its liabilities in the ordinary course of business. operational activity. Despite the significant uncertainty associated with the military aggression in Ukraine, Management continues to take measures to minimize its impact on the Company and therefore believes that the use of the Company's going concern

assumption for the preparation of these separate financial statements is appropriate.

In addition, globally *PJSC "Mondelēz Ukraine"* is part of Mondelēz International - one of the world's largest manufacturers of chocolate products, cookies, candies, chewing gum. Mondelēz International is interested in the stable operation of the Company and will, if necessary, support the Company's activities in the future.

2.2. Analysis of the corporate culture of an enterprise in the context of employee motivation

The main purpose of corporate culture, as a phenomenon, is to help people more productively perform their duties in organizations and get more satisfaction from it. And this, in turn, will lead to an improvement in the indicators of the economic efficiency of the organization as a whole. After all, a team united, motivated by a single goal, working like a well-established clockwork, will bring much more benefit than a "community of ranks of disarray and swaying", for example. And business efficiency for the organization is the most important indicator, beyond any doubt. It is obvious that the influence of the corporate culture of the organization on it is enormous.

Let's begin the analysis of the company's corporate culture, using the method of *element-by-element qualitative assessment*.

At Mondelēz International, the *goal* is to inspire people to snack right.

Mission: Every day we work to create the future of snacking around the world by offering consumers the right snacks, at the right time, and made right.

With our wide range of snacks, consumers can choose what they want and when they want it. Any product is more satisfying when you know it's made with high-quality ingredients and doesn't harm the planet. From dedicated

chocolatiers and bakers around the world to the moment of snacking, at Mondelez International we know how to inspire people to snack right.

Company values: Our values are reflected in everything we do. They influence our work style and help realize our main goal – to inspire people to snack right.

–We love our consumers and our brands. We know and understand the needs of our customers and partners well and follow their expectations in the implementation of our business strategy.

–We are growing every day. We work quickly and efficiently. Our people are at the heart of everything we do. They are the driving force behind our growth.

–We do the right thing. Always. We treat everyone fairly and with care. We are stronger because of unity, diversity and equal opportunity in our team. We deliver on our commitments by doing what's right for our consumers, partners, brands and the environment.

The company's corporate culture is based, first of all, on its values. Loyalty to principles and a policy of transparency help to build trust and attract cooperation. At the same time, flexibility and striving for equal opportunities for everyone allows creating such conditions in which people have the opportunity to freely share their own knowledge and experience, revealing each other's potential. Corporate culture, as already emphasized, goes beyond business. The company was recognized for its efforts to improve infrastructure, help hospitals, support and train employees.

Mondelez Ukraine employees benefit from a long-term approach. The most important element of the general concept of corporate culture for workers is the recognition of all subsidiaries and the corporation as a whole as an attractive employer, because of which the company hires, retains and trains the

best employees. Also, the corporation is one of the largest taxpayers in Ukraine - this is a deposit of a truly transparent company policy.

Such a policy of the corporation allows workers to develop both professionally and personally, that is, to build an interesting professional career and fully enjoy their personal life. Employees know they are part of a responsible and positive culture that extends beyond their personal system into the larger business, social and external environment.

The efficiency of the work of any enterprise depends to a large extent on the availability of staff and the level of qualification of employees. In order to achieve a high level of production, the company pays special attention to personnel selection. The main and main requirement is a high level of professionalism, supported by the presence of higher education and work experience.

Also, the company "*Mondelez Ukraine*" actively participates in various social projects, which contributes to the formation of a positive image of the brand in general and existing trademarks in the minds of users. During 2018-2021, more than 250,000 schoolchildren were involved in the Healthy Schools project, which provides for the formation of healthy eating habits in the younger generation and the minimization of the risks of contracting diseases common in modern times as a result of the appropriate lifestyle and consumption habits. The company cares about the introduction of innovations in domestic schools, so it purchased for UAH 1.1 million. STEM equipment.

The company has its own "*task culture*" - this type of culture is primarily oriented towards solving tasks and implementing projects. The effectiveness of the activities of organizations with such a culture is largely determined by the high professionalism of employees and the cooperative group effect. Great power in such organizations is held by those who are currently experts in the leading field of activity and who possess the maximum amount of information.

This culture is effective in those cases when the situational requirements of the market are decisive in the organization's activities.

This culture is oriented towards a project or work, its structure is best presented in the form of a grid, some threads are thicker and stronger than others, and power and influence are located at the intersections of this grid, in the nodes. An organization with a "*matrix structure*" is one example of a task culture. The emphasis in this culture is on getting the job done quickly. An organization with this culture tries to match the right resources and the right employees at the right level and enable them to get the job done well. Task culture depends on the team's ability to increase work efficiency and combine the employee's personal goals with the organization's goals. This is a team culture where team results are more important than individual goals, positions and style differences. Influence is based more on the power of an expert, a specialist, than on the power or position of an individual. The influence here is more widespread than in other types of corporate cultures.

The task culture adapts well. Groups, project teams or special commissions are created for specific purposes and can be re-formed, dissolved or abandoned. The organization can react quickly, because each group ideally contains all the necessary elements that allow decision-making. Individuals find that this culture is characterized by a high degree of autonomy, performance evaluation, and easy working relationships within the group, with mutual respect based on ability rather than age or position. Therefore, the task culture is suitable where the life of the product is fleeting and where the speed of reaction is important. These advantages are opposed by the difficulties of managing a large mobile organization, the difficulties associated with the creation of a rational structure, the difficulties of achieving professionalism.

Management in these organizations is difficult. Primary control rests with senior management, who allocate projects, people and resources, and retain

little day-to-day control over the work without violating cultural norms. It works well under favorable conditions and when resources are available to all who need them. However, if they are less available, senior management begins to feel the need to control performance and results, and group leaders may begin to compete for these resources using political influence. Group morale declines, work is less satisfying, and employees begin to act in their own self-interest. This makes it necessary to establish certain work rules and procedures. The manager is forced to use job performance.

The management's concern for personnel, the formation of employees' feeling of comfort at work, plays a significant role in the personnel incentive system. An integral component of personnel motivation are organizational factors of motivation. An effective motivation system can be developed only when all components of influence on employee motivation are taken into account.

The motivation at the "Mondelez Ukraine" enterprise is mainly *material*, namely additional wages:

- additional payment for performing the duties of a temporarily absent employee:

- additional payment for work in the evening;

- additional payment for work at night;

- payments related to wage indexation;

- payment for time not worked;

- an award for conscientious compliance with the rules of the internal procedure, job instructions and functional duties.

And for management staff:

- additional payment for the performance of the duties of a temporarily absent employee;

- additional payment for work in the evening;

- additional payment for work at night;
- allowance for knowledge and use of foreign languages in work;
- payments related to wage indexation;
- payment for time not worked;
- award for professional achievements

Forms of *non-material (moral) stimulation* of personnel at PJSC "Mondelez Ukraine" include giving thanks, promotion and awarding certificates and gifts.

Having analyzed all of the above, we can say that the company has a fairly strong corporate culture, which in a certain way affects employees, but which can be explained, since the influence on ordinary employees of this culture is less than on office workers. It is also important to understand that during martial law it is quite difficult to improve the motivation system, so this issue should be approached very responsibly. So improving corporate culture to increase the effect of intangible motivation is a good idea.

However, at lower levels of management, corporate culture is weaker and requires improvement. Also, thanks to these improvements, it will be possible to increase the motivation of ordinary employees, which will improve the effectiveness and quality of their work.

3 Increasing employee's motivation in the context of the corporate culture perfection

3.1 The world experience of foreign companies in increasing employee's motivation due to improving the corporate culture level

Modern trends in the world's leading economies are developing in the direction of more efficient and rational use of labor capital at their enterprises, reduction of working hours, introduction of irregular working hours. The understanding of the management of leading companies is that it is not the amount of time spent at the factory or in the office that determines the efficiency of an employee, but rather the results he achieves. At good companies, maximum results are expected by forcing the employee to fill his working time himself, and at the best companies, they help to organize his time in the best possible way for the most productive work.

Corporate culture forms the company from the inside, its success and failures and the employees' reactions to them. For the most part, employees embody those values and thoughts, ideas that prevail within the enterprise.

Proper work in this area will provide quality to differ from one enterprise to another, that in unstable market conditions can be decisive. Ukrainian business should pay attention to this, and successful Ukrainian enterprises are a constant on the way to economic recovery increase in GDP, tax payments and the face of Ukrainian business in modern global conditions. That is why it is very important to use the experience of foreign companies in your practice

Market culture, oriented to the result. A high performance culture strives to beat the competition. An organization can emphasize customer-centricity or use a product-centric growth strategy.

1. *Zappos*. Tony Hsieh, known for his stellar customer service, once said that "Zappos is a customer service company that also happens to sell shoes." Employees there are encouraged and empowered to help customers in whatever personalized way they see fit, rather than imposing restrictive scripts and routines. This type of innovative culture helps the company come up with creative solutions quickly.

2. *Atlassian*. Psychological safety is a great result of an organizational culture that demonstrates regular feedback from work colleagues. Atlassian uses regular feedback to build an award-winning culture. Atlassian's core value is "team play". This is evident in everything the company does, from taking a team approach to software development to ensuring employee success in a transparent, collaborative environment.

Fast-growing horizontal cultures. Flat organizational structures in the workplace have as few levels of management as possible. This facilitates easier decision-making and increases the sense of responsibility that employees enjoy.

3. *Clio*. Clio, the leader in legal practice management software, is on a mission to change the practice of law forever. To achieve this goal, the company has seven core values created with the participation of employees. Sasha Perrin, director of content and communications, says: "We have seven values that prioritize goals and guide project execution. They were created with contributions from employees at all levels. By creating our company's values together, we all invest more in owning and maintaining them. These values create alignment and help us all work together, ultimately contributing to employee satisfaction."

Clio is also a big proponent of autonomy. Employees are encouraged to see themselves as leaders and look for ways to personally impact the business. "Everyone who works at Clio is encouraged to adopt a founder's mentality and think about how they can bring ideas and improvements to the company."

Managers also learn to cultivate new ideas to help team members succeed,|| added Perrin.

4. *SquareSpace*. As one of the best places to work in New York, this startup is regularly rated as having strong employee engagement. They describe their culture as "flat, open and creative", with very few layers of management between staff and managers. This kind of culture makes employees feel like their voices are heard, which is empowering and improves morale.

A progressive, human-centered culture. People-centered cultures typically have a high degree of flexibility for their employees. Not only do they emphasize well-being, but they tend to invest heavily in succession planning, development and growth.

5. *Thinkific*. Thinkific believes in building a team that is nurtured and nurtured. They believe that things like generous vacation pay are not "perks" but something that should always keep employees on the job. Having an education platform means that learning is not just their core business, but an integral part of their team's cultural DNA. Whether it's sharing books and articles, encouraging cross-team collaboration, or developing internal leadership skills, Thinkific constantly pushes its employees toward mutual growth and improvement.

6. *Technology Advice*. "Company culture is not just a check box that can be forgotten. It's something that's being cultivated and changing," shared Karri Bishop, Marketing Communications Manager at TechnologyAdvice. Their company's top priority is always hiring employees who fit their culture. The hiring team is looking for candidates who fit their values and culture, not just their skill set. "Finding someone who fits the culture is just as important as finding someone who has the right skills," Curry said. "Our HR team does a great job of finding people who are a good fit for the team and our overall

culture." "A positive, dynamic corporate culture can significantly increase productivity and lead a company to success."

A Purposeful, Values-Driven Culture Any business that creates a community-driven culture is more likely to rally its employees around a specific cause: whether it's social rights, the environment and sustainability, or non-profit philanthropy.

7. *Arc'teryx*. The values inside your business should reflect those projected outside of it. It helps keep your people, product and company on track. World-renowned design and manufacturing company Arc'teryx has a great culture that is as purposeful as their product. Geoff Watts, senior manager of people and culture, said: "We are very clear about who we are and what we stand for. We know that Arc'teryx is most successful when our people are willing and able to take a stand on how to do things." Arc'teryx emphasizes meticulous craftsmanship; understanding that what they create must be equally impressive inside and outside the company. "Our culture is built on a 28-year history of building the best product we're proud of and want to use on our own adventures." "We're looking for people who share our values, and they, in turn, are the ones who support our culture." "Culture can drive incredible business results and create a work environment where people enjoy and take pride in what they do."

8. *Ben & Jerry's*. Ben & Jerry's, a shining example of corporate action, has led active support for a wide range of issues, including marriage equality and Black Lives Matter. A global brand inspires deep respect for people inside and outside the company, supporting the communities they are a part of.

Netflix describes its culture as "one that gives us the best chance for continued success for many generations of technology and people."

Choosing the right cultural fit, or formally "defining" it, can be a difficult task. But there are many creative ways to cultivate corporate culture, including

improving cross-functional team communication and increasing a collective sense of belonging at work.

It's important to make sure the company is making an effort to support engagement, promotion and celebration within your organization. These are elements that are key to a healthy culture and critical to employee success. The point is to ask your employees about their ideal corporate culture so that the company can move in that direction [33].

3.2 Recommendations for increasing employee's motivation at the enterprise

In organizations where the corporate culture is at a low level, the staff prioritizes the tasks of their own department. An imbalance occurs when the work of a unit can be blocked because previously assigned tasks have not been solved by another department, and employees are focused on other matters. Deadlines for submitting projects are shifting, conflicts arise that the manager will have to deal with.

The company's mission and principles allow us to solve the problem. It is important for employees to feel part of the same project, the value of each specialist. Employees need motivation, the goals of which they will achieve at work. Specialists who feel the company's need for them work with high dedication. Therefore, such a value as, for example, trust is important.

Personnel working in the company's unified value system independently counteracts violations. A clear corporate culture improves workplace relationships. If trust is a priority, then relations in the organization will be open, and employees will be ready to help each other.

Organizational values are also important in critical situations. Problems that can cause panic among the staff are perceived differently. Employees consider the problem through the lens of a system of key principles. A decision

is made that is consistent with the organization's mission, and employees think with key principles in mind. Therefore, it is important to increase the motivation of employees to improve the level of corporate culture. But to begin with, it is worth conducting a *SWOT - analysis* of the company in order to provide effective recommendations.

We will use the *SWOT - analysis* to determine the advantages and disadvantages, potential opportunities and foreseeable threats for "Mondelez Ukraine" (table 3.1). The conducted analysis made it possible to identify the company's existing advantages and negative factors, which significantly increased in the conditions of the COVID-19 pandemic and social distancing of the population. Along with this, it is important to take into account the specifics of the political system of Ukraine, which in many cases negatively affects economic processes and suppresses the business activity of companies. In accordance with the conducted SWOT- analysis, the competitive advantages of the functioning of "Mondelez Ukraine" in the confectionery market of Ukraine are disclosed below.

Table 3.1 - SWOT-analysis for "Mondelez Ukraine"

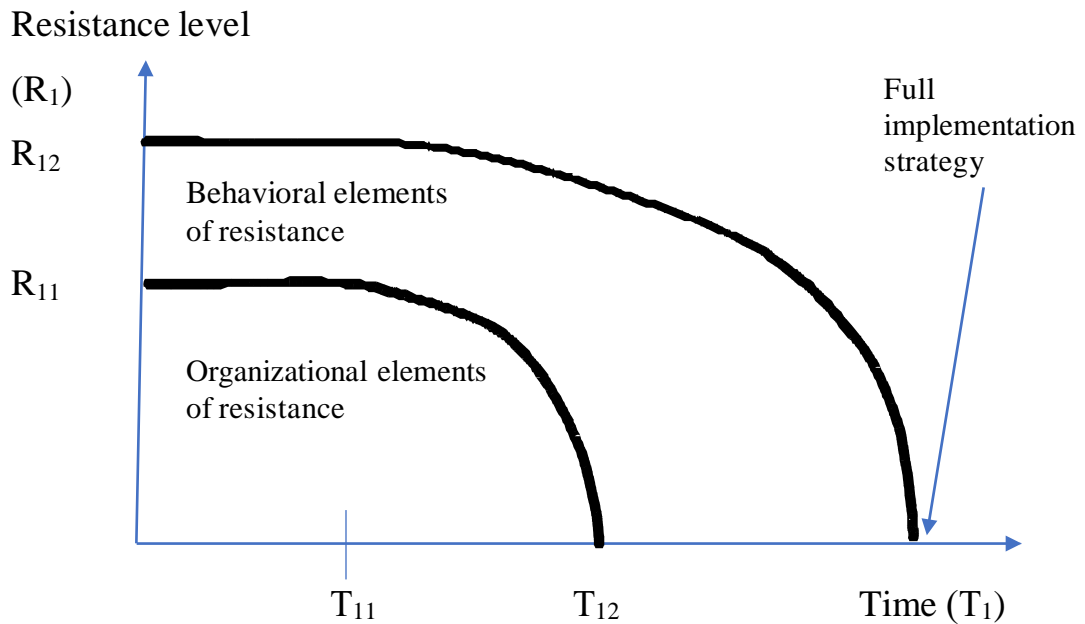
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. The company occupies a leading position in the confectionery market of Ukraine. 2. Maintenance of product quality in accordance with high international standards. 3. A wide range of products. 4. Operational integration of innovative technologies into the production process. 5. Presence of corporate culture 	<ol style="list-style-type: none"> 1. Influence of prices on the world market for cocoa beans on the cost of chocolate-containing products. 2. Significant changes in demand due to a relatively low level of purchasing power of the population.
Opportunities	Threats

<ol style="list-style-type: none"> 1. Increase over a short period of time in the production of products with increased demand. 2. Bringing high-quality confectionery products to new markets and expanding the sales network within the country. 3. Attracting financial resources from the base company to ensure a high level of competitiveness in the long term. 	<ol style="list-style-type: none"> 1. Activation of competing companies in the national confectionery. 2. Substantial increase in production of the agro-industrial sector. 3. Periodic changes in regulatory acts, which can cause unpredictable consequences for business processes. 4. Reorientation of consumers to other types of products. 5. War
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As can be seen from table 3.1. the company today has both strengths and weaknesses, as well as quite a few threats. Some shortcomings can be corrected by improving the corporate culture and increasing the motivation of employees. This will have a good effect on the results, although it will require some costs.

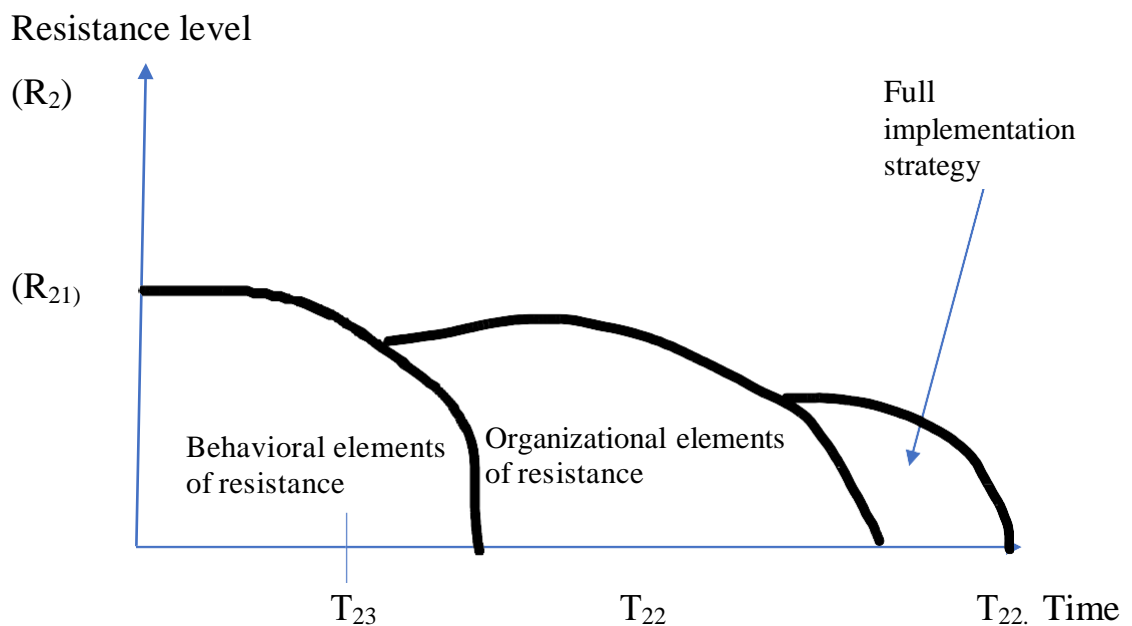
We believe that the introduction of a bonus system for auxiliary workers at PJSC "Mondelez Ukraine" will contribute to the growth of the quality of equipment adjustment, and therefore the inter-repair period of its work will increase, which in turn will have a direct impact on the production of products and the increase of its volumes.

It is also worth considering how exactly motivation and corporate culture are related at the enterprise in order to give more qualitative recommendations for the PJSC "Mondelez Ukraine". The link connecting personnel motivation and the organization's strategy is the corporate culture, which, on the one hand, embodies the personnel motivation system (its individual elements), and on the other hand, corresponds to the company's strategic guidelines. The sequence of priorities should be as follows: internal organizational system of personnel motivation; corporate culture; strategic planning (Fig. 3.1, 3.2).



Strategic planning \longrightarrow Corporate culture \longrightarrow Motivation

Fig. 3.1 - The sequence of the motivation system implementation for the effective strategy elaboration (part 1) [36, p. 607-608].



(T_1)

Strategic planning \longrightarrow Corporate culture \longrightarrow Motivation

Fig. 3.2 - The sequence of the motivation system implementation for the effective strategy elaboration (part 2) [36, p. 607-608].

First, an attitude towards change is formed, and only then the old one is destroyed and a new motivational system is created, capable of achieving new goals (strategies) [36, p. 607-608]. The advantages of this sequence are: the resistance level is lower ($R_{11} + R_{12} + >R_{21}$); the total time for conducting behavioral and organizational changes is less or almost the same - depending on the nature and radicality of the changes ($T_{11} + T_{12} + T_{13} = T_{22} + T_{23}$).

Therefore, corporate culture, being an integral attribute of any organization, on the one hand embodies the personnel motivation system (at least some of its elements that form the basis of this system), and on the other hand, it corresponds to the strategic attitudes of the organization. In other words, corporate culture is a link that connects the motivation of personnel and the organization's strategy.

Management of corporate culture involves a regular critical analysis of its compliance with the goals of the team, and, if necessary, a change. In order to change it, the manager needs to review and adjust the behavior of people in the team and the value system established by time.

In this case, it is very important to focus not only on work, because this can sacrifice the well-being of employees and create a stressful work environment. A lack of empathy for both management and employees is a general feeling of disdain for working together, which is a symptom of an unfavorable culture.

The motivational spectrum of each person is not only unique, but also constantly changing, sometimes taking the most unexpected form. The motivation system at the enterprise should be as complete as possible, therefore the corporate culture should take part in the motivation of employees.

Therefore, the following measures are proposed to improve corporate culture for PJSC "Mondelez Ukraine":

1) It is important to communicate the company's values to all employees and to have motivational signs in the workspace, which will depict the purpose, goals, principles of the company, as well as motivational quotes for employees, which will be periodically changed so as not to get bored. It is important to show employees that they are a team and united by one goal, as well as that they are not on their own, but always have someone to turn to.

The company must ensure a friendly atmosphere among all workers. Communication between the management and the working staff should be not only for criticism, but also more often for expressing gratitude. Praising workers is very useful, as it will add motivation to them to do the same quality work, it is free, which is a big plus, but also has a rather short effect. You need to keep honor boards, or you can publish the best employees in corporate publications.

2) It is also necessary to carry out non-material motivation of employees in the context of corporate culture, namely to hold entertaining events, for example, in the fresh air in the warm season. Yes, in today's conditions it is impossible, but it is possible that this or next summer the company will be able to implement this measure. An example can be the Sumy chemical industry, which used to celebrate Chemist's Day very loudly. Mondelez Ukraine can follow this tradition by choosing a holiday that unites all workers, or by choosing a date on its own. Khimprom organized competitions among workshops, many contests, awards, a concert and much more. This is exactly what Mondelez Ukraine can do, simultaneously increasing the motivation of employees, improving their interpersonal relationships, and also strengthening the corporate culture.

3) Another option may be to hold Saturday night parties or other charity events among workers. This will both improve the image of the company and the relationship between employees, as they will be able to communicate in a more informal environment.

4) A good way to increase motivation among employees through corporate culture is to hold competitions among employees. It can be a competition to see who will make more sales, or advise consumers, etc. Such competitions will improve team spirit, increase work efficiency due to competition. However, the disadvantage of this point is that these competitions cannot be held in all departments of the enterprise due to its peculiarities.

5) Conduct training of workers. It will be both useful for the company and interesting for the staff, as it is a change of activity and learning something new.

6) Organize conferences of the labor team to discuss problems, achievements and consider proposals for the development of corporate culture at the enterprise.

7) Effectively apply core elements of the company's corporate culture not only in the festive, but also in the everyday life of the workforce: corporate colors, symbols, company logo.

It is important to remember that the transformation of corporate culture will not happen if you do not involve absolutely all members of the company in the process, if you do not create their propensity for changes and active support.

Conclusions

Corporate culture becomes an important strategic tool that allows you to orientate all units of the enterprise to common goals, mobilize the initiative of employees for a creative attitude to work, and strengthen competitive advantages. Therefore, corporate culture, being an integral attribute of any organization, on the one hand embodies the personnel motivation system (at least its individual elements that form the basis of this system), and on the other hand, it corresponds to the strategic settings of the enterprise.

Corporate culture is inextricably linked with staff motivation, as its correct formation affects the favorable atmosphere within the company itself, as well as maintaining a comfortable business environment in the office.

The difficulty in forming a corporate culture lies in the fact that it is impossible to manage this system directly, since this includes values, traditions and unwritten rules, that is, informal moments. Therefore, in order to streamline these elements, it is necessary to clearly define the company's mission, basic values, and convey all this to each employee.

The main elements of corporate culture, acting as motivational factors, can be considered the mission and goals of the company, the vision of the organization, the value system, norms and rules of conduct, procedures and behavioral rituals, communication channels.

In fact, the entire personnel management system is a set of motivating factors that have a direct or indirect impact on personnel. Motivational management is possible only when the elements of the management system have a complex motivational effect on employees. The principles, norms and values of the corporate culture can effectively motivate staff only if they are implemented and the entire management system is oriented towards them. If the values of corporate culture are presented simply as a declaration, they do not

deserve the proper level of trust. It should be remembered that impracticable principles have an extremely negative effect on the motivation of staff.

The paper analyzes the main aspects of corporate culture in the context of employee motivation. New options for improving the level of motivation through changing and strengthening some aspects of corporate culture were proposed. The experience of foreign companies with a strong corporate culture was also analyzed in order to provide better recommendations for the analyzed enterprise.

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ANNEXES

SUMMARY

Rak A. V. The Impact of Corporate Culture on Employees' Motivation in International Companies – Master's qualification thesis. Sumy State University, Sumy, 2022.

The master's thesis focuses on the analysis of the corporate culture impact on the employee motivation at the enterprise based on theoretical and methodological foundations of its definition and typology, its functional structure and process of socialization and awareness by the employee of corporate values.

Keywords: MOTIVATION, CORPORATE CULTURE, CORPORATE SOCIAL RESPONSIBILITY, ORGANIZATIONAL STRUCTURE, MANAGEMENT.

АНОТАЦІЯ

Рак А. В. Вплив корпоративної культури на мотивацію співробітників у міжнародних компаніях. – Кваліфікаційна магістерська робота. Сумський державний університет, Суми, 2022 р.

Магістерська робота присвячена аналізу впливу корпоративної культури на мотивацію персоналу на підприємстві на основі теоретико-методологічних засад її визначення та типології, функціональної структури та процесу соціалізації та усвідомлення працівником корпоративних цінностей.

Ключові слова: МОТИВАЦІЯ, КОРПОРАТИВНА КУЛЬТУРА,
КОРПОРАТИВНА СОЦІАЛЬНА ВІДПОВІДАЛЬНІСТЬ,
ОРГАНІЗАЦІЙНА СТРУКТУРА, МЕНЕДЖМЕНТ.

Annex B

Баланс (Звіт про фінансовий стан)
на 31 грудня 2021 року
Форма №1
(продовження)

ПАСИВ	Примітки	Код рядка	31 грудня 2020	31 грудня 2021
I. Власний капітал				
Зареєстрований (пайовий) капітал	14	1400	1 883	1 883
Капітал у дооцінках		1405	-	-
Додатковий капітал		1410	-	-
Емісійний дохід	14	1411	83 546	83 546
Резервний капітал	14	1415	899	899
Нерозподілений прибуток (непокритий збиток)	14	1420	2 069 646	2 347 134
Неоплачений капітал		1425	(-)	(-)
Вилучений капітал		1430	(-)	(-)
Усього за розділом I		1495	2 155 974	2 433 462
II. Довгострокові зобов'язання і забезпечення				
Відстрочені податкові зобов'язання		1500	-	-
Довгострокові кредити банків		1510	-	-
Інші довгострокові зобов'язання	15	1515	52 757	41 767
Довгострокові забезпечення		1520	-	-
довгострокові забезпечення витрат персоналу		1521	-	947
Цільове фінансування		1525	-	-
Усього за розділом II		1595	52 757	42 714
III. Поточні зобов'язання і забезпечення				
Короткострокові кредити банків	17	1600	-	-
Поточна кредиторська заборгованість за: довгостроковими зобов'язаннями	15	1610	24 641	12 826
товари, роботи, послуги	16	1615	1 437 032	1 226 262
розрахунками з бюджетом		1620	16 525	24 606
у тому числі з податку на прибуток		1621	16 904	20 819
розрахунками зі страхування		1625	1 060	1 791
розрахунками з оплати праці		1630	5 609	11 542
Поточна кредиторська заборгованість за одержаними авансами		1635	3 680	10 088
Поточна кредиторська заборгованість за розрахунками з учасниками		1640	-	-
Поточна кредиторська заборгованість із внутрішніх розрахунків	7, 16	1645	129 045	146 435
Поточні забезпечення	18	1660	297 614	338 813
Доходи майбутніх періодів		1665	-	-
Інші поточні зобов'язання		1690	4 409	2 631
Усього за розділом III		1695	1 919 615	1 774 994
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття				
Баланс		1900	4 128 346	4 251 170

Annex C

Баланс (Звіт про фінансовий стан)
на 31 грудня 2021 року

Форма №1

Код за
ДКУД

1801001

АКТИВ	Примітки	Код рядка	31 грудня 2020	31 грудня 2021
I. Необоротні активи				
Нематеріальні активи		1000	1 526	1 486
первісна вартість		1001	8 333	8 456
накопичена амортизація		1002	(6 807)	(6 970)
Незавершені капітальні інвестиції	8	1005	274 301	95 112
Основні засоби	8	1010	1 588 767	1 772 830
первісна вартість	8	1011	2 252 708	2 553 603
Знос	8	1012	(663 941)	(780 773)
Інвестиційна нерухомість		1015	-	-
Довгострокові біологічні активи		1020	-	-
Довгострокові фінансові інвестиції: які обліковуються за методом участі в капіталі інших підприємств	9	1030	381 642	268 046
інші фінансові інвестиції		1035	-	-
Довгострокова дебіторська заборгованість		1040	-	-
Відстрочені податкові активи	25	1045	64 351	72 014
Інші необоротні активи		1090	-	-
Усього за розділом I		1095	2 310 587	2 209 488
II. Оборотні активи				
Запаси	10	1100	508 118	683 833
Виробничі запаси		1101	239 006	283 884
Незавершене виробництво		1102	31 052	32 054
Готова продукція		1103	123 658	212 263
Товари		1104	114 402	155 632
Поточні біологічні активи		1110	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	11	1125	565 853	722 341
Дебіторська заборгованість за розрахунками: за виданими авансами	11	1130	30 160	29 696
з бюджетом	11	1135	98 287	70 861
у тому числі з податку на прибуток		1136	-	-
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	7, 11	1145	332 824	229 868
Інша поточна дебіторська заборгованість	11	1155	1 109	510
Поточні фінансові інвестиції		1160	-	-
Гроші та їх еквіваленти	12	1165	256 190	292 183
Готівка		1166	-	-
Рахунки в банках	12	1167	256 190	292 183
Витрати майбутніх періодів	12	1170	2 081	1 814
Інші оборотні активи	13	1190	23 137	10 576
Усього за розділом II		1195	1 817 759	2 041 682
III. Необоротні активи, утримувані для продажу, та групи вибуття		1200	-	-
Баланс		1300	4 128 346	4 251 170

