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CORPORATE CULTURE OF COMPANIES IN THE CONDITIONS OF TRANSFORMATIONS

Abstract. In modern economic conditions, enterprises function and develop as a complex organism, the vital potential of which is provided by corporate culture. Corporate culture determines not only the difference between organizations, but also determines the success of their operation and survival in a transformational environment. The successful operation of the enterprise also requires a solid foundation in material, financial and human resources, however, without a well-established corporate culture, the organization will not be able to exist in today's complex environment. In this aspect, an important role is played not only by the approaches to the diagnosis of corporate culture, which were developed by well-known scientists, but also the practical adaptation of changes in corporate culture to business practice. Among the most significant results of these studies are the method of clinical research by E. Schein, the method of diagnosing corporate culture of the organization, proposed by K. Cameron and R. Quinn, and to some extent the system of diagnostic and strategic management of the company, offered by D. Norton and R. Kaplan.

The methodological basis of the study is a system of general and special methods, which allowed to investigate the impact of the phenomenon of leadership potential on corporate culture. The study was based on the use of: method of comparison, generalization — to clarify and formalize the essence of the concept; method of correlation and regression analysis — to build multifactor regression models, calculate predictive values of integrated indicators of leadership potential for each subsystem, optimize subsystems, determine the degree of influence on type of corporate culture; graphoanalytical method — to provide clarity of the material and schematic representation of a number of theoretical and practical provisions of the study. Methods of computer processing, analysis and display of information using Microsoft Excel, STATISTICA were used for complex analysis. The information base is official publications of international organizations, expert assessments of rating agencies, monographic literature, fundamental scientific developments of domestic and foreign authors, materials of scientific conferences, domestic and foreign publications, electronic resources of the Internet, etc.

Keywords: corporate culture, leadership potential, diagnostics of corporate culture.

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КОРПОРАТИВНА КУЛЬТУРА КОМПАНІЙ В УМОВАХ ТРАНСФОРМАЦІЙ

Анотація. У сучасних економічних умовах підприємства функціонують і розвиваються як складний організм, життєвий потенціал якого забезпечує корпоративна культура. Корпоративна культура зумовлює не тільки відмінність між організаціями, а й визначає успіх їх функціонування і виживання в умовах трансформацій. Успішна діяльність підприємства також вимагає міцного підґрунтя в матеріальних, фінансових і людських ресурсах, проте без чітко налагодженої корпоративної культури організація не зможе вижити в сучасних складних умовах. У зазначеному аспекті важливу роль відіграють не лише підходи діагностики корпоративної культури, над розробленням яких працювали відомі вчені, а й практична адаптація зміни корпоративної культури у практику бізнесу. Серед найбільш значних результатів цих досліджень варто виділити метод клінічного дослідження Е. Шейна, метод діагностики корпоративної культури організації, запропонований К. Камероном і Р. Куїнном, і певною мірою систему показників діагностики та стратегічного управління компанією, запропоновану Д. Нортоном і Р. Капланом та іншими.

Методологічною основою дослідження є система загальнонаукових і спеціальних методів, що дозволило дослідити вплив феномену лідерського потенціалу на корпоративну культуру. Проведене дослідження базувалося на використанні: методу порівняння, узагальнення — для уточнення та формалізації сутності поняття, кореляційно-регресійного аналізу — для побудови багатофакторних регресійних моделей, розрахунку прогностичних значень інтегральних показників лідерського потенціалу в кожній підсистемі, оптимізації підсистем, визначення ступеня впливу лідерського потенціалу на тип корпоративної культури; графоаналітичного методу — для надання наочності матеріалу та схематичності зображення низки теоретичних і практичних положень дослідження. Для проведення комплексного аналізу застосовувалися методи комп'ютерного оброблення, аналізу і відображення інформації за допомогою програм Microsoft Excel, STATISTICA. Інформаційною базою є офіційні публікації міжнародних організацій, експертні оцінки рейтингових агентств, монографічна література, фундаментальні наукові розробки вітчизняних і зарубіжних авторів, матеріали наукових конференцій, вітчизняні і зарубіжні публікації, електронні ресурси мережі «Інтернет», тощо.

Ключові слова: корпоративна культура, лідерський потенціал, діагностика корпоративної культури.

Формул: 0; рис.: 2; табл.: 3; бібл.: 10.

Introduction. Today, in times of great transformations, company management is looking for a source of key success factors for companies. Some scholars highlight its innovation, someone — depend on leadership potential of management, others call the key factor corporate culture. In fact, the key to this search is the person, who is both the subject and the object of activity. The company's staff can be seen as a carrier of culture and knowledge of the organization, as a group of people associated with certain relationships and one that has certain competencies. But, in addition to all mentioned above, staff can and should be considered as one of the key resources of the company. In the current difficult demographic and economic situation, the management of this resource is receiving more and more attention. Managers of many companies are thinking about improving personnel management processes, building them as a regular and regulated activity. One of the key and most problematic managerial functions in personnel management is staff incentives. A year ago, people believed that in the process of stimulation, almost everything is solved, in the XX century, scientists of the humanistic theory of motivation and their followers [1—4]. But the global pandemic requires a different perspective and new solutions from the management of companies of different levels. Competition in the labor market is growing. It is a known fact that the competitive situation in the labor market is an incentive to improve the skills of professionals and can be used as a partial motivation of employees. But the real situation in the management of companies is completely different. Communication with business representatives proves that there is a certain «hunger» for motivated employees who do not just have the appropriate competencies, but are willing to be responsible. In the labor market today, there are many candidates for various positions who are not ready to take responsibility for the results of their activities and continue to pursue a policy of infantile behavior acquired in the primary hereditary relationship. Thus, both business representatives and educators who provide certain staff competencies notice a situation where employees are not delayed in companies for more than 6 months, because they are not able and not ready to face real business problems, on the other hand — businessmen can not ensure efficiency of their companies because their teams lack motivated staff. Thus, the usual formula «vacancy = experience + competence» no longer works, and participants in the business space are forced to look for new approaches to personnel management that would ensure the result. One of the ways to solve the problem by representatives of business structures is seen in the increasing involvement of psychologists and sociologists in solving management problems. And of course, for companies there is a problem of transformation of corporate culture, understanding of what happens to it in the period of online communication and employee differentiation.

Analysis of recent research. The study of the theory of corporate culture allows us to generalize modern views on corporate culture as a set of two components: the values shared by each employee of the company and the rules of conduct of employees in different situations. We will not cover the chronology of the formation of the term corporate culture, but it is worth noting the fact that in the XX century, human resources, although they were studied, but were not considered key to achieving goals [5; 6]. Therefore, not all developments have had such practical application and dissemination. Human resources in the theory of strategic management and marketing strategies were not put forward as a competitive advantage. Therefore, research is getting closer to the issue of practical application of corporate culture knowledge in business. Increasingly popular are specific methodological techniques and tools used in the psychology of management and managing to improve business efficiency. Since the results of such studies are difficult to formalize, the effectiveness of research is difficult to prove. In the 1990s, there developed approaches to the use of corporate culture theory for internal organizational change. But now the issue is considered in terms of leadership influence on the formation of the mission and values of the organization [7]. The main question for companies of different levels today is to solve the problem: how to make changes so that the business retains its identity and reaches a new level of development.

The aim of the study. The aim of the study is to highlight the results of research on improving corporate cultures of companies in the context of transformational changes in societies and economic environments.

Results of the research. The actualization of leadership as a new management paradigm in the process of transformation of corporate cultures allowed as a study to identify the impact of

leadership qualities of managers on the level of corporate culture of the organization. Studies of the problems of transformation of corporate cultures of industrial enterprises of Ukraine and leadership potential of managers of these enterprises in cooperation with the consulting company «3S» allow us to state that the key object of corporate culture evaluation is staff evaluation in terms of leadership potential. As a scientific problem, it is necessary to highlight the need to understand what is meant by leadership potential and to clarify the methodological approaches of integrating the assessment of leadership potential to the overall potential of the enterprise.

Analysis of leadership potential in terms of impact on corporate culture involves a combination of methods of psychodiagnostics of leadership potential, namely: observation; intuition, feeling; interview, and testing: * Test «Forma Mentis», * Test 6 pictures * Interview. The study paid special attention to the factors that determine the level of influence of leadership on the level of corporate culture. Based on the analysis of qualitative assessment of leadership potential, the economic nature of leadership is used, which is characterized by intellectual, professional and ambitious qualities that in their overall integrity and responsibility contribute to the mobilization of individual and corporate interests to achieve common goals with higher economic performance and lower costs comparing to competitors.

Possibility of use in consulting practice and management of business structures of methodical developments, there is a necessity to develop such methodical recommendations of an assessment which would meet the following requirements:

- 1) formalization of input data, availability and ease of obtaining them;
- 2) the possibility of use by business entities with different scales of activity;
- 3) a clear structure, accessibility and correctness of the characteristics of the influence of factors on the definition of corporate culture of organizations;
- 4) identification of components of leadership potential and subsystems of influence.

Based on the above-mentioned requirements, the proposed methodological developments will solve the following tasks:

- adjustment of the enterprise's goals in the process of adaptation of corporate culture to changing conditions;
- implementation of a comprehensive analysis of corporate culture and leadership structure of the organization depending on the level of leadership potential;
- validity of decisions on operational, organizational and strategic changes in corporate culture.

The above-mentioned requirements for methodological developments in assessing the level of impact of leadership potential of enterprise leaders on the level of corporate culture, as well as these tasks led to the following logical sequence of assessment (*Fig. 1*).

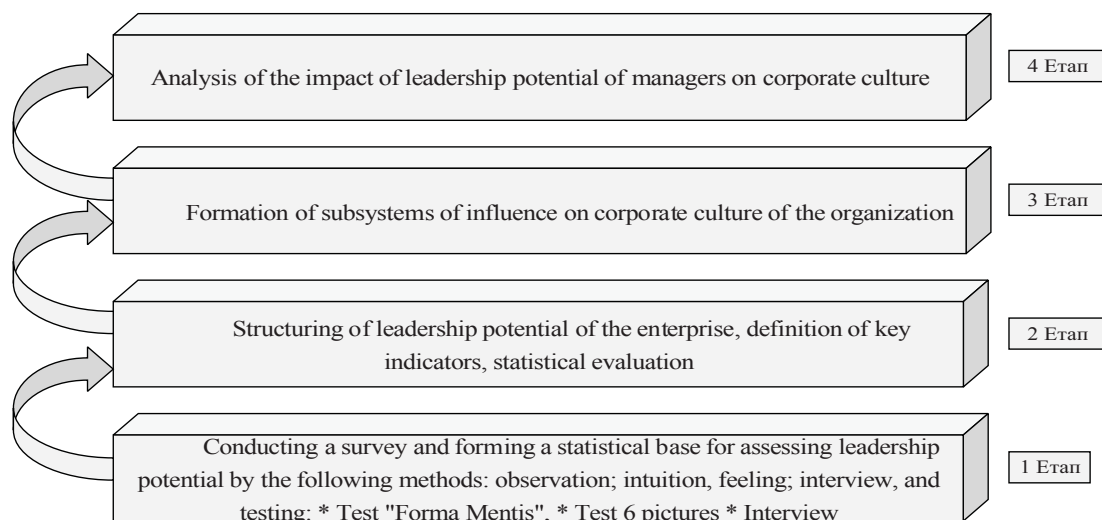


Fig. 1. Scheme of the methodological approach to assessing the impact of leadership potential on corporate culture

The approbation of methodical developments was carried out on the basis of materials of partners of the consulting agency «3S» and the enterprises which have been chosen as objects of research. It is worth noting that the study of the structure of leadership potential and the study of the peculiarities of its formation in the individual made it possible to structure it by the main constituent elements, which are then integrated into the overall assessment of potential. Thus, testing the management of each company made it possible to identify the three main blocks of leadership potential:

- personality psychotype according to 16 classical psychotypes;
- values of orientation (natural level of leadership potential (NLP), focus on results (R), development and improvement (Imp), independence (Ind), initiative (In), binding to traditions (T));
- potential opportunities of individuals (responsibility (Re), autonomy (A), will (W), focus on problem solving (PS), ability to cooperate with others (AC)).

The results of such studies are highlighted in the works of the authors [8; 9].

To assess corporate culture, the method of Cameron and Quinn was used [9]. The advantage of this method is its compliance with the stated requirements. The authors propose a fairly reliable method of assessing organizational culture, called OCAI (Organizational Culture Assessment Instrument). In order to do the analysis of interaction, it is advisable to formalize different types of corporate structures by translating them to a certain assessment. Since all quantitative estimates were reduced to a scale of 0-1 [my monograph], the definition of a certain type of corporate culture should be reduced to such a scale. When interpreting a certain level of scale value, the principles defined by I. Adizes in his PEAI methodology are taken as a basis (*Table 1*).

Table 1

Ranges of value of the integrated indicator of the level of corporate culture

Range of values	Evaluation characteristics
0,00—0,25	adhocratic corporate structure inherent in companies at the start, the main goal is development
0,26—0,50	bureaucratic corporate structure inherent in the stabilization stage, a large company requires standardization, rules, rationing
0,51—0,75	market corporate culture, a stable company requires new victories, expansion by any means
0,76—1,00	a clan structure, a company that exists on the principles of a large family

Source: calculated by the authors.

Grouping and statistical processing of survey results made it possible to obtain generalized values of indicators for enterprises as a whole (*Table 2*).

Table 2

The results of the study of the level of leadership potential of Ukrainian enterprises by structural elements

Indexes	P1	P2	P3	P4	P5
2. Psychotype	0,6	0,45	0,33	0,73	0,83
3. Value of orientation:	0,62	0,38	0,45	0,72	0,72
NLP	0,57	0,48	0,54	0,67	0,67
R	0,63	0,29	0,63	0,63	0,63
Imp	0,4	0,47	0,4	0,6	0,6
Ind	0,6	0,4	0,6	0,6	0,6
In	0,82	0,68	0,78	0,72	0,72
T	0,73	0,39	0,71	0,73	0,73
4. Potential opportunities:	0,79	0,47	0,74	0,79	0,79
Re	0,65	0,49	0,63	0,65	0,65
A	0,84	0,78	0,81	0,84	0,84
W	0,44	0,55	0,44	0,64	0,64
PS	0,65	0,5	0,62	0,7	0,7
AC	0,6	0,45	0,33	0,73	0,83
5. Leadership potential	0,62	0,38	0,45	0,72	0,72

Source: calculated by the authors.

An important step in the study of the level of leadership potential is to establish the closeness and direction of the relationship between indicators of the level of potential for change and the components of leadership potential.

At this stage, the scientific interest is the closeness and direction of the relationship between the indicators of the level of potential of the enterprise and the components of leadership potential, which is carried out through the construction of a multifactor correlation model (method of correlation galaxies). To better understand leadership potential, it is necessary to analyze in more detail the essential characteristics of all components and the degree of interaction within each group.

The aim of the study is to determine the significance of individual parameters both in the subsystem of research of leadership potential and in the interaction of leadership potential on corporate culture. Studying the experience of modeling, it was decided to use models of longitudinal (panel) data. The results of the research are presented in the form of multidimensional correlation matrices and graphs — correlation galaxies based on longitudinal data using the statistical package Statgraphics Centurion (SPSS 22). The value of the correlation coefficient and the closeness of the connection is traditionally determined by the «Chedoke Scale». Where the correlation coefficient has the following values: 1.00 (functional relationship); 0.90—0.99 (very strong); 0.70—0.89 (strong); 0.50—0.69 (significant); 0.30—0.49 (moderate); 0.10—0.29 (weak); 0.00 (no connection). As a result of correlation for management staff the following features are revealed (Fig. 2):

- there are 14 important, statistically significant relationships between factors;
- seven relations have the opposite direction («Initiative» and «Development and improvement»; «Focus on results» and «Binding to traditions»; «Development and improvement» and «Independence»; «Initiative» and «Binding to traditions»; «Initiative» and «Independence»; «Binding to traditions» and «Independence»; «Binding to traditions» and «Natural level of leadership potential»), six factors have direct dependence;
- ten pairs of factors have a high and significant closeness on the Chedoke scale; it is a positive point.

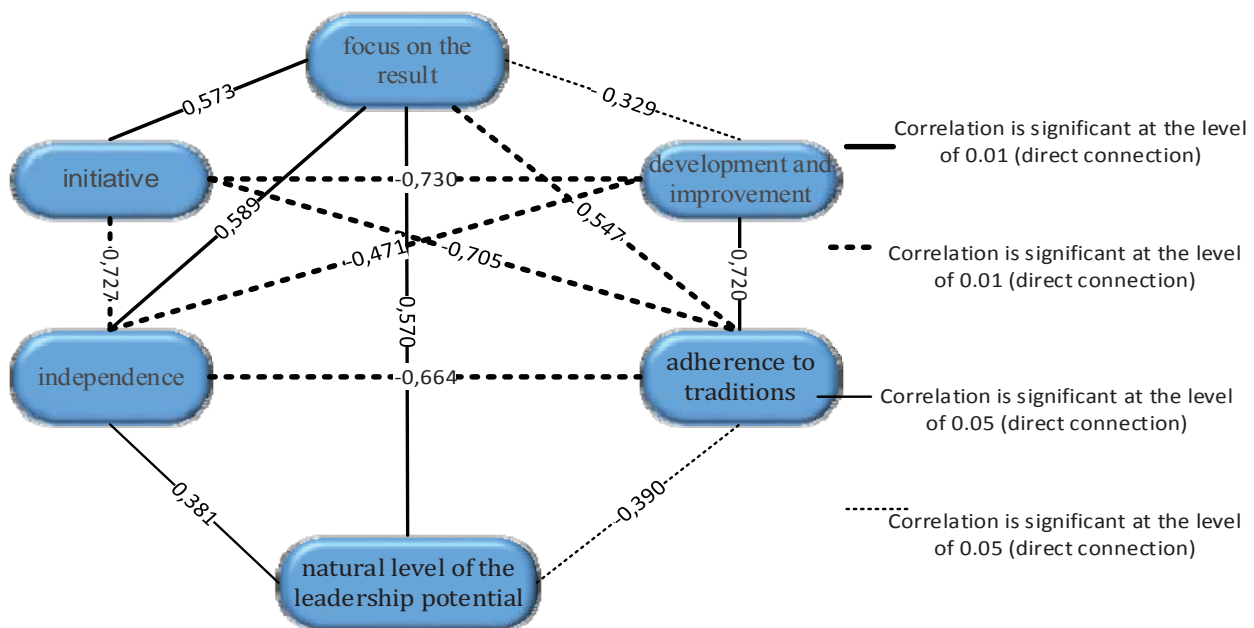


Fig. 2. Graph of correlation galaxies of value orientations of the enterprise's management staff

The most influential on the value orientations of management staff is the factor «Binding to traditions», and all five ties that it forms are inverse, strong enough and significant. That means, this factor has a negative context in terms of impact on the value orientations of management staff. The most average of the potential capabilities of the personality of managers is the factor «Focus on problem solving», this factor is dominant, as the crisis in the economy has intensified. Not less significant influence on the potential of the individual have factors: «Autonomy», «Responsibility» and «Will», as the average values of these factors are above the median. Correlation analysis found that the largest number of relationships with other factors was formed by the «Responsibility» factor. The following results were obtained in the analysis of psychotypes: there are 56 important, statistically significant relationships between psychotypes; almost all connections between psychotypes, except the connection between the eleventh and twelfth psychotypes, are directly dependent; there is a very close connection on the Chedoke scale between psychotypes: one and two, two and three, three and nine, four and eight, four and nine, eight and nine, eight and ten. More detailed research results are in the publications of the authors [8].

The study of managerial experience and practice of Ukrainian enterprises proves that the level of corporate culture of enterprises depends on the effectiveness of leadership competencies of managers. Accordingly, the activities of the enterprise will be effective when they are effectively used in management practice, the leadership qualities of managers at different levels of departments. Therefore, the search and study of personal factors that determine the effectiveness of the activities and features of the functioning of managers in a changing external and internal environment, are of particular importance.

The study found that the leadership qualities of managers have a greater impact on corporate culture of the enterprise than on all other components of the overall potential of the enterprise. And this conclusion is clear, because the system-forming element of managerial capacity consists of quite important leadership components. The results of calculations for managers are presented in *Table 3*.

Table 3

Descriptive statistics of the relationship between the level of corporate culture and the level of leadership potential of individual psychological leadership qualities of managers

The name of the factor	Symbol	The average value of the factor	Limits of fluctuations of factors	
			Lower	Upper
Value orientations	VO	0,58	0,49	0,67
Potential personality opportunities	PP	0,63	0,35	0,7618
Personality psychotypes	P	0,50	0,38	0,62
Corporate culture	CC	0,73	0,47	0,25
Leadership potential	LP	0,56	0,35	0,74

Source: calculated by the authors.

Management characteristics have a strong functional relationship with leadership potential (0.719). This is due to the fact that leadership is a certain stage in the growth of personality in the management structure of the enterprise.

The type of corporate culture is strongly influenced by value orientations and potential opportunities of the individual (0.872 and 0.801, respectively) (*Fig. 3*).

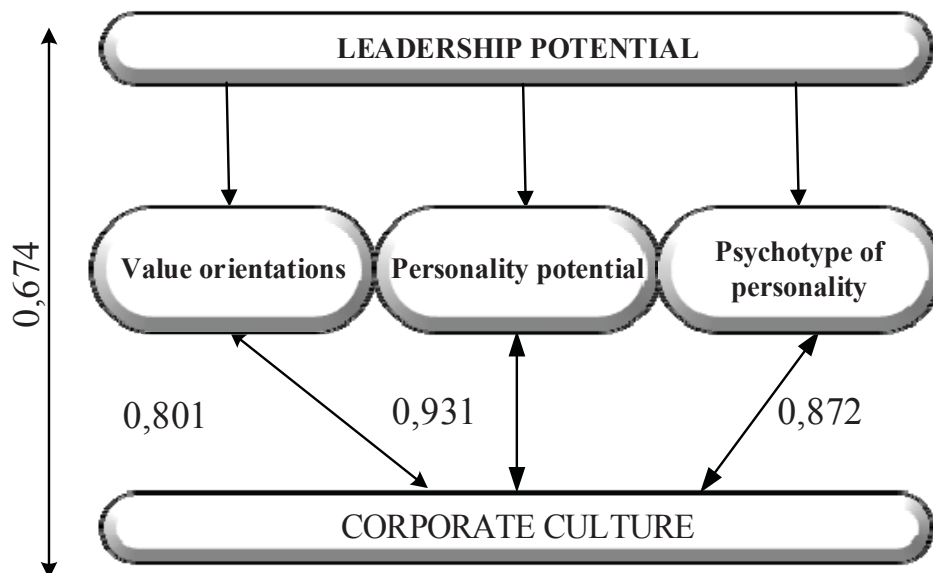


Fig. 3. Graphic interpretation of the correlation of individual psychological leadership qualities of managers with corporate culture of the enterprise

That means, understanding the role in the enterprise, clearly defined personal goals and priorities, the possibility of career growth and participation in management, have a direct relationship with the type of corporate culture.

Conclusions. Therefore, summarizing the psychological concept of understanding corporate culture makes it possible to conclude that leadership potential as an integration basis of human and social capital of society is one of the components of corporate culture. That is why companies should focus on building leadership potential of company management and its effective use. The increase of leadership potential through the development of human capital is facilitated not only by quality education at all levels, but also by the opportunity to carry out research work and cooperation with consulting agencies.

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