

Forming A Management System Of Organizational Culture Of The Enterprise

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Annotation. The article discusses the problem of managing the organizational culture of the organization as a key factor in the successful functioning of the organization. The authors identified the features of organizational culture and presented a model reflecting the after-effects and content of the main practical actions for the formation, maintenance and development of organizational culture.

Key words: management system, organizational culture, type of culture, value system, culture formation, national characteristics, management

Introduction

In recent years, many leaders have turned to management professionals to get their organizations' "organizational culture" right. This begs the question of what exactly managers are dissatisfied with in the organizational culture of the enterprise and what they want to change or correct. It turns out that every leader approaches this concept individually. Someone is dissatisfied with the mood in the team, the lack of a business environment; someone is suffering from employee mismatch; and some organizations have an informal leader who "breaks the herd".

Improving the organizational culture is one of the main ways to effectively organize the work of employees, and the key role in this process is played by the company's management. The attitude of management towards the employees of the organization affects the psychological environment in the enterprise and the interaction of employees [1].

Effective management of a modern organization is a big problem in practice and in theory. About a hundred years ago, an effective management system was introduced by Max Weber (rational bureaucracy), but the so-called "human factor" factor does not allow the system to work effectively. Formal laws remain on paper, but the organization lives its life according to its own laws.

Philosophers, psychologists, cyberneticists, sociologists, economists, managers are studying the causes of such situations, as well as looking for ways out of them. Proper organization of the organizational culture, the formation of healthy competition among employees, the organization of mutually beneficial work of management and employees are more important than ever. This article is the result of research on the proper organization of the organizational culture and effective management of the work of employees of the enterprise.

Level of study of the topic

Today, effective management of a modern organization cannot be achieved without taking into account the specific features of its organizational culture. It should be noted that the culture of the organization is formed under the influence of the national culture of the country, which is constantly influenced by national customs, values, rules and norms.

In this regard, it was necessary to study national cultural differences and their impact on organizational culture and to develop a mechanism for the formation and development of organizational culture of international business structures in the context of intercultural interaction.

Thus, the evaluation of the culture and cultural values of the organization plays an important role in the management of the organization and its culture. As E. Shane figuratively points out in *Organizational Culture and Leadership*, "If a leader does not know the culture in which he is rooted, he cannot control the culture, but the culture governs him."

Various aspects of the formation and development of organizational culture, its importance and functions are considered in the works of foreign authors: A. Anvander, I. Ansoff, M. Armstrong, E. Brown, B. Karloff, I. Kunde, V. Ouchi, T. Peters, R. Ruttiger, F. Trompenaars, R. Waterman.

Methods of assessing and diagnosing organizational culture Researchers K.S. Cameron, R.E. Quinn studied and M.A. Volkova, E.V. Completed and perfected by Lomanova, O. G. Tikhomirova.

To study organizational culture, foreign scholars and practitioners offer different approaches to identifying its types. Today V. Ouch, K.S. Cameron, A.A. Kennedy, R. Akoff, R. Harrison, O.S. Vixansk, E.M. The typologies of Korotkov and AY Nikitaeva are well known.

Research methodology

Methods such as analysis and synthesis, induction and verbal interpretation, and grouping were widely used throughout the study.

Analysis and results.

The term "organizational culture" is so multifaceted that it leads to the emergence of many definitions, the analysis of which allows us to define its specific features [2]:

a) Organizational culture is a complex systemic formation based on values that unconsciously determine the behavior of people. These values emerge and evolve with the organization;

b) organizational culture allows to differentiate the organization, so the culture of each organization is unique;

d) the culture of the organization encourages the unification of the members of the organization and can lead the company to success if it is consistent with the mission of the company;

It is well known that management services have slightly altered the basic characteristics of people's behavior and have begun to use it as a factor to increase the competitiveness and efficiency of management and production. The owners of an organizational culture are members of society, i.e., People.

Organizational culture management issues are of particular importance today because it not only distinguishes one organization from another, but also predetermines a company's long-term success. We believe that the concept of "organizational culture" is based on the general concept of "culture" and is a tool that can be used to direct all departments and employees of an organization to corporate goals [3].

The formation of organizational culture consists of the implementation of specific actions aimed at developing a system of norms, rules, values, ideas to achieve the goals of the organization [5].

The formation of an organizational culture involves the application of the following measures.

- setting organizational goals (for example, high quality products, competitiveness, high income, customer service, etc.);
- development of values and norms of the organization;
- development of trademarks and symbols;
- formation of images and patterns of behavior that embody the values and norms of the organization;
- Development of personnel strategy.

One of the most striking examples of a company with a strong organizational culture is IKEA. The company strives not only to implement values such as self-criticism, humility, constant work on itself at the corporate level, but also to convey them to consumers. The main figure in the corporate history of the company is its founder Ingvar Kamrad. Even after stepping down as president of the IKEA Group of Companies in 1986, he continues to serve as a senior consultant to this day.

Experts believe that IKEA's effective operation to date is due to the company's strong organizational culture, which has been in place for many years. IKEA is constantly researching to integrate its organizational culture into its staff. Therefore, every new employee who joins the company in the first days "enters" the culture of IKEA, he gets acquainted with the rights, obligations, as well as the traditions, mission, values of the company.

The organizational culture of IKEA was developed by Ingvar Kamrad, a leading expert. According to him, the first step is to define the mission of the company: the direction of values, internal ethics and philosophy, the definition of core values. At this stage, it is important to convey to company employees

that they are carriers of this culture. To do this, as mentioned above, the tactic of “attaching” new employees to the organizational culture of the company is applied. Studies have shown that people who work at IKEA work to improve their standard of living in the community. They believe they are helping to improve the world through their work. Their business philosophy is based on the process of democratization, the main motto of the organization: "To change the daily lives of many for the better."

The IKEA culture is based on values such as simplicity, humility, and cost control. Company managers, including top management, never fly first class or choose expensive hotels. The following are 10 principles of IKEA leadership:

- Encourage employees and allow them to move forward;
- Job satisfaction is the best sleeping pill;
- Most of what is planned will happen - it's a great future!
- Positive people always win;
- Victory does not mean defeat to anyone;
- Bureaucracy prevents a quick and clear solution to the problem;
- Making a mistake is a privilege of decisive people;
- Simplicity is good. Complex rules can paralyze;

The main goal of organizational culture is to ensure the most effective work of employees, to get satisfaction from the work done. A person in a foreign culture environment does not work effectively enough, his activities are limited and limited. If his valued attitude is in line with the accepted organizational culture, the employee will feel involved in the overall goal and will strive to work with complete dedication [4].

The figure above shows the organizational culture management model, and as can be seen from the figure, the organizational culture applies differently to the newly established enterprise and the existing enterprise. First, the mission and strategy of the organization are developed for the enterprise, taking into account the needs of the market and society, and then the organizational culture is formed. In the formation of organizational culture in the newly established enterprises, it is necessary to form the workers taking into account the national and religious values, so that it will be easier to inculcate the organizational culture in employees.

Thus, the formation of an organizational culture is a complex process that requires a great deal of time and high professionalism of managers. In fact, the formation of an organizational culture implies the “assimilation” of common values to all employees of the organization. Success in solving this problem depends on how well the organizational values announced by management are in line with the value orientations of the employees. If the values of employees and the management of the organization do not match, it leads to various conflicts, frustration, which leads to a decrease in the results of the organization.

The formation of the organizational culture of the organization is important in the operation and efficiency of the enterprise. An organization with a strong internal culture ignores signals from the external environment. The external environment and external requirements are constantly changing, so the company must constantly develop new goals and values.

Conclusions and suggestions

Above, a general approach to managing the culture of the organization and introducing cultural values into the life of the organization in line with the accepted strategy of organizational development was considered. However, actions that imply any change are perceived negatively by people (employees). It is therefore necessary to use certain techniques to overcome resistance, which include:

- to create a staff's tendency to change, to support the people responsible for their implementation, to encourage employees in their activities to the declared values and principles, to make changes in the direction necessary for the organization encouraging contributing actions;

- in adopting the norms of organizational culture, taking into account the views of employees and the adoption of standards based on the national values and religion of the country where the organization is located, creates a basis for its positive reception by employees;

- The management of the organization should treat the organizational culture as responsibly as possible, if the management follows the norms and rules of the organizational culture, the employees themselves will follow the culture of this organization.

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