CORPORATE CULTURE AS A WAY TO INCREASE THE EFFICIENCY OF EMPLOYEES AND ITS PRINCIPLES FOR STAKEHOLDERS

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ABSTRACT

The work is devoted to the study and analysis of corporate culture, the concept of corporate culture is disclosed as the most important element of the internal environment of the organization, which greatly increases the efficiency of work in the company. Using the OCAI tool by K. Cameron and R. Quinn, the type of corporate culture of the organization under study was determined, its strengths and weaknesses were identified. The findings presented in this article can be used in practice to improve the work of employees.

KEYWORDS: *C.Cameron and R.Queen's Corporate Culture Assessment Tool, Corporate Culture, Organizational Culture, Minority Shareholders, Company Values, Principles Of Corporate Culture.*

INTRODUCTION

The study of corporate culture is relevant and of interest, since its competent application can significantly increase the efficiency of the organization and adapt it to changing environmental conditions. Why in some companies the staff works quickly and efficiently, sometimes even to their own detriment, while in others they do not fulfill even half of the obligations assigned to them? Does the size of wages affect the performance of employees? Of course not. An indispensable role here is played by the corporate culture of the organization, thanks to which employees on a subconscious level learn the fundamental goals and values of the company, become part of it.

Stakeholders are any groups whose interests are affected by the company's activities: shareholders, managers, business partners, consumers, etc. Among the stakeholders, there are three main groups, between which there are objective contradictions, since their interests have different directions: shareholders, directors and managers.

Shareholders, in turn, are divided into two categories, whose interests are also divided among themselves: majority and minority. Majority shareholders, unlike minority shareholders, are set

on a long-term perspective of the company's development and lower risks. If they have to choose between paying dividends and capitalizing profits, they will prefer the latter.

The principles of corporate culture for the directors of the company are to smooth out the contradictions between shareholders and managers - the main task of the directors. To solve it, the board of directors must be not formally, but actually separated and independent from both shareholders and managers. Corporate culture principles for company managers; managers do not bear the risk of losing their property, risking only the money of the owners. They must, in their activities, comply with the requirements of the law, the constituent and internal documents of the company and demand their observance from the company's employees, as well as respect the interests of employees, provide them with decent working conditions.Do not abuse your powers. Among the principles of the corporate culture of the general ethical norms of interaction between the company and competitors, one can single out: mutual respect; rejection of unethical methods of competition; favor the development of open markets for trade and investment.

Principles of relations with suppliers of goods and services; correct pricing, licensing; exclusion of unnecessary litigation; development of long-term and sustainable relationships; share non-confidential information; timely payment in accordance with the terms of the concluded contracts.

Principles of relations with consumers; to provide consumers with superior quality goods and services in accordance with their needs and expectations, and to respect the integrity of consumer culture.

Approaches to the study of the concept of "corporate culture" can be divided into two groups: idealistic and pragmatic. Supporters of the first identify corporate culture with the goal of developing the organization, the highest phase of its functioning. Proponents of the second approach regard culture as a set of certain characteristics of an enterprise - established norms, rules and traditions. At the same time, it is important to understand that most of the norms of corporate culture are latent that is, hidden. People adhere to certain rules in their behavior, but they are not fully aware of them. They know how to act in this situation, but find it difficult to answer the question - why the main types of cultures?

Type 1: "paternalism" - a corporate culture based on the indisputable authority of the leader. The division of labor, functions and responsibilities exists, but is not absolute. The manager can, by his decision, change the distribution of duties, the rules of interaction and the level of remuneration. The distribution of work is carried out in the form of assignments. Decision-making and responsibility for everything is the prerogative of the leader.

Type 2: "artel" - a corporate culture based on an unsettled division of labor, indivisibility of functions and responsibilities. Each employee is responsible for everything and does everything he can for his enterprise.

As a rule, research and development departments, service areas, repair and construction teams work in this mode.In addition, the artel type of corporate culture is inherent in small enterprises, the size of which is determined by the characteristics of production, focused on the existing circle of customers, their individual needs and preferences.

Type 3: "colony" - a corporate culture based on the absolute subordination of an employee to technology. Workers are turned into cogs in the production process. Rigid discipline is enforced by an army of overseers.

Type 4: "collective farm" - a corporate culture based on the opposition of working for oneself and working for an enterprise. Workers work off corvee and use the time and capacity of the enterprise to work for themselves.

Type 5: "farm economy" - a corporate culture based on the isolation of activities and rights to its results. Each worker "cultivates his own plot", and the contribution to the common cause is working off or dues. An example is a law office (each lawyer works out the necessary minimum for his own office, and he himself is looking for a job - clients); real estate firms.

Type 6: "feudal socialism" - a corporate culture based on a rigid hierarchy and subordination of all performers. The division of labor and cooperation are combined with permanent bargaining vertically and horizontally regarding the terms of interaction.

Type 7: "corporation" - a corporate culture based on the cooperation of activities with a clear division of "areas of responsibility". Interaction is based on strict regulations that establish the functions, rights and obligations of each performer, as well as procedures for making decisions and reconciling interests. The type is typical for large companies.Levels of corporate culture according to Edgar Schein

The American management theorist and practitioner Edgar Schein identified three levels of corporate culture: one visible (superficial), from which acquaintance with the organization begins, and two invisible, including values common to members of the organization and tacit agreements. Let's depict the situation in Figure 1.
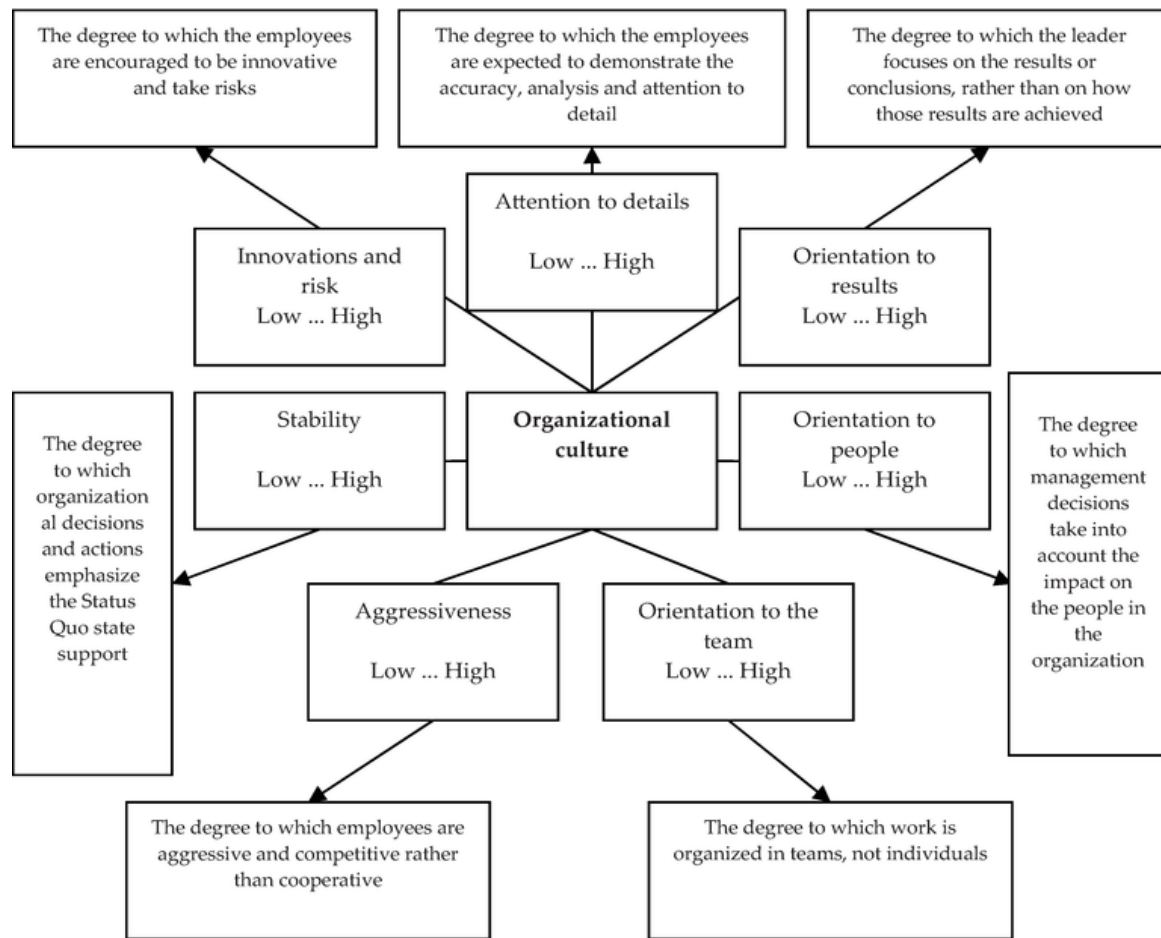
On the very surface there are artifacts [2], that is, those elements of culture from which acquaintance with the company begin: they can be seen, heard, touched. This level includes technology, a logo, a canteen or cafeteria where employees eat, car parks, interior design, building architecture, and much more. Next comes the subsurface level, which represents the beliefs and values enshrined in the mission of the organization and consciously shared by the members of the organization. At the base are the basic ideas, that is, the values and beliefs of the previous level, which are so entrenched in the minds of employees that they have become an integral part of the corporate culture. [4, p. 35-39]

Typology of corporate cultures according to K. Cameron and R. Quinn
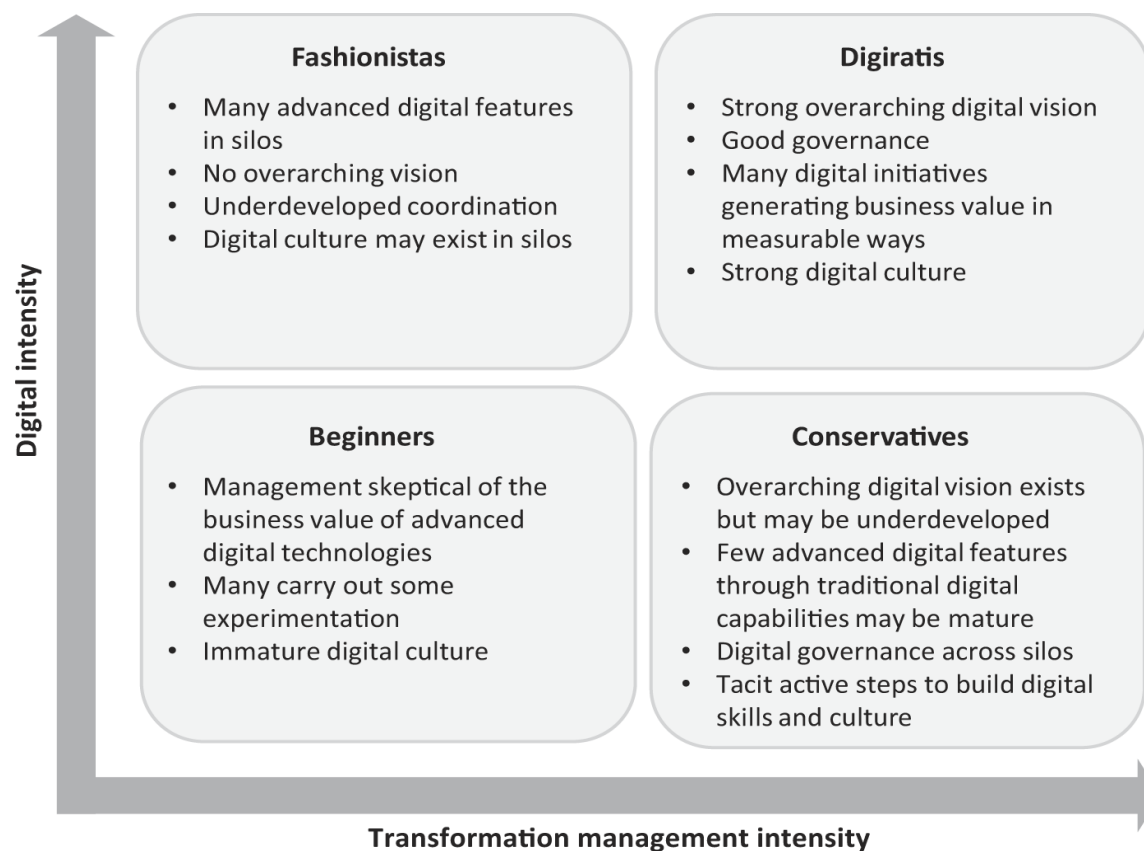
K. Cameron and R. Quinn own the development of the OCAI [3] corporate culture assessment tool. They identify four types of organizational cultures that are based on competing values. The number of types is due to the intersection of two dimensions, each of which is divided again in half on the basis of mutually exclusive criteria for effectiveness. Figure 2 shows the intersection of the two dimensions and lists their characteristic values.

In addition to the theoretical basis, the OCAI method allows you to analyze the corporate culture of the company and process the results. This tool is relatively easy to use and has been successfully tested on a large number of companies. We will use it in this work to determine the

effectiveness of the corporate culture of the organization under consideration and correlate it with one of the four types presented in Figure 2. [5, p.102]
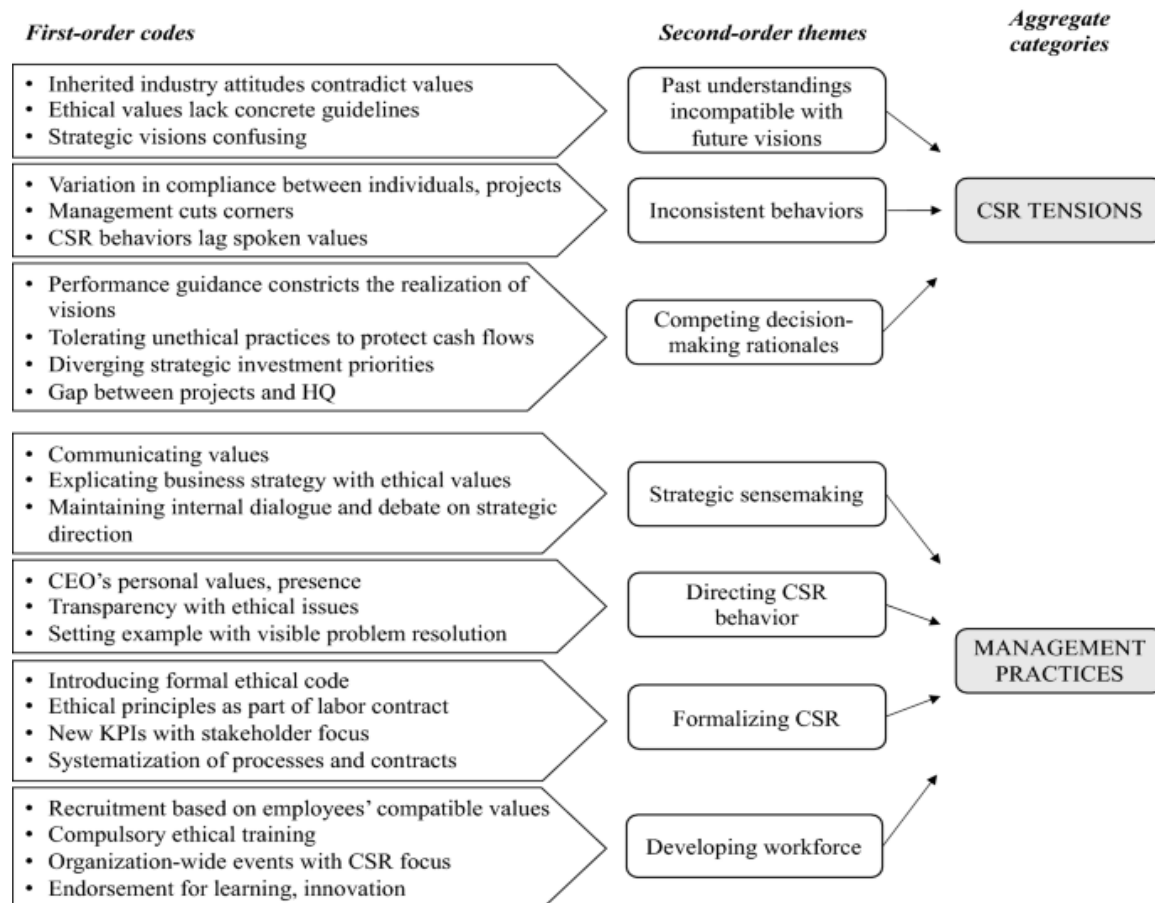
The company's mission is to "offer more and more customers a wider range of quality products at low prices." When hiring employees, the organization adheres to the principle of equality of candidates, regardless of their gender, age and religion. In addition, the company characterizes itself as a socially responsible organization that does charity work, helps orphanages and schools, conducts environmental campaigns and creates new jobs, attracting both professionals and inexperienced specialists. Persons with disabilities and hearing impairments are hired, they are given their own area of responsibility in the company. The core values of the organization are discounting, trust, partnership and development (Fig. 3).

Fashionistas
- Many advanced digital features in silos
- No overarching vision
- Underdeveloped coordination
- Digital culture may exist in silos

Digiratis
- Strong overarching digital vision
- Good governance
- Many digital initiatives generating business value in measurable ways
- Strong digital culture

Beginners
- Management skeptical of the business value of advanced digital technologies
- Many carry out some experimentation
- Immature digital culture

Conservatives
- Overarching digital vision exists but may be underdeveloped
- Few advanced digital features through traditional digital capabilities may be mature
- Digital governance across silos
- Tacit active steps to build digital skills and culture

Digital intensity (vertical axis)

Transformation management intensity

In conclusion, it can be noted that sometimes several types of corporate cultures coexist and interact in the same company. At the same time, there are absolutely incompatible ones (for example, "collective farm" and "colony"). Culture, as an institutional characteristic of a company, suggests ways of reconciling interests, methods of resolving conflicts, and forms of corporate efforts. The corporate culture in companies is formed and developed under the influence of business ethics (this is a system of norms for the moral behavior of people, their duties towards each other and society as a whole). Thus, the corporate culture determines the climate, the style of relationships, the values of the company.

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