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Анотація.

Гресь Г. О. Гнучкі організаційні структури: сутність, змінні та фактори ефективності.

Метою статті є уточнення сутності гнучкої організаційної структури, змінних (вимірів), що відрізняють гнучку організаційну структуру від жорсткої, і впливу гнучкості структури на ефективність діяльності підприємства. Відсутність чіткого визначення гнучкої організаційної структури та плутанина між гнучкою та органічною структурами робить важливим проведення дослідження у цій галузі. У статті розглянуто численні визначення гнучкої організаційної структури, кожне з яких підкреслює різні аспекти гнучкості. Деякі визначення зосереджуються на тимчасових підрозділах і конкретних завданнях, тоді як інші охоплюють ширші характеристики, такі як плоска ієрархія, децентралізація та адаптивність. Для уточнення сутності гнучкої організаційної структури проведено емпіричне дослідження шляхом інтерв'ювання топ-менеджерів українських та іноземних підприємств. Дослідження визначило основні параметри (змінні) гнучких структур, включаючи «плоску» ієрархію, низький рівень складності, високий рівень децентралізації та низький ступінь формалізації. Дослідження виявило, що гнучкі структури мають сильну позитивну кореляцію з гнучкістю бізнес-процесів підприємства та кращою адаптованістю до зовнішнього середовища, яке можна визначити як VUCA (мінливе, невизначене, складне й неоднозначне), що проявилось, наприклад, під час пандемії COVID-2019. Таким чином, у статті визначено гнучку організаційну структуру як плоску, просту, децентралізовану структуру з низьким ступенем формалізації, яка забезпечує гнучкість бізнес-процесів підприємства та дозволяє краще адаптуватися до зовнішнього мінливого, невизначеного, складного й неоднозначного середовища. Щодо ефективності діяльності підприємства, то дослідження показує, що підприємства з гнучкими структурами не завжди демонстрували кращі результати, порівняно з підприємствами з жорсткими структурами. Проте певні типи гнучких структур асоціювалися з вищою ефективністю в певних сферах, таких як загальна ефективність, присутність, зростання та задоволеність клієнтів.

Ключові слова: організаційна структура, гнучка організаційна структура, фактори ефективності діяльності підприємства, основні показники ефективності, адаптація до зовнішнього середовища, детермінанти організаційної структури, змінні організаційної структури, профіль організаційної структури.

Стаття надійшла до редакції 08.04.2023 р.

Бібліографічний опис статті:

Gres G. Flexible organizational structures: the essence, variables and factors of performance. *Actual problems of innovative economy and law*. 2023. No. 1-2, pp. 65-71.

Гресь Г. О. Гнучкі організаційні структури: сутність, змінні та фактори ефективності. *Актуальні проблеми інноваційної економіки та права*. 2023. № 1-2, С. 65-71.

УДК: 005.73:339.137.2; JEL classification: M14; M16
DOI: <https://doi.org/10.36887/2524-0455-2023-1-12>

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DEVELOPMENT OF ORGANIZATIONAL CULTURE AS A KEY FACTOR IN ENSURING THE MAIN COMPANY'S COMPETITIVE ADVANTAGE

Shymanovska-Dianyach L. Development of organizational culture as a key factor in ensuring the main company's competitive advantage.

A significant number of scientific works by foreign and domestic scientists are devoted to studying the problems of the development of the company's organizational culture and the search for ways to transform the company's organizational culture in the conditions of globalization. An essential factor in increasing the competitiveness of a modern company, on the one hand, and one of the strategic resources of the company's development is precisely its organizational culture. In current economic science, the study of the essence of the concept of corporate culture, its components, mechanisms of formation, and development of the company's organizational culture occupies a leading place in both theoretical and practical aspects of the activities of modern companies. This study aims to identify and analyze the features and components of the development of the company's organizational culture. Organizational culture has a relatively significant influence on employees and the entire company's activities. Corporate culture allows you to develop and maintain a stable social and psychological climate in the team. It ensures the strength and development of the organization, including the development of personnel competencies. Developing organizational culture is an essential process of every company's activity. It is this factor that will depend on the efficiency of the enterprise in the future. A high degree of compatibility with the organization's strategy and culture is an essential factor in the organization's competitiveness, success, and development. The sequence of developing the

company's organizational culture was proposed, which included four stages. The first stage is the organization of work on developing the company's corporate culture. The second stage is planning the development of organizational culture. The third stage is administrative and regulatory support for developing the company's organizational culture. In addition, the fourth stage is the implementation of measures to establish the company's corporate culture.

Keywords: organizational culture, development of organizational culture, stages of development of organizational culture, main competitive advantages of the company.

Formulation of the problem. The three most important factors in adapting modern companies to new business conditions were identified in the study conducted by the consulting company Deloitte 2021 [1] during the pandemic 2021-2022. The top three factors included organizational culture, leadership behaviors, and personal relationships. These factors must work together for an organization to assemble effective teams in a new environment. These factors must work together to create effective teams in a new environment. But, at the same time, 45% of respondents worldwide and 53% in Ukraine chose the organizational culture. However, only 28% of those surveyed believe they understand their organizational culture well, and 19% have the "right culture".

Researchers note [1] that the company's employees should feel that their point of view is valued and respected. Organizational culture should encourage each employee to share their opinions and be consistent with the team and organization's goals. At the same time, employees need precise mechanisms, such as incentives and feedback from colleagues and managers. Therefore, modern companies should develop an organizational culture in this direction.

Experts of another consulting company, McKinsey & Company [2], also argue that one of the main obstacles to a business's functioning is the organizational culture's imperfection due to a misunderstanding by the management of the need for its further development. They even present on their website research results from J. Heskett.

Scientist [3] proves that an influential organizational culture is a crucial factor in ensuring the main competitive advantage in the company, as it provides a higher level of involvement and loyalty of staff and customers, which leads to higher profits. Many companies that are business leaders know this but need to pay more attention to improving the culture of their organizations. They are discouraged by the erroneous belief that the leader's tenure and the organization's attention span should be longer for meaningful change.

J. Heskett [3] demonstrates that an influential culture provides the trust that makes any

change easier to manage. Studying leading companies worldwide, scientist details how organizational culture makes employees more loyal, productive, and creative.

An essential factor in increasing the competitiveness of a modern company, on the one hand, and one of the strategic resources for developing a company, is precisely its organizational culture. In current economic science, the study of the essence of the concept of organizational culture, its components, and mechanisms for the formation and development of the corporate culture of the company occupies a leading place in both the theoretical and practical aspects of the activities of modern companies.

Analysis of recent research and publications. Over the past decades, foreign and domestic scientists have paid great attention to the substantiation of conceptual provisions and scientific and methodological approaches to improving the management of the development of the organizational culture of companies. A significant number of scientific works by foreign and domestic scientists have been devoted to the study of the problems of the development of the company's organizational culture and the search for ways to transform the company's organizational culture in the context of globalization. Thus, studies of the problems of formation and development of the corporate culture of the company are presented in the works of such scientists as D. Acker, O. Arefieva, J. Heskett, O. Kharchishina, V. Gevko, G. Zakharchin, T. Lepyko, G. Monastyrsky, V. Nikiforenko, E. Schein and others. Therefore, scientists [4-6] studied the evolution of development and the essence of the company's organizational culture and determined its features. The works of these researchers [7; 8] substantiate the mechanisms for managing the development of the organizational culture of enterprises in a changing environment.

The purpose of the article. However, despite numerous studies and publications devoted to the problem of the formation and development of organizational culture in the context of globalization, several theoretical and applied issues related to the peculiarities of the building and development of a company's corporate

culture require further research. Therefore, the purpose of this study is to identify and analyze the features and components of the development of the company's organizational culture.

Main results of the research. Organizational culture is one of the most influential elements of administrative management. It can be attributed to the factors of influence on management since it is based on the ability of managers to communicate correctly with subordinates to determine under which cooperation the work will be most successful: performed individually by each assistant or collectively. Each manager must develop an organizational culture of a company by applying methods of assessing the organizational culture in the team, which include questionnaires, conducting exercises, training, studying instructions or other documents that explain cultural elements, comparing his own corporate culture with other, more perfect ones, and being able to introduce changes promptly, if necessary. The development of organizational culture involves its formation, maintenance, and evolution. Management of corporate culture has a purposeful impact on people's values to change their behavior in favor of the organization's top leadership. Changes in organizational culture depend on the stage at which a company is. When a company is in the growth stage, how implementation mechanisms are manipulated at the same time ways to change the entire culture: control and reward by leaders; roles of leaders as role models; how they allocate resources; how people are selected, promoted and fired; what is the organizational structure and processes for its creation, etc. The method of transformation of a company's organizational culture should be regulated, while the task of managing the development of the system is to find and practically ensure the parameters of the system's state that provide the implementation of the target function.

For effective organizational culture development of the company, the company's management needs to focus on solving the following main tasks [9], which will allow obtaining the maximum level of staff loyalty and involvement:

full encouragement of the process of attracting staff to joint activities for the benefit of the entire company;

strengthening the stability of the system of social relations between the company's personnel;

support for the individual initiative of the company's personnel;

assisting staff in achieving personal success and career growth;

creating an atmosphere of unity between managers and staff of the company;

delegation of responsibility and authority; strengthening team cohesion.

To improve the efficiency of the process of forming an organizational culture, a prerequisite is its coordination with the long-term goals and strategy of a company [10].

Maintaining an organizational culture is a process and a system of management decisions to preserve and consolidate desired values, behaviors, etc. A change in organizational culture is the assimilation of new behavioral norms and, consequently, the creation of new models "deed is a consequence".

Gevko [11] notes that in the process of developing the organizational culture of the company, management should pay attention to the following aspects of personnel management:

selection of potentially loyal personnel, training of personnel in the necessary skills,

delegation of authority and expansion of the sphere of responsibility of the personnel;

development of leadership as a necessary condition in the process of development of organizational culture,

creation of an adequate system for evaluating the performance of personnel and a system of remuneration.

Kharchishina [12] notes that in the process of organizational culture development, the solution to the following problems becomes a key factor:

exclusion from the staff of persons who are carriers of an undesirable value system and are difficult to socialize;

attraction to the work of specialists who, according to their value orientations, can successfully integrate into the existing type of culture;

carrying out active work on the socialization of personnel, first of all, only hired;

development, implementation, and development of parts of the organizational culture necessary for the company.

That is why, for the effective development of the organizational culture of the company, we propose to introduce a set of sequential processes into the personnel policy of the company:

selection of new employees who could share and accept the proclaimed values and

norms of behavior of the organizational culture of this company;

total informing employees about the declared values, codes of conduct, and standards of the company and any changes in them [9];

stimulation and encouragement of employees whose behavior is the norm, model, or normal for other employees;

current management of organizational culture [9].

The mechanism of formation and development of a company's organizational culture involves the selection of stages of its implementation and principles of operation; it is desirable to justify the features at all stages of its life cycle.

O. Kharchishina [12] proposes to consider the process of formation and development of organizational culture; it is advisable to consider it as a complex of three complementary activities:

1) assessment of the current state of organizational culture, its impact on the economic performance of the enterprise, its competitiveness, the impact of organizational culture on the motivation and productivity of staff, the impact of organizational culture on the implementation of organizational changes;

2) formation of a system of measures aimed at changing and improving the existing characteristics of organizational culture;

3) evaluation of the effectiveness of measures to improve the organizational culture.

V. Gevko [11] notes organizational culture is an inertial object of management because achieving the goal – increasing efficiency by bringing the individual's values in line with the company's value system involves not just a superficial impact on the employee's activities.

That is why we propose the following sequence of development of an organizational culture of a company, which is shown in Fig. 1.

In the first stage of the development of the organizational culture, the organization of work on the development of the company's organizational culture is carried out. This stage includes considering all the prerequisites for developing the existing organizational culture. It is based on deciding on the development of corporate culture, studying the experience of foreign and domestic companies, developing tools for developing organizational culture and its elements, formulating a strategy, and developing policies and goals.

The second stage of the development of the organizational culture is the design of organizational culture development. This stage consists

of creating a corporate culture development project by establishing the types of activities, defining processes and sub-processes, distributing rights, responsibilities, and authorities, and determining the executors and responsible persons involved in the company's organizational culture development project.



Fig. 1. Sequence of the development of an organizational culture of a company

The third stage of the development of the organizational culture documenting and deciding, includes:

- Defining a set of administrative and regulatory documents consists of determining the composition and structure of documents.
- Approving the schedule for developing papers.
- Forming groups of document developers.

In the fourth stage of the development of the organizational culture, the implementation of measures to develop the company's organizational culture by performing specific tasks is carried out. The introduction of efforts to build corporate culture occurs through forming a management model, considering the requirements of consumers and the influence of environmental factors. These stages of the development sequence of the company's organizational culture depend on the precise organization of the company's work and the implementation of the influence of factors in the internal and external environment of the company. The impact of these factors gives rise to the need to develop organizational culture as a company's response to the influence of the domain.

The conclusions. At the current stage, many foreign enterprises have realized how important such an element as organizational culture is and trying to develop it to the highest

level. Studying the experience of foreign companies, we can conclude that companies characterized by a high level of organizational culture remain effective for many decades and are winners in the competition. This high culture is formed because of working on developing the spirit of the corporation among all levels of people interested in its success. Organizational culture has a significant impact on employees and the company's activities. Corporate culture allows you to develop and maintain a stable socio-psychological climate within the team and ensures the strength and development of the organization, including developing staff competencies. The advantages of influential organizational culture are consistency and consistency of actions of the organization's personnel, their involvement and interest in activities, a high level of organizational achievements, stable internal coordination, interest in mutual activities, and self-

awareness of the participant as part of the overall process. Developing corporate culture is an essential process of movement of each enterprise. On this factor, the efficiency of the company's work activity in the future will depend. Having a high degree of compatibility with an organization's strategy and organizational culture is an essential factor for competitiveness, success, and the development of the organization. It proposed the sequence of development of an organizational culture of a company that included four stages. The first stage is the organization of work on the development of the organizational culture of the company. The second stage is the design of corporate culture development. The third stage is administrative and regulatory support for developing the company's organizational culture. In addition, the fourth stage is the implementation of measures for the development of the corporate culture of the company.

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