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Corporate Culture As A Factor In The Success Of The Company.

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ABSTRACT

In this article, the theoretical aspects of the formation of a corporate culture are widely considered, the role of corporate culture in the effective development of the organization is defined, the factors influencing the formation of the corporate culture are reflected, the relationship between the corporate image and corporate communications is explored, and proposals for the formation of a corporate culture for organizations in construction are developed. The object of research of this work is the corporate culture of construction firms, and the subject - the features of its formation. The theoretical and practical significance of the research is the development of the main theoretical and methodological provisions, as well as practical conclusions and recommendations that can be applied by Russian companies to enhance the efficiency of the construction industry through the introduction of the concept of corporate culture. The information base of the research was statistical and analytical data and the results of its own sociological research conducted with the direct participation of the authors. The methods of this study are included observation, the study of organizational and economic documents, analytical and statistical methods.

Keywords: corporate culture, image, efficiency, values, team building, improvement.

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INTRODUCTION

The surrounding world, the changing needs of consumers, the development of technology - requires the organization of constant interaction, both with other organizations and with society as a whole. The dynamics of development, the growth of innovation, the desire to remain competitive, does not allow organizations to stand still.

Since the personnel is the main resource of the organization, the manager must not only monitor but also promote education, improve the skills of their employees, their awareness of the situation in the organization and bring this information to the public. To do this, he must use effective management methods. The formation of positive public opinion will not only lead to economic development, strengthen the company's position in the market, but will also give employees the confidence to be confident in the organization [1].

When working with staff, there is a need to create an integrated system of values and rules, a positive image, an ideally formed corporate culture that allows employees not only to raise the level of the organization itself but also to enable them to realize themselves.

Only the introduction of targeted systematic communications makes it possible to strengthen its competitive positions in the market, to form strong professional relations with partners, and to strengthen the public's trust in the organization.

The need to form a corporate culture has appeared relatively recently. Only in the 80's and 90's in the United States began to study this system and its possible impact on the development of organizations and their work in general.

The management system is being improved and it is still not realized that the firm cannot function using the recipes of past years such as total control; obedience; rigid discipline.

It is necessary to resort to new management tools: participation; self-development; creation; material incentives through personal interest as a result of the work of organizations [2].

Quite a large number of organizations, more and more often come to the conclusion that the organization is flourishing, which has formed a united and united team, where everyone is interested in the overall success of the organization. This is possible if a favorable corporate culture in the organization is formed.

Corporate culture is aimed at the integrated and sustainable development of the company. It is very important to pay attention to corporate culture not only at the beginning of its formation but also on the entire life cycle of the organization (Figure 1).

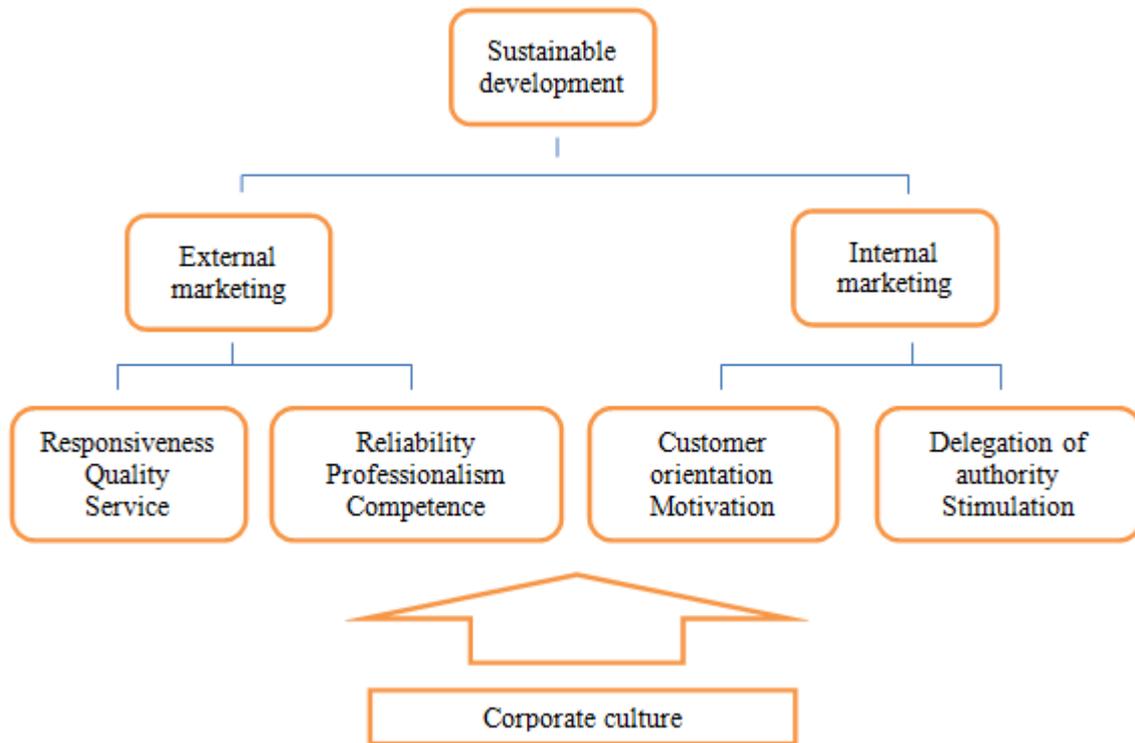


Figure 1: Corporate culture as a factor of sustainable development

Corporate culture, created by the leadership of the organization, is constantly changing under the influence of various factors. The implementation of managerial activities, both inside and outside of organizations, takes place on the basis of the already formed organizational culture (Figure 2).

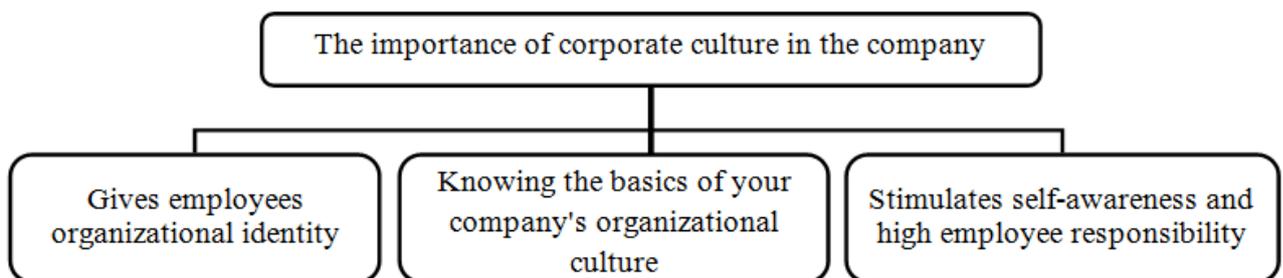


Figure 2: The importance of corporate culture for the development of any company

In accordance with the presented figure, we can draw the conclusion that knowledge of corporate culture creates in employees a sense of the reliability of the organization and its position in it, contributes to the formation of a sense of social security, makes it possible to determine in it all the most important and significant.

MATERIALS AND METHODS

Theoretical aspects of the formation of the corporate culture of the company

Corporate culture is an integral part of the successful functioning of the organization, a basis for dynamic and economic growth, a kind of guarantor of the desire to increase efficiency.

There are many interpretations of the definition of corporate culture, the general meaning of which is that the corporate culture is the formed rules, judgments and necessary values of the organization, shared by all employees and corrected in the process of the company's functioning.

According to Serpa S. organizational culture can be considered as a common way of being, thinking and acting in a team of coordinated people with reciprocal expectations; it is formed, distributed, studied and changed over time, providing a certain predictability in each organization [1, 3].

Larry Alton wrote in his book, *The Little Black Book of Secrets of the Billionaire* [4, 9] that corporate culture may have always been important, but it has become a popular point of discussion for the last 20 years or so. For some, this has become a buzzword, losing some of its meaning due to the abundance of content and discussions around it. Nevertheless, I would say that the corporate culture has never been overblown and in fact becomes even more important as the modern workplace continues to evolve.

The main role of corporate culture is not only and not so much in personnel management, as in the awareness of the goals, values, and mission of the organization by the staff and the public itself [6]. The fact that the organizational culture influences the efficiency of the firm is the assumption of Brian T. [2, 5], which is implicitly held by many leaders and researchers, although some empirical studies have given a detailed picture of the relationship [2].

In today's information economy, business leaders agree that an organization's culture can motivate employees to create an organizational value. However, this relationship between culture and value is expansive and does not have a comprehensive theory. In addition, the study by Michael T. [3] uses mostly traditional analytical approaches that use symmetric thinking, linear models, and net effect estimates that are inadequate [3, 7].

Before engaging in the design of corporate culture, the head of the organization and the public relations specialist need to study the principles and objectives of the culture of the organization as a whole.

For an effective corporate culture, it is also necessary to study the factors that influence its formation. They are presented in Figure 3.

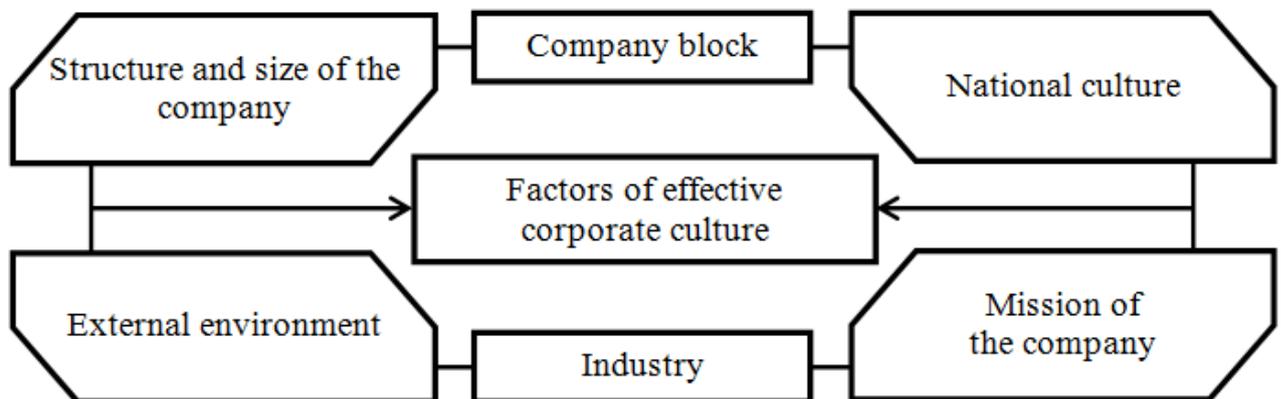


Figure 3: Factors of effective corporate culture

Let consider in detail each of the factors reflected in the figure.

1. The culture of the chief. When creating an organization, releasing it into the world, it is necessary to understand that a culture of relationships has already been formed in the external environment, and in order to prevent the collapse of an undeveloped firm, the head must possess the necessary information about the impending behavior and instill it with his employees.

2. National culture is characteristic of multinational organizations that enter the international arena. The success of the functioning of such organizations is not possible, without control and settlement of frictions, between people of different nationalities, adherents of different cultures and traditions. And as well as the employees and the head understand the culture and traditions of that country on the market, to which they go.

3. The mission of the organization is a briefly stated philosophical understanding of the meaning of the organization's existence. A mission is formed through the use of a set of rules and a set of values that an organization follows.

4. The industry is the organization's activity in the chosen niche of the market. Corporate culture in the industry is aimed at safety, if it is a chemical industry, in the innovation environment this is the speed of innovation, and in the market for the marketing of different types of products, the main thing is the consumer orientation, satisfaction of his preferences.

5. The external environment is the aggregate of all external factors affecting the activities of the organization and the formation of its corporate culture.

6. The structure and size of the organization play a key role in the activities of the enterprise because under the influence of external or internal factors, it is sometimes necessary to drastically change the type of activity or its individual elements. Large companies sometimes cannot do this, unlike small organizations.

The scientific literature has developed a sufficient number of typologies of corporate culture: the type of organization's cultures [4, 8].

In our opinion, all these typologies of corporate culture have the most important drawback in that there is no visual comparison of culture in the organization aimed at the employee and separately on the organization, which would allow combining the worker's requirements to organization and organization to the employee. We combined important components of the typologies of scientists and reduced the main elements into one table. The culture in the organization aimed at the employee and separately for the organization as a whole is presented in Table 1.

Table 1: Cultures in the company aimed at the employee and separately for the company as a whole

Work-oriented culture	Employee-focused culture
Emphasis placed on work Important decisions are made by individual employees The organization is interested in people doing only their work	Attention is paid to personal problems of employees Important decisions are made by the group Organization to strive for well-being of employees
Elements	
Closed system	Open system
The organization and its personnel are closed and classified. Only people with special qualities fit the organization New employees need more than a year to adjust	The organization and its employees are transparent to the beginner Almost everyone is suitable for work in an organization New employees only need a few days to feel at home
Tight control	Weak control
Everyone realizes the value of the cost price The meeting time is punctually observed There are many jokes about work and organization	Nobody creates value of cost price The meeting time is respected approximately Always a serious attitude towards work and organization
The types of cultures inherent in each subsection	
Professional culture	Shop culture
People think about the future The personal life of employees is considered their private issue When hiring a worker, only competence matters	People do not think about the future The organization's rules cover behavior at work and at home When hiring, the family, social class and school are taken into account
Pragmatic Culture	Normative culture
Emphasis on meeting customer needs Results are more important than procedures	Emphasis on clear execution of procedures Correct execution of procedures is more important than the results

Most modern managers and managers are appropriately engaged in the formation of the corporate culture of the organization. All this is connected with the desire to improve the efficiency of human resource management and to obtain economic efficiency.

The main element used to form a corporate culture is the image of the organization. The concept of image is treated differently and in a wide range (Figure 4).

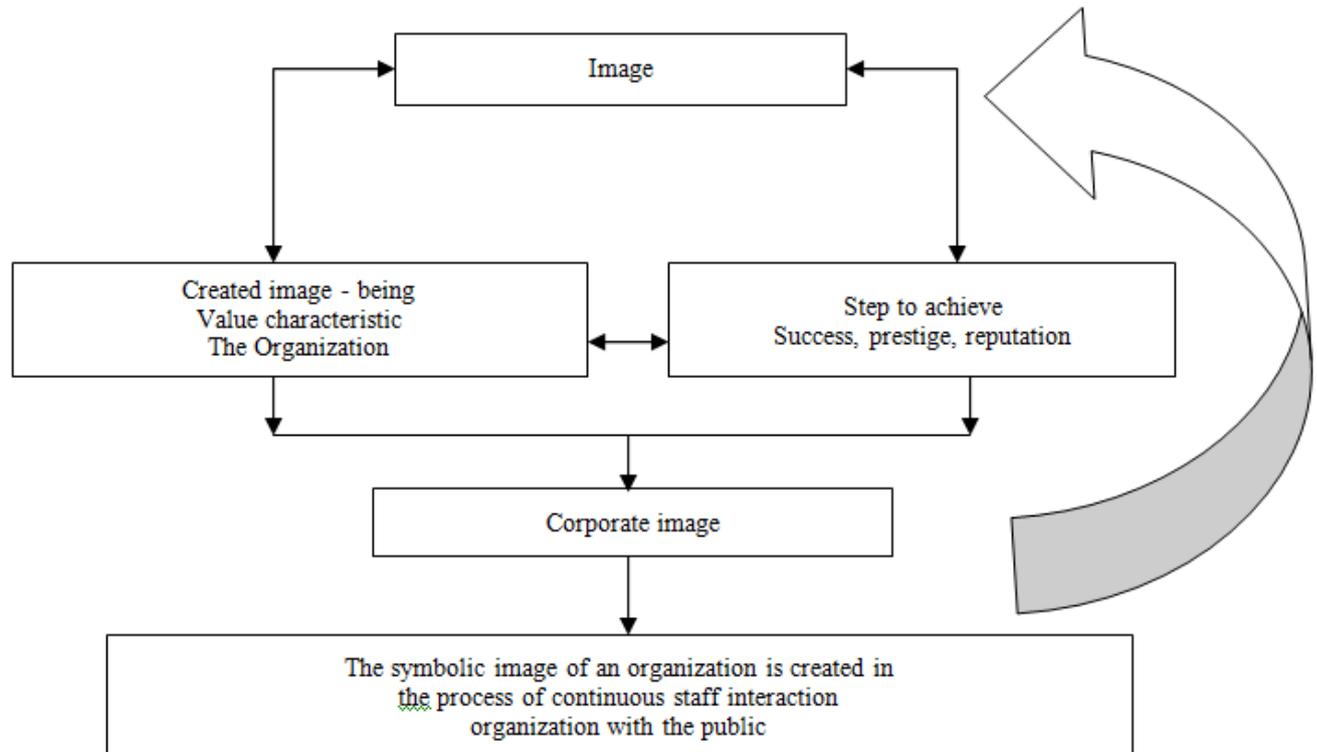


Figure 4: The concept of the image as the main component of the corporate image

The image of the organization is created specifically to create consumer loyalty to a particular product or service. To create an image, organizations use the services of marketing specialists.

The direction of the image is one - it is aimed at selling the products or services of the organization through the consumer. Creating a strong image will allow you to gain a foothold in the market for a long time.

The next element of the formation of corporate culture is the corporate style of the organization. The main goal of the corporate identity is to make the society perceive the organization and recognize it. And the corporate identity itself is a graphic, color, multimedia unity of the workspace, products, and services.

Corporate style is a stable use of the image of product design, services, advertising, workspace (Figure 5).

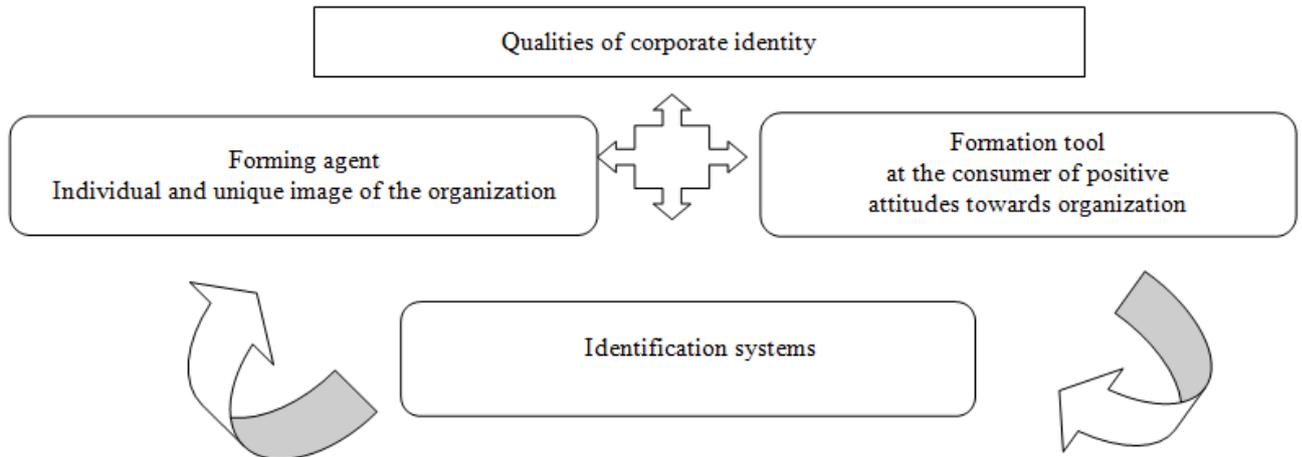


Figure 5: Qualities of corporate identity

Corporate identity is an external component of the image, which represents its internal components. Creation of corporate identity should be formed even before the release of the company's products.

When forming a corporate culture, one should not forget about such an important component as the communication flows in the organization.

Internal communications, as a living organism, allowing to unite all employees, as one. Once created, communications constantly change, moving in step and organization.

Formation of communication is due to a detailed study of the interests of employees of their desire and preferences. Information plays a key role in the formation of internal communications. Very important is the fact that the same information, submitted in different forms, can be interpreted in different ways. Perhaps, the information will be interesting, but at the same time, maybe, it took aggressively. The main goal of information in internal communications is to find the necessary balance, allowing the leader to maintain the discipline and efficiency of employees.

Practical aspects of the formation of corporate culture in the organization

Within the framework of our topic of this article, a sociological survey was conducted, in which 5 regional construction companies took part. The opinion was taken into account not only by the experts but also by the opinion of the top management - this was necessary in order to examine the situation from within, to evaluate it "in a mirror" and to see whether the leader sees the problems that the public sees.

The number of experts who participated in the assessment of the corporate image of construction organizations amounted to 150 people, which is quite enough to form a representative sample. The experts were divided into the appropriate perception groups. The results obtained are presented in Tables 2, 3, 4, 5, 6.

Table 2: The image of company among consumers

Image Options	Expert opinion	Expert evaluation	Director's opinion	Manager's assessment
Quality of services provided	Fits not completely	3,8	Corresponds completely	4,5
Fame of the organization	Fits not completely	3,5	Fully complies with	5
Services and Services	weakly matched	2,8	Fits not completely	3,8
Discount system	Fits not completely	3,7	Fits not completely	3,8
Price for services provided	Fits not	3,8	Corresponds	4,7

	completely		completely	
Representations of customers about the mission and strategies	Corresponds weakly	2,9	Fits not completely	3,9
Corporate identity of the Organization	Poor match	2,6	Not completely consistent	3,9

The lowest ratings, according to experts, have the following image parameters: the corporate style of organizations, which in our opinion leads to the formation of a weak corporate image, the representation of consumers about the mission statement and the strategies of organizations, which may be a consequence of the low information openness of organizations.

Table 3: The image of company for government agencies

Image options	Expert opinion	Expert evaluation	Director's opinion	Evaluation of director
The importance of the organization's products for the region	Fits not completely	3,8	Totally coincides	5
Participation of the organization in social programs	Poor match	2,2	Poor match	3,1
The law of the organization	Not completely consistent	4,1	Totally coincides	5
Number of jobs provided	Poor match	3,2	Not completely consistent	4,1
Representations of the administration of the region on the mission organizations declared	Not completely consistent	3,6	Not completely consistent	4,2
Openness of the company to informal contacts	Poor match	2,9	Totally coincides	5
Kudos to the organization	Not completely consistent	3,5	Not completely consistent	4

Representatives of the regional administration consider the services provided by the organization as meaningful for the region, but, in their opinion, they do not fully participate in the social programs of the region.

The image of organizations in the eyes of representatives of local and regional administration does not fully contribute to the promotion of products in the services market.

Table 4: Social image of companies

Image options	Expert opinion	Expert evaluation	Director's opinion	Evaluation of director
Organized social actions	Poor match	2,4	Not completely consistent	3,7
Information openness of the organization	Poor match	3,2	Totally coincides	5
Compliance with environmental standards	Not completely consistent	3,7	Not completely consistent	4,3
Knowledge of the society about the mission of the organization	Not completely consistent	3,5	Not completely consistent	4

Information openness in organizations is absent, only leaders believe the opposite. This speaks of ignorance of public opinion about organizations. This threatens the loss of customers and economic profit. And also, it has fuzzy ideas about strategic goals of organizations, which can be explained by weak information openness.

Table 5: Internal image of the company

Image options	Expert opinion	Expert evaluation	Director's opinion	Evaluation of director
Level of loyalty of the management to the staff	Fits not completely	3,9	Fits not completely	4,3
Level of information openness of management	Poor match	3	Not completely consistent	3,9
Opportunity for career growth	Not completely consistent	3,7	Not completely consistent	4
The system of wages and moral incentives	Weakly matched	2,8	Not completely consistent	3,6
The level of prestige of organizations	Not completely consistent	3,7	Not completely consistent	4,1
Corporate identity of organizations	Not completely consistent	3,5	Not completely consistent	4,3
Moral atmosphere in organizations	Not completely consistent	3,8	Totally coincides	5
Representation of staff about the mission of organizations	Poor match	2,7	Not completely consistent	4

Analyzing the data in Table 5, we found that managers do not know the moral atmosphere in the organization. Ignorance of this parameter does not give the organization the opportunity to realize its strategic goals to the full. The low level of the moral atmosphere in the organization can lead to conflicts. And conflicts, undoubtedly, create tense relations in the team, switch the attention of employees from work tasks to "clarifying relations".

Misunderstanding of the leader about the current state of affairs in the organization and in its collective can lead not only to the lack of cohesion of the collective, and the collapse of the already existing corporate culture, and further to the decline of economic indicators.

The staff of the organization is not satisfied with the level of information openness of management, the system of wages and moral incentives.

Table 6: Business image of companies

Image options	Expert opinion	Expert evaluation	Director's opinion	Evaluation of director
Loyalty level of the organization to partners	Fits not completely	3,9	Fits not completely	4,3
Reliability of the organization	Fits not completely	3,9	Corresponds completely	5
Level of prestige of the organization	Fits not completely	3,7	Not completely consistent	4,1
Representations of partners about the strategies of the organization	Poor match	2,5	Fits not completely	3,9
Information openness of the organization	Not completely consistent	3,9	Totally coincides	5

Evaluation of experts showed that the representation of partners, as well as the corporate image as a whole, does not correspond to a positive image. The main factor, as shown by the survey, is the information closeness of firms, the lack of information about their strategic goals and mission. The final assessment of the main components of the corporate image of experts, if guided by the scale of assessing the correspondence of

the corporate image of the organizations to the positive, then the corporate image corresponds to the "3.8" rating.

Summing up the analysis of activities in the direction of corporate culture, we can conclude that work in this direction is under way, but it cannot be called sufficient and systematic. Corporate culture covers the most important aspects of the organization's favorable functioning, such as the company's personnel policy, the means of motivating employees and improving the social and psychological climate of the team, etc. Only considering all these factors, it is possible to achieve successful development of the organization, improve competitive positions in the market and obtain economic development [10, 11].

Having assessed the results of the corporate image of the organizations of the regional construction sphere, it is necessary to develop a number of measures aimed at approximating the image parameters to values corresponding to a positive image.

The conceptual approach to the formation of corporate culture in the organization

Changes in the internal structure of a corporate culture are a laborious process that should not be started beforehand without understanding all the nuances. To change the corporate culture, remember the following:

- you need to analyze the already existing corporate culture,
- to realize what global goals you would like to achieve as a result,
- develop their own concept of improving the corporate culture,
- create a typology of corporate culture, where all the important elements of the organization as a whole,
- to develop a number of measures leading to a change in the corporate culture and evaluate the effectiveness of the proposed methodology.

The formation of a corporate culture should begin with the definition of the goals to be achieved by the organization as a result of the formation of the norms of the corporate culture. The goals that we have formed in the framework of the corporate culture being developed are the following:

1. The position of the leader in the market of rendered services;
2. Improve the quality of services provided;
3. Development and effective use of human resources;
4. Achieve and maintain high profitability;
5. Improvement of the corporate governance system.

Realization of the above goals of corporate culture is possible if there is a cohesive team, the possibility of each employee's vision of his need and interest in the development, quality, and prosperity of the organization.

Realization of goals requires the specification of the types and types of corporate culture that can and should be implemented in the organization under investigation.

As part of the strategy to improve corporate culture and social climate, the team has developed a concept for improving the corporate culture.

The process of improving the corporate culture consists of five stages.

The first stage is the process of forming the mission and the main tasks of the organization. This is the first stage on which the birth of corporate culture begins.

The second stage requires decentralization of management. Decentralization of management is the process of transferring responsibilities and functions from the upper levels of management to the lower levels of the organization. Decentralization will allow you to make quick decisions, react to all changes flexibly and build trust from management to your employees.

The third stage is the need to develop a system of incentives. The introduction and issuance of bonuses help to stimulate employees and improve the efficiency of work.

The fourth stage is the development of technologies for the selection and adaptation of new employees. The creation of this technology will make it possible to join the new employees painlessly into the collective and carry out activities in accordance with official duties.

The fifth final stage is presented by us as the need to improve the skills of employees, the ability to be communicative. This is all realized through training for employees and management of the organization.

The process of implementation of these stages is influenced by a number of factors: factors of the external environment, factors of the internal environment, the main principles of the activity.

The factors of the external environment consist of elements:

1. Homogeneity - characterized by the presence in the environment of organizations of the same size, carrying out the same type of activity. Knowing these data will allow you to create healthy competition and will not let you stop there, find and add advantages to your organization so that the choice of the client falls on your Organization.

2. Variability is the main feature of the external environment. In the case of the origin of changes in the environment, this factor will allow assessing the sustainability of the organization and individual units.

3. Stability - shows how quickly the environment changes. Stability of the environment leads to sustainable development and to timely adaptation.

4. Dependence shows the relationship of the organization with the outside world. The organization cannot exist without suppliers, consumers, competitors, partners, which embody the environment.

Factors of the inner environment are the following elements:

1. Structure - includes all employees, each unit that coordinates and implements the activities of the entire organization.

2. People are the main factor in the inner environment. Human resources management is a laborious process. For a full-fledged functioning, it is necessary to create not only a good atmosphere in the workplace but also to create a system of incentives that will stimulate the employee to quickly and qualitatively solve the tasks assigned to him.

3. Organizational culture is a system of goals and values shared by the whole team, which directly affect the activities of the organization.

And now consider the third element of the formation of corporate culture - these are the principles. When forming a corporate culture, the following principles can be singled out:

1. The principle of scientific - allows you to explore what happened to a psychological phenomenon and learn the truth of its origin. To develop methods for eliminating psychological instability.

2. The principle of humanism - he recognizes the opinion, values, desires of man, as a person. Using the principle of humanism, it is possible to assess the social process in the organization that is taking place while leaning towards humanity and morality.

3. The system of perception - is aimed at perceiving changes in the environment.

4. The principle of professionalism - involves the promotion of the career ladder, after assessing the merits of the work done.

The formation of a corporate culture was as follows:

First, it is necessary to form a mission and determine the main tasks of the organization. It is very important not only to formulate the mission and mission of the organization, but also to bring them to the attention of each employee. Secondly, decentralization of management - delegation of greater powers to heads of departments. To increase the level of responsibility and awareness of middle managers, their greater involvement in the management process. Third, to introduce a bonus system for employees. All employees

should realize that the observance of values and norms of the introduced corporate culture is reflected in the level of wages. Realizing this fact, employees will see in it not a boring set of rules, but a convenient system of relationships in the organization. Fourthly, it is necessary to create a technology for personnel selection and adaptation.

When forming an organizational culture, it is very important that the new employees selected to the organization correspond not only to the professional qualities for the respective position, but also to the loyalty to the culture of the organization.

RESULTS

The process of implementing a corporate culture must be constantly diagnosed in order to identify situations that can lead to a violation of the basic principles of corporate culture.

The tactic of changing the corporate culture, approved by the leader, plays a major role in the future destiny of the organization. Therefore, one should not forget this and start realizing that any changes, both inside the organization and outside it, are necessary with a "cold head" [5].

From the standpoint of methodology, the key factors determining the organization's ability to make upcoming changes is the human factor. Therefore, concern about the coming changes should be shared by all employees of the organization. Each member of the team should be sure of the need to take such measures, in case of mistrust and unwillingness to take part in their implementation, may lead to the failure of the developed strategy. Therefore, the main task facing the leadership of organizations before the beginning of the active transformation of corporate culture is the creation of all necessary conditions for maximum involvement of employees in the preparation and implementation of innovations.

At this stage, we presented the factors that need to be considered, beginning to introduce any kind of change. Factors systematically affect not only the financial state of the organization but also its corporate culture, so further assess the state of the corporate culture.

The first stage is aimed at tracking the process of corporate culture dynamics. The control over its change will allow preventing in time the arising conflicts and disagreements in collective and behind its limits. After identifying the shortcomings of the already existing corporate culture at the first stage, the organization passes to the second stage - it takes measures to develop activities that contribute to raising the level of corporate culture. It's not enough just to develop activities, you need to implement them. This process begins in the third stage. By combining the efforts of the entire team, the necessary measures are implemented, innovations are introduced. And in the last quadrant, the corporate culture of the affected person is re-evaluated. A modified corporate culture may not achieve the desired result. In this case, it is necessary to start again the evaluation of the corporate culture and its improvement [7].

In our opinion, the stage of diagnostics is the main one, since further actions on the formation and improvement of the corporate culture depend on it. The diagnostic algorithm is shown in Figure 6.

Diagnosis of corporate culture allows you to assess the corporate culture of the internal and external environment of the organization. When carrying out diagnostics of corporate culture must be remembered that as the external environment has an impact on the organization, and the organization on the vernal environment.

According to the diagnostic algorithm, after identifying the weak elements existing in organizations, the measures necessary to address them are being developed. Decision-making leads to the need to implement them. The realization of all tasks should help to form a strong corporate culture.

But according to the algorithm, to assess the existing culture, we can only by conducting a second survey and analysis of the data. The last step to determine the effectiveness of decisions taken, an assessment of the dynamics of changes in corporate culture. The algorithm allows us to prevent the negative consequences of violations of corporate culture by employees and the external environment. We approbate

the methodology for assessing corporate culture according to the developed algorithm on the example of the organization under study.

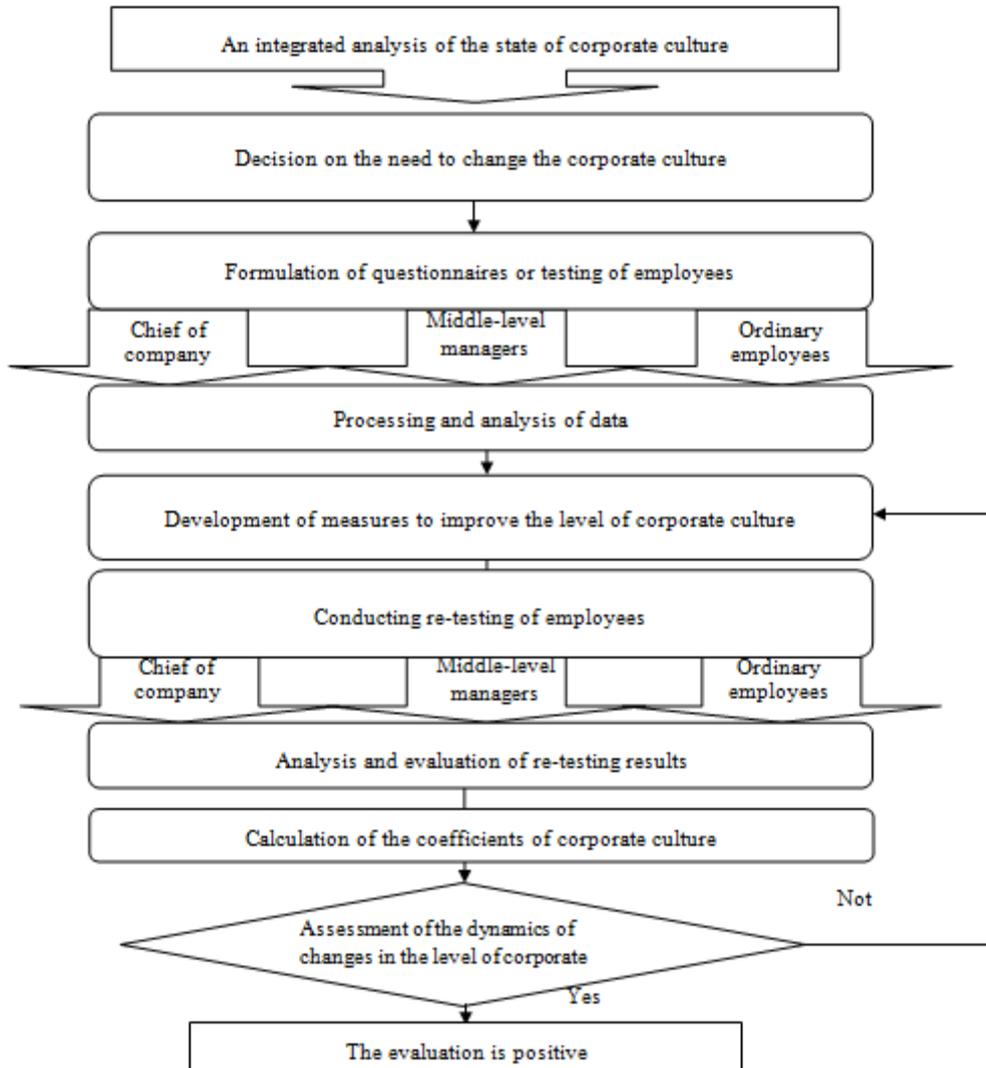


Figure 6: Algorithm for diagnosing the level of corporate culture

DISCUSSION

The economic consequences of deciding on the formation of a corporate culture are not explicitly expressed. They do not have a direct impact on the efficiency of work in the Organization, but do so indirectly through improving corporate relationships and reducing transaction costs (decision time).

Considering the previously identified shortcomings of the corporate culture of the organizations under study, we will form an idea of the goals that should be taken into account in the plan of measures to form a corporate culture:

- increasing staff motivation;
- the decrease in staff turnover;
- increase in labor productivity;
- improving the image of the organization;
- formation of human resources;
- increasing the effectiveness of management impact;
- improving the performance of the organization.

- Increased motivation will be achieved through the formation of the idea of a unified style of behavior and a fair attitude.

CONCLUSION

In accordance with the goal of the study of the process of forming a corporate culture and the results of a sociological survey of organizations, the following recommendations should be made.

It is necessary to form the Code of Corporate Conduct approved by the General Director, which includes the norms of corporate ethics, which are the basis for the formation of the principles of corporate conduct of the organization.

Realizing the proposed activities - the organization will become one, unite the collective, will occupy leading positions in the construction market and remain competitive.

The application of the social approach in the organization's activities will lead to an expansion of the prospects for attracting workers from regional labor markets, improving the search and selection of personnel, improving the skills of employees, maintaining their importance for the organization, and strengthening competitive positions.

Introduction to the working environment of the proposed code of ethics will lead to an increase in staff motivation, accordingly, productivity will increase, and staff turnover will decrease. Simplifying the control system will reduce downtime.

All this will lead to corresponding changes in the results of the work of the organization. The increase in incomes caused by changes in the personnel policy will demonstrate to the management the effectiveness of such changes, and in the future the ethical code will be improved, supplemented with motivational measures.

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