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ANALYSIS OF THE DIRECTIONS OF IMPACT OF THE ORGANIZATIONAL CULTURE ON THE ACTIVITIES OF TRANSPORT ENTERPRISES

In the face of a protracted management crisis, JSC «Ukrainian Railways» loses its attractiveness to investors and its overall management. One of the directions of the strategy of the situation is to use the labor potential effectively. The authors of the article consider the influence of organizational culture on the activity of railway enterprises. The impact of corporate culture on internal regulatory processes, decision-making processes, organizational behavior, competitiveness, and overall performance of the organization. The authors describe a generalized scheme of the influence of organizational culture on the global activities of organizations.

***Keywords:** organizational culture, organizational behavior, JSC «Ukrainian Railways», motivation, socialization, involvement.*

Introduction

This is the third part of the study, which focuses on the justification of the necessities and essential components of the organizational or corporate culture. All of the authors' three articles have been published in the SUIT journal. The first article considered the necessity of scientific discipline - organizational culture in the system of formation of future specialists of transport enterprises. The second was about the impact of staff on the social and economic activities of transport units. This article will focus on the effect of organizational culture on enterprise activity as part of the logistics chain of transportation. The central leitmotif of the study is to increase the efficiency of the enterprise, both in terms of its economic indicators and the attractiveness and comfort of staff. These are two sides of one «coin»: human interest and cost-effectiveness. For some people, the question may be what corporate culture is possible in a company which is yet degrading. It may be premature! But after a decline, there is a development under one brand or another. This is the nature of the activity of a logistics company in the civilized world. Preparing future specialists in the transport and logistics complex should be the stage of company development. Because degradation does not need to be taught, it goes out. The primary purpose of this article is to analyze the areas of activity of the enterprise, which have proved the influence of organizational culture.

Analysis of recent research and problem statement

Foreign researchers have widely considered the influence of the organizational culture on the development and activities of the organization. After all, the high interest in the phenomenon of corporate culture was caused precisely by the problem, which makes leading American corporations so productive and successful.

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American researchers T. Peters and R. Waterman have identified several characteristics of organizational culture that contribute to the success of organizations [1]:

- decisions are made even in the absence of information;
- central to corporate culture is consumer satisfaction;
- promotion of independence and initiative;
- the person is perceived as the most important value and asset of the organization;
- organization executives regularly visit the objects they manage and communicate directly with their subordinates at their places of work;
- strict focus on core activities, diversification is not encouraged;
- the simplicity of organizational structure, a few management staff; a combination of flexibility (at the expense of a minimum of control and management intervention) and firmness (at the cost of shared values) in the organization.

V. Sate has created a model of the influence of organizational culture, in which he considers the impact of culture on corporate life through six processes:

- decision making;
- control;
- communication;
- dedication to the organization;
- perception of the regulatory environment;
- justification of their behavior.

At the same time, V. Sate identifies two levels of organizational culture: surface (patterns of organizational behavior) and subsurface (values) [2]. The first of three processes (decision making, control, communication) relate to the surface level of corporate culture, and the next three to the subsurface level. The effectiveness of the organization depends on how the processes above.

American sociologist T. Parsons has developed a generalized model of the relationship between organizational culture and organizational performance - the AGIL model.

T. Parsons several a number of functions that any social system, including the organization, must perform to survive and succeed:

- Adaptation;
- Achievement of goals (Goal achievement);
- Integration;
- Legitimacy.

To survive and be successful, an organization must be able to adapt to the environment, achieve its goals, integrate its parts into a coherent whole, and be recognized by people and other organizations.

T. Parsons calls the values of the organization the most important means of fulfilling these functions: for successful activities, the recognized beliefs and values in the organization must contribute the adaptation, achievement of goals, unification and usefulness of people, and other organizations [3].

The T. Parsons model was developed by R. Quinn and J. Rohrbach in their model, called «Competing Values and Organizational Effectiveness» [4]. They viewed the impact of organizational culture in three dimensions, which were called competing values:

1. Integration / Differentiation: the advantage of control (stability, order, predictability) or flexibility (innovation, change).
2. Internal focus / External focus: preference for organizing an interest in internal issues (co-ordination and employee satisfaction), or strengthening the organization's position in the external environment.
3. Funds / Tools – Outputs / Indicators: The degree of focus on processes and procedures (planning, goal setting, etc.), and deliverables and performance (productivity, efficiency, etc.).

A Swiss researcher, D. Denison, has developed a model of organizational culture's impact on organizational performance, based on a description of the interdependent influence on the organizational performance of four factors of organizational culture: engagement, consistency,

adaptability, and mission. In this model, an active organization is an organization capable of solving the problems of internal integration and external adaptation.

At the present stage of research in the field of corporate culture, the following areas of research can be identified.

Authors of publication [5] study the differences in perceptions of corporate or organizational culture by different generations. The study was conducted based on European transport companies. It has been established that after five years of working for the transport companies, loyalty and teamwork go to the first level. This is due to the specifics of the transport industry. Based on the results of the study, the authors state that there are no intergenerational problems in the corporate culture among European transport companies.

OCTAPACE method was used in [6]. The technique uses eight indicators of Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration, and Experimentation. With these indicators, you can determine the state of the organizational culture of the enterprise. This will identify problems at the entry-level.

The article [7] analyzes the motivation of senior managers and blue-collar workers in small and medium-sized transport enterprises. There is a large gap between the needs of these categories of workers. The study was conducted on 30 indicators of motivation. The authors of the research could not offer a single program of motivation. The authors also concluded that it is necessary to study the state of motivation in enterprises constantly. Senior managers work with finance. Blue-collar workers need a good team, a safe workplace, and a professional manager.

The interplay between organizational culture and knowledge sharing through socialization is also important. There is a close correlation between socialization in the enterprise and the transfer and accumulation of knowledge [8].

The study [9] analyzed the leadership style for employee motivation and satisfaction.

Canadian scientists [10] are looking at the relationship between stress and the organizational culture of an enterprise.

Organizational culture is a factor that can result in the development of strategic thinking in organizations [11]. The advantage of this study is that the authors do not examine each employee individually, but the whole organizational level. The results showed that corporate managers should pay attention to corporate culture to enhance and promote strategic thinking at corporate levels. Because market culture has an impact on all aspects of strategic thinking, it is recommended that managers encourage employees to be innovative and creative [11].

The paper [12] proposes two methods for improving the level of human capital management. The first one is the increase of human capital through training, and the second consists of metrics for assessing how effectively the enterprises use human capital.

As we can see, the issue of organizational culture is essential and relevant.

Basic research materials

Let's establish the basic concepts and terms of this part of the study. Involvement is a condition in which employees feel that their activities are closely linked to the goals of the organization, that they are empowered, that teamwork is valued. Priority is given to the development of human capabilities. Consistency is a high level of integration and coordination. Adaptability is a state in which an organization responds flexibly to customer demands, takes risks, learns from its mistakes, and is capable of change. The mission is a description of the goals and directions of strategic development of the organization based on the formed on the organizations' ideas of the future.

The impact of organizational culture on the activities of organization should be considered in one direction, namely

1. on the processes occurring in the organization,
2. on the structure of the organization,
3. on the behavior of organizations,
4. on competitiveness,
5. on the overall performance of organizations.

This approach will allow us to take into account and analyze the cumulative impact of organizational culture on the enterprise, including all aspects of the activity and condition of the organization, which will give a comprehensive understanding of it. Consider all five main directions.

a) The influence of organizational culture on internal regulatory processes.

The list of these processes is as follows:

1. communication;
2. decision-making, career, socialization;
3. production and labor processes.

1. The method of communication is the transmission of information and understanding using verbal and non-verbal symbols. Communication activity is the activity of transferring data from the sender (source) to the recipient. The influence of organizational culture on the communication process and communication activities are presented in Fig. 1.

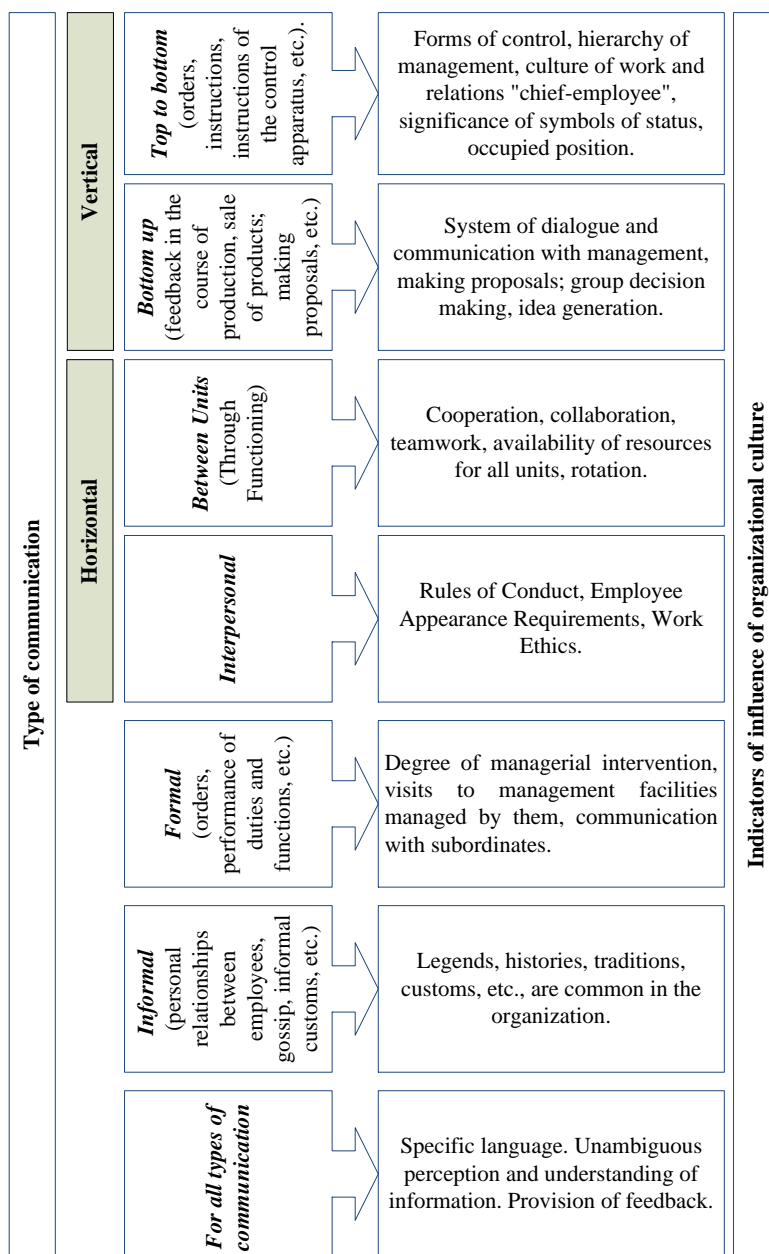


Fig. 1. The influence of organizational culture on the communication process.

2. The impact of corporate culture on decision-making, career, and socialization processes are given in Fig. 2.

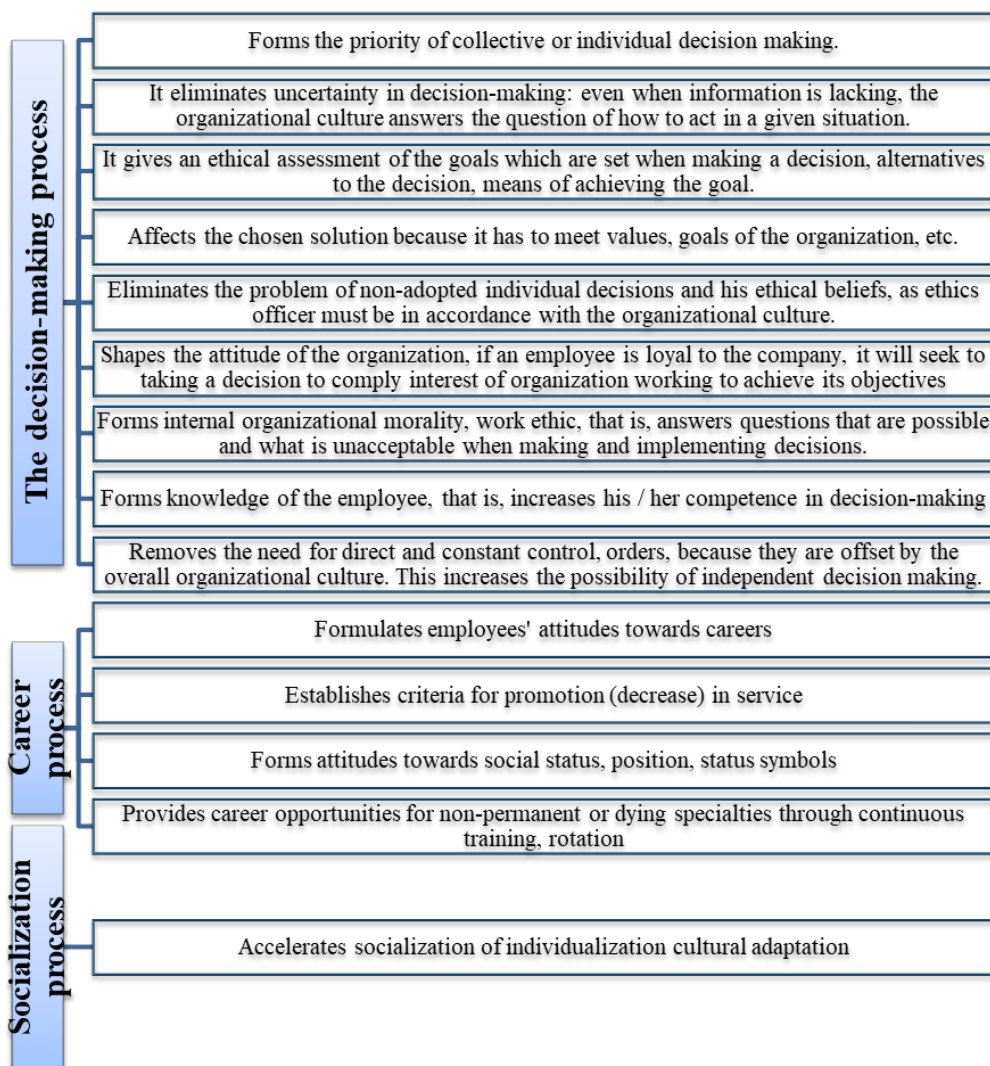


Fig 2. The influence of organizational culture on the processes of career and socialization

In the general sense, *socialization* refers to the process of assimilation by the individual of the system of knowledge, norms, and values that allow him to function as a full member of society [13]. Socialization is the norm of conformity and similarity. Socialization takes place in the process of entry of an individual into the organization, the transformation of the individual from an outsider for the organization in its part.

Thus, socialization is an activity undertaken by management to combine the goals of the organization and the goals of the employees.

3. The influence of organizational culture on the production and labor process is given in Fig. 3.

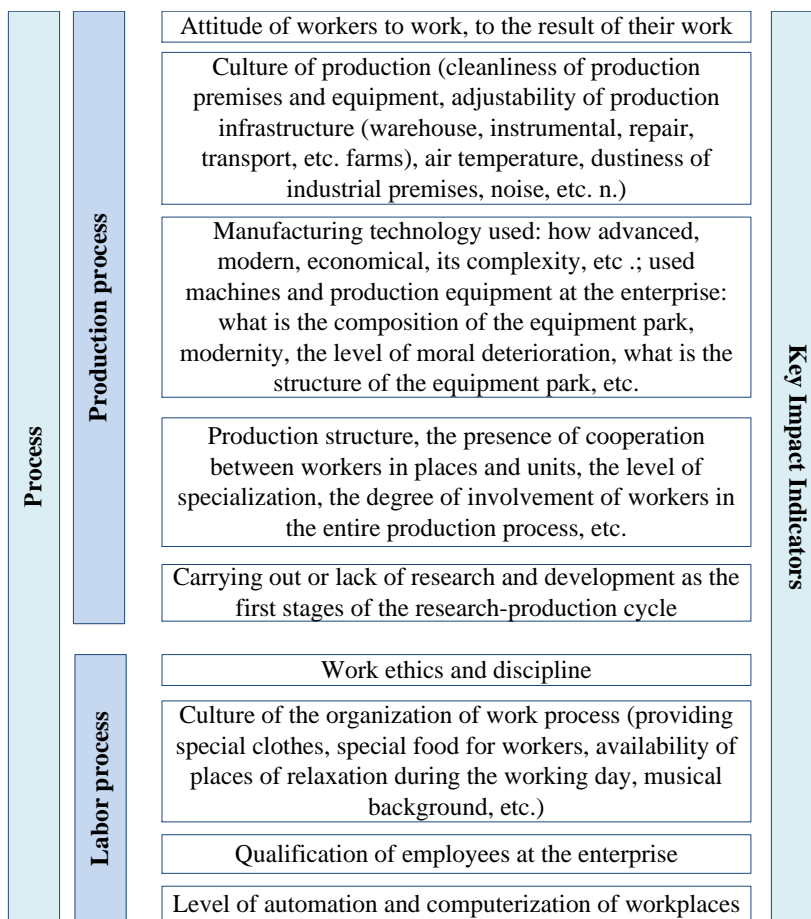


Fig 3. The influence of organizational culture on the production process and organization of work processes

в) The relationship between the structure of the organization and corporate culture is given in Fig. 4.

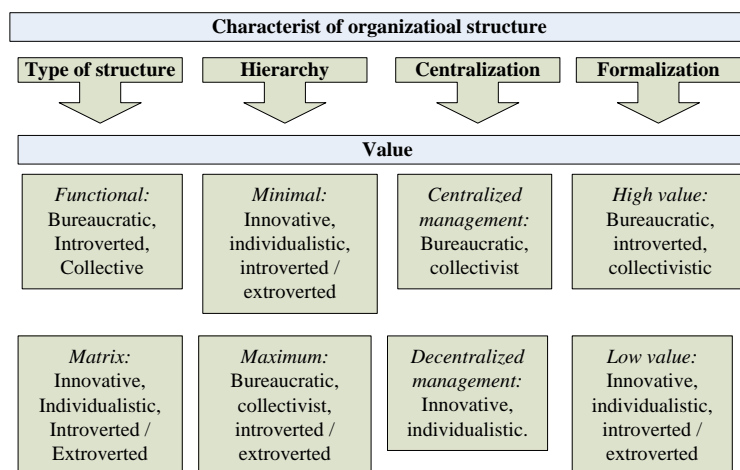


Fig 4. The relationship between organizational structure and organizational culture

c) Organizational culture is the basis for organizational behavior. That is, the culture of the organization is manifested in its behavior. **The influence of corporate culture on organizational action is** presented in Fig. 5.

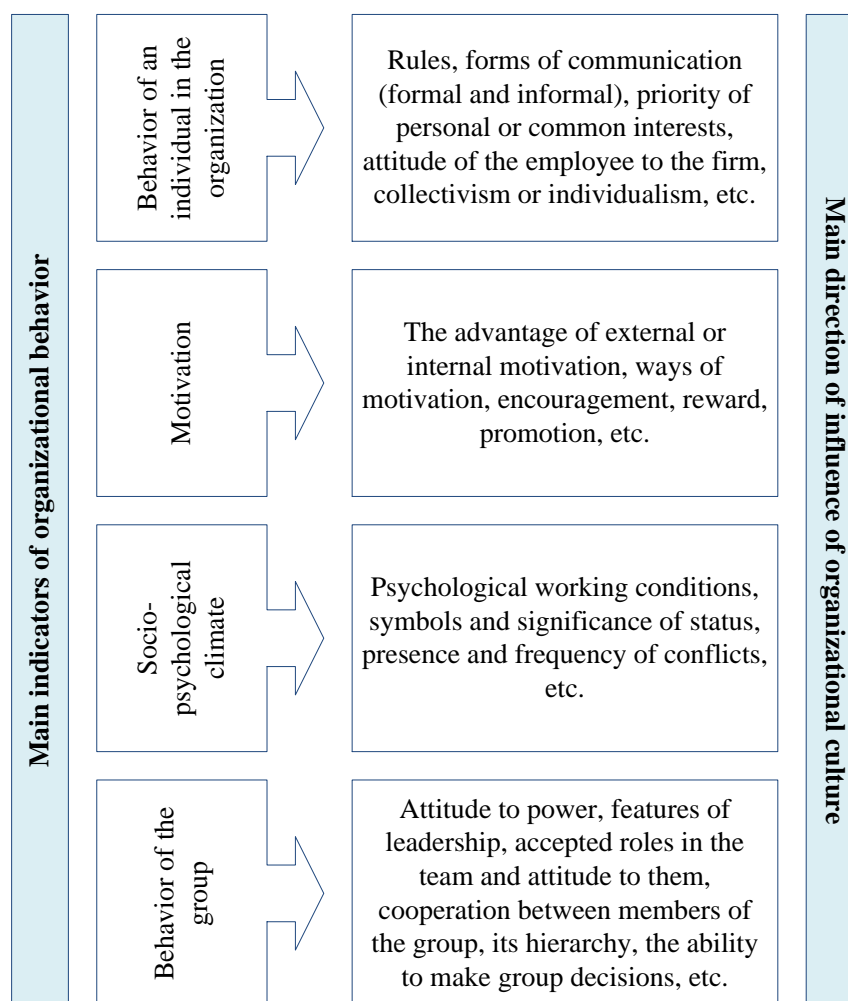


Fig. 5. The influence of organizational culture on organizational behavior

d) The influence of organizational culture on the competitiveness of the organization is manifested in the formation of a positive reputation and attractive image of the company and the manufactured product (product or service) among consumers, business partners, and the public. Organizational culture, focused on innovation, enhancing the labor potential of employees, forms of the intellectual property of the organization, which increases the competitiveness of the company due to the presence of unique developments, technologies, products [14, 15].

e) The influence of organizational culture on the overall performance of the organization consists of the totality of the areas of influence discussed above. In general, processes, structures, behavior, the level of competitiveness of the organization, and shape the overall effectiveness of its activities. Therefore, it can be said that organizational culture, in one way or another influences all performance characteristics.

The influence of organizational culture on the activities of the organization is manifested in the achievement of the primary purpose of corporate culture - ensuring self-organization of socio-economic system with the help of staff, increasing the labor potential of the organization, which is a part of the overall economic potential of the enterprise.

Achievement of primary objective (purpose) of organizational culture – the increase of possible labor results in growth of jurisdiction of personnel. In an eventual outcome, extension of authority is meant by the growth of income, the profitability of the organization. It is related to the fact that as more competent workers can work on sound equipment, after anymore by an ideal method, they can generate ideas creatively to go near work. All of it will positively affect the quality of products, will allow organizations to develop their own unique technologies, products, the same promoting profitability.

The influence of organizational culture on the economic efficiency of activity of the organization is represented in the financial results of the activity of an organization, especially in the growth of the market value of a firm.

The generalized chart of influence of organizational culture on the activity of organizations results in Fig.6.

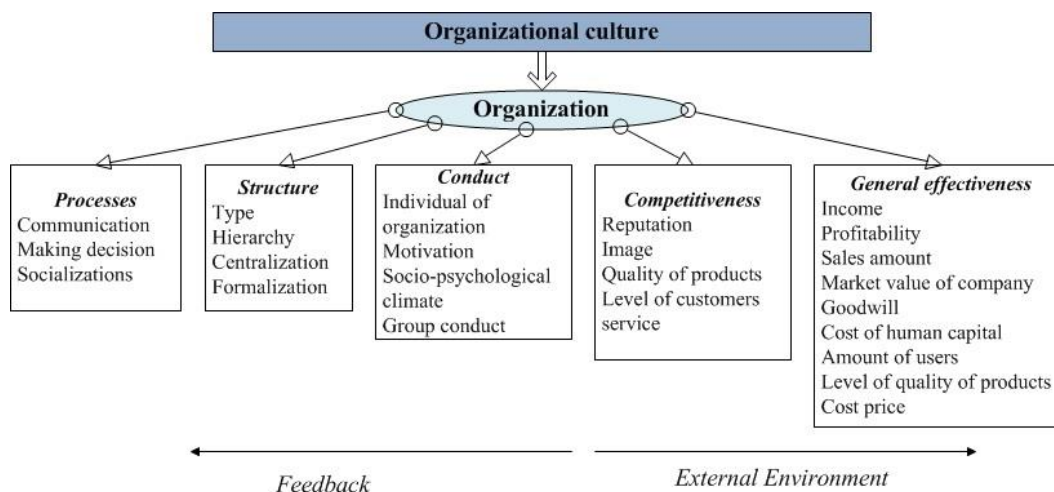


Fig. 6. General chart of influence of organizational culture on the activity of the organization

An external environment influences both on organizational culture and on organization. Feedback, which is very needed for a high-quality change, carried out precisely through organizational culture. As a result of feedback there is an adaptation of corporate culture to the external environment, which changed, which draws change in the different aspects of the activity of enterprises.

Results and conclusions

1. Of communication processes occupy a considerable place in the activity of propulsion JSC «Ukrainian Railways» Difficulties that arise up as a result of their realization negatively influence on the development of the company. An organizational culture allows minimizing the origin of such complications.

2. Applying principles of organizational culture, the management of railway enterprises is formed workers, encouraged, and explained on the increase of personal potential. The total growth of individual possibilities brings to growth of potential labor enterprises over the whole.

3. The increase of labor potential positively affects the results of the economic activity of the enterprise. In the conditions of the deep and protracted crisis of propulsion JSC «Ukrainian Railways» an organizational culture can promote the competitiveness of the company.

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АНАЛИЗ НАПРАВЛЕНИЙ ВЛИЯНИЯ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ НА ДЕЯТЕЛЬНОСТЬ ПРЕДПРИЯТИЙ ТРАНСПОРТА

В условиях затяжного управленческого кризиса ПАО «Українська залізниця» теряет привлекательность для инвесторов. Ситуация требует эффективно использовать трудовой потенциал. Авторы статьи рассматривают влияние организационной культуры на деятельность предприятий железнодорожного транспорта. Влияние организационной культуры на деятельность организации проявляется в обеспечении самоорганизации социально-экономической системы с помощью повышения трудового потенциала организации, который является составляющей общего экономического потенциала предприятия. Авторами предложена обобщенная схема влияния организационной культуры на деятельность организаций.

Ключевые слова: организационная культура, организационное поведение, ПАО «Українська залізниця», мотивация, социализация, вовлеченность

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АНАЛІЗ НАПРЯМКІВ ВПЛИВУ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ НА ДІЯЛЬНІСТЬ ПІДПРИЄМСТВ ТРАНСПОРТУ

Попри значний потенціал компанія АТ «Українська залізниця» залишається неповороткою і малоефективною. Але водночас вона є однією з найбільших державних компаній та одним із найважливіших стратегічних активів у країні. Не додає інвестиційної привабливості АТ УЗ і калейдоскоп зміни керівництва та наглядових рад. В результаті імідж компанії падає.

В таких умовах ситуація вимагає ефективно використовувати трудовий потенціал. Авторі статті розглядають вплив організаційної культури на діяльність підприємств залізничного транспорту. Визначення цього впливу розглядається як сукупність впливу на кожен напрямок життя і діяльності підприємства. Наголошено, що організаційна культура позитивно впливає на процес комунікації в компанії, а також на виробничий і трудовий процеси. Також корпоративна культура оптимізує процес прийняття рішень.

Розглянуто вплив організаційної культури на організаційну поведінку. Наголошено на підвищення мотивації та покращення соціально-психологічного клімату під впливом організаційної культури.

Наголошується, що вплив організаційної культури дозволяє збільшити трудовий потенціал підприємств залізничного транспорту. Це, в свою чергу, дозволяє покращити економічні результати діяльності ПАТ УЗ.

Вплив організаційної культури на діяльність організації проявляється в досягненні головної цілі організаційної культури – забезпеченні самоорганізації соціально-економічної системи за допомогою персоналу, підвищенні трудового потенціалу організації, який є складовою загального економічного потенціалу підприємства.

Авторами запропонована узагальнена схема впливу організаційної культури на діяльність організації.

Ключові слова: *організаційна культура, організаційна поведінка, ПАТ «Українська залізниця», мотивація, соціалізація, залученість.*