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## CORPORATE CULTURE AS THE INTERNAL ENVIRONMENT OF THE ENTERPRISE

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The concept of «corporate culture» in management theory first appeared in 1982, when American experts T. Dil and A. Kennedy<sup>1</sup> began to study the factors influencing the success of the work of American transnational corporations. Then this concept began to be used in the development of management methods for smaller-scale objects — individual companies, firms, organizations. In this case, the term «corporate» and organizational culture has been interpreted as «general professional», existing at the level of values and norms of business, entrepreneurship, and the sphere of production.

Today, there are quite a few definitions of corporate and organizational culture. Thus, the American researcher Michael Armstrong defined organizational culture as «a set of beliefs, attitudes, behavioral norms and values common to all employees of this organization, determining the interaction of people and significantly influencing the course of work» [1].

Organizational culture can be of benefit to the organization by creating an environment conducive to increasing productivity and introducing the new. But it can also work against the organization, creating barriers that impede the development of a corporate strategy. These barriers are expressed in resistance to new and lack of contact.

G.L. Hyeata also focuses on organizational behavior, considering corporate culture as values, attitudes, behavioral norms characteristic of the organization [5]. The same approach to the definition of corporate culture is demonstrated by V.V. Zadihailo, O.R. Kibenko and G.V. Nazarov, which he proposes to understand by corporate culture a system of socially progressive formal and informal rules and norms of activity, customs and traditions, individual and group interests, behavioral patterns of personnel of a given organizational structure, leadership style, indicators of employee satisfaction with working conditions, level of mutual cooperation and compatibility of workers between oneself and with the organization, development prospects [4]. Obviously, such a definition of corporate and organizational culture is incomplete, as it reflects only one, although fundamental, aspect of this multifaceted phenomenon. A more complete definition gives the American scientist Edgar Shane. In addition to human values that determine organizational behavior, he speaks of corporate culture as an environment that determines internal and external communication in an organization: «... a system of material and spiritual values, manifestations interacting with each other, inherent in a given corporation, reflecting its individuality and perception of themselves and others in a social and material environment, manifested in behavior, interaction, perception of oneself and the environment» [1]. In his opinion, corporate culture is manifested in the philosophy and ideology of management, value orientation, beliefs, expectations and norms of behavior.

Yevtushevsky V.A. gives the following definition of organizational culture: it is “a set of the most important assumptions made by members of the organization and expressed in the values asserted by the organization, giving people guidelines for their behavior and actions. These value orientations are transmitted to individuals through “symbolic” means of the spiritual and material intra organizational environment” [3]. Nazarov G.V. adheres to the same approach in defining organizational culture,

which indicates that organizational culture is a creative, creative activity of an organization, like the past, embodied in values, traditions, norms, and true, based on the objectification of these values, norms and traditions [6]. From her statement, we can conclude that effective organizational behavior in the past turns into a certain pattern of activity in the present. As you can see, many of the above interpretations of corporate and organizational culture are in many ways the same. Regarding the relationship between the concepts of «corporate culture» and «organizational culture» in the scientific literature there are several points of view. The first group of authors T. Dil, A. Kennedy and E. Shane consider corporate culture identical to organizational. They view corporate (organizational) culture as a set of basic assumptions designed to solve the problems of external adaptation and internal integration. The second group of authors J. Masud, A. Toffler, O.N. Antipin, V.L. Foreigners associate the emergence of corporate culture with the transition of industrial society to the post-industrial. They interpret corporate culture as a complex of spiritual – practical values and actions within the framework of positive corporatism, i.e. corporate culture is possible only in enterprises, the main value of which is social partnership; in other cases, in enterprises there is not a corporate, but an organizational culture. From the point of view of Nebava M.I. the most important differences between the corporate and organizational culture are the following: the characteristics of the corporate culture are set not so much by the characteristics of a given corporation, as by the macro-culture of a corporation; corporate culture contains a number of subcultures that are significantly different from each other, while organizational culture is relatively homogeneous [7].

According to O. Bal, the concept of organizational culture is more reasonable when we speak of a company, a firm, an organization. This is because not every organization is a corporation, i.e. the concept of «organizational» culture is broader than the concept of «corporate» [2]. However, if the term «corporate» is interpreted as general professional, at the level of values and norms of this type of business, business, production, then the corporate culture interprets other, broader norms and values that determine, among other things, the social responsibility of this field of activity (improvement working conditions, decent wages, protection of life, health, property of workers, improvement of the morale in the team, respect for individual rights, support for education and creative Nanii). Since this monograph will consider a dynamic heterogeneous phenomenon that defines both the internal environment of the enterprise and external, as well as corporate social responsibility, in the future the term «corporate culture» will be used. So, a corporate culture is formed under the influence of people working in an organization, but at the same time it is she who determines the behavior of people, their interaction and even the awareness of their place in society, i.e. Corporate culture is a very complex, multifaceted phenomenon with a complex system of direct and inverse links between its structural elements.

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