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THE APPLICATION OF ORGANIZATIONAL CULTURE MODELS IN PUBLIC AUTHORITIES

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In the conditions of global transformations characterized by a high degree of uncertainty, organizations are forced to adapt to the new situation and create acceptable rules of functioning. Organizational culture is becoming one of the mechanisms for managing this process, and this, in turn, requires that its main components be in line with the latest trends in management, flexibility, and adaptability.

Today, many global transformations are taking place, to which organizations have to adapt by choosing the optimal behavior strategy. That is why it is important to study and analyze models and types of organizational culture, as they contribute to the development of organizations. Many researchers have contributed to this issue, and their approaches differ significantly, thus allowing us to identify the leading trends in the development of modern organizations.

Bob Harrison proposed a European model of organizational culture, which reflects an orientation to key resources that are valuable to the organization and allow it to achieve its goals. He identified four types of

organizational culture in his model: power culture, role culture, task culture, and personality culture. Kim S. Cameron and Robert E. Quinn suggest that organizational culture should be viewed through the prism of two criteria: the main indicators of company performance (stability and control or flexibility and discretion) and the focus of the activity (internal, external). When these criteria are superimposed on each other, the following types of organizational culture are distinguished: clan, hierarchical, market and adhocratic. Rob Cole has identified a classification based on the theory of human resource management, which is task-oriented, relationship-oriented, and quality-oriented: bureaucratic, entrepreneurial, natural, and participatory cultures [2, 4].

Professional behavior reflects internal attitudes, norms, values, level of professionalism and development of personal qualities - in essence, these are elements of professional culture. Attempting to influence the improvement of professional culture is a way of constructive influence on professionalism and competence, as well as moral and ethical views of public servants. The desired behavior can be predicted and stimulated by certain attitudes, value systems or professional models that are developed within the professional culture. At the same time, it is necessary to take into account the relationships that have already been established. Implementation of a new philosophy of "Responsive civil service", which declares progressive values and new management technologies, is a long and complex process, and artificially introduced new traditions and ideals begin to conflict with those that have been formed in practice.

State authorities, regardless of their specificity, develop according to the same laws as any organization. Their functional abilities depend not only on their legal status, internal structure and controlled resources, but also on the state of the organizational and corporate environment. The components of the corporate environment, informal (corporate) relations significantly affect the effectiveness of the functioning of state and local government structures and the activities of each individual employee. The degree of employees' internalization of the mission of state administration and local self-government and the level of readiness for its implementation largely depends on the nature of corporate relations.

In the conditions of the activities of state administration bodies, the experience of corporations can be applied with significant adjustments, but the appropriateness of such an analogy is not in doubt. According to most researchers, the term "organizational culture" can be understood to mean the culture of any type of enterprise, including schools, non-profit organizations,

universities, government agencies, and, of course, business structures. At the same time, in relation to enterprises and organizations in the business sphere, concepts such as organizational culture and corporate culture are used interchangeably [1].

The following algorithm of actions may be necessary for a qualitative change in corporate culture [1-5]:

- diagnosis of values and attitudes of civil servants of administrations;
- construction of the optimal, desired image of the authority;
- decomposition of this image into a number of interconnected basic values;
- the promotion of these values, while the factor of the manager and the most authoritative public officials, who must convince by their everyday behavior of the persistence of the adopted norms and values, takes on a decisive role;
- formation of a list of "anti-values" that create a complex of threats to the authority's reputation and obstacles to its effective performance of proper functions;
- clarification of the negative consequences of their approval;
- adjustment of the regulatory framework, which establishes norms of behavior, in accordance with accepted values - the Code of Conduct.

Management of the formation of the system of corporate relations in executive authorities involves the use of technologies that create favorable conditions for the emergence of collectivistic tendencies and reduce the risk of deformation of the corporate environment.

The current guidelines for the practice of creating a new organizational culture for civil servants are the constant regulation of the behavior of civil servants, the creation of organizational prerequisites for the professionalization of their activities, and a focus on innovation and feedback from the public.

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MAIN ACTIVITIES WITHIN THE SCENARIOS OF PERSONNEL OF FACILITATION IN CONDITIONS OF MILITARY CONDITION

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In the conditions of military aggression and military condition in Ukraine, business was forced to switch working processes from face-to-face formats to online ones. The prevailing number of companies were forced to spontaneously transfer employees to a remote form of work. Therefore managers turned to the experience of companies that have successfully established the processes of personnel in a pandemic. The successful transition to online meetings during the pandemic also suggests that remote public meetings are a viable and legitimate option for participatory planning processes [1, p. 2].

These challenges are compounded by uneven access to digital and other resources. Therefore, teachers have been forced to find or learn how to make remote, digital tools and materials within short timeframes [2, p. 236].