

their preservation, which is part of sustainable management aimed at diversifying resource sources and reducing dependence on depleting resources.

It is important that effective sustainable management requires the participation of state institutions, corporations and public organizations. The joint efforts of all interested parties contribute to the creation of conditions for the conservation of resources and the development of a sustainable economy.

Thus, all this emphasizes the need to develop long-term strategies focused on the efficient use of resources, the search for alternatives, and environmental protection. Sustainable management minimizes the negative consequences of resource depletion, preserving them for future generations, ensuring the sustainable development of society and the economy.

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T. Obydiennova, PhD of Economics, Associate Professor, (*V. N. Karazin Kharkiv National University, Kharkiv*)

TRANSFORMATION OF THE CORPORATE CULTURE OF UKRAINIAN ENTERPRISES IN THE CONTEXT OF ECONOMIC CHANGES

Changes in the management system of Ukrainian enterprises make adjustments to the processes of corporate culture formation. Unfortunately, many enterprises are unable to quickly adapt to new business conditions in the new conditions and, as a result, there is a lack of effective management, high quality of products and service. Particularly negative impact of external environmental factors of the organization is reflected in the work of the personnel of enterprises, and also manifests itself in a decrease in labor productivity due to dissatisfaction with work. One of the effective ways to ensure highly efficient work of personnel and interest in the work process, as well as satisfaction with the work process, is the formation of the corporate culture of the organization.

The corporate culture of the organization is the internal moral standards, as well as communication standards in the internal environment (among the staff) and in the external environment (with clients and partners). Corporate culture increases employee productivity, improves communication within the company and creates the company's image and increases customer loyalty. Underestimation by the management of the harmonious combination of personal and organizational values in the personality structure leads to a decrease in the effectiveness of the corporate culture. Thus, the development of the corporate culture of the organization is relevant today. It is the corporate culture that determines relationships within the team, issues of leadership and subordination, the procedure for making important decisions, and also creates the corporate values of the organization, which are of two types: universal and unique corporate values

Universal corporate values are common to any company, regardless of its specifics. These values do not create a special style of the organization, they only form the basic corporate culture (customer focus, team spirit, partnership, focus on results, tolerance, continuous development and improvement, mutual assistance, etc.).

Unique corporate values are original values invented within a specific company. Such values can be: focus on changes in the life of society and the planet; change the state of things for the better; provide improved customer service; become a part of history that is being created right now; protection of the environment (seas, oceans, forests, rivers, mountains, individual widows of animals, etc.); preservation of traditional production technologies; ensuring a ban on testing the company's products on animals; development of creative qualities of both management personnel and each individual member of the team; ensuring the implementation of innovations and promoting changes in the company's work, etc. Original corporate values set the spirit, form a unique image of the company, distinguish it from others. The goal of corporate culture is to develop and support the company's values, instill them in employees. A corporate culture based on values that are close to the staff is a source of competitive advantage.

Each employee must match the company's culture and values. Companies with the most desirable corporate culture spend a lot of time selecting and interviewing potential new employees because they understand how important each person is to supporting the culture.

The workforce plays a key role in the organization's activities. If the workforce is satisfied with their work, working conditions, and staff turnover is at a normal level, then the corporate culture will be considered effective. This means that the company has developed its corporate culture correctly. If the corporate culture is accepted by employees, labor efficiency increases, and the company's reputation also improves.

Socio-psychological factors play an important role in the formation of the corporate culture of an organization - methods of influencing personnel based on the use of the laws of sociology and psychology. They are divided into general (those that affect the entire team to the same extent) and personal (which affect each individual in the team).

General socio-psychological factors influencing corporate culture: compatibility of views, beliefs and attitudes, temperaments and characters; psychological cohesion and coordination; management style; nature of communication.

Personal socio-psychological factors influencing the corporate culture of the organization:

- job satisfaction, which implies that the employees' workplaces correspond to the characteristics of the individual, which guarantees comfort at work and has a positive effect on performance and the psychological climate in the team;
- a career plan, which ensures career growth in the organization for each employee, which guarantees additional motivation at work;
- a workplace that meets the needs, characteristics and expectations of the employee:

– personal time, which guarantees that employees have time for rest and personal life;

– a microclimate in the family, which is maintained by the company by providing employees and their families with joint vacations, vouchers to a sanatorium or summer camp for the children of employees, etc.

Thus, the formation of the corporate culture of the organization is a complex and comprehensive process that consists of many factors. In addition, an important aspect is the diagnostics of corporate culture, the main goal of which is the creation of tools and a basis for making management decisions in the field current business tasks, in the area of strategic tasks, as well as for forecasting the company's potential in a changing situation. Diagnostics of corporate culture comprehensively evaluates the organization of business processes and the effectiveness of employee interaction in them. Diagnostics of culture is also necessary before planning changes in the culture itself.

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Н.В. Андрушкевич, канд. екон. наук (*ЧФ ПВНЗ «Європейський університет»*)

Н.М. Польова, канд. екон. наук, доц. (*ЧФ ПВНЗ «Європейський університет»*)

КЛЮЧОВІ ПРОБЛЕМИ КОРПОРАТИВНОГО УПРАВЛІННЯ ПІДПРИЄМСТВАМИ В УМОВАХ НЕВИЗНАЧЕНОСТІ

Корпоративне управління передбачає таке управління бізнес-діяльністю, коли здійснюється ефективний розподіл результатів цієї діяльності між усіма зацікавленими сторонами. Основна мета ефективного корпоративного управління - підвищення інвестиційної привабливості підприємства та, відповідно, зростання капіталізації. Крім того, у разі ефективного корпоративного управління акціонери можуть здійснювати необхідний моніторинг за діяльністю менеджменту, що передбачає опрацювання та впровадження нових внутрішніх процедур управління та застосування зовнішніх правових та регулюючих інструментів. Акціонери будь-якої компанії вважають за краще мати повну та достовірну інформацію про розподіл відповідальності топ-менеджерів за діяльність підприємства. Одночасно з цим особам, які фінансують бізнес-діяльність, важливою є можливість участі у прийнятті стратегічних рішень.

Зростання актуальності вдосконалення корпоративного управління викликана на сучасному етапі ускладненням економічних процесів і станом постійної кризи в економіці. У таких умовах підприємства змушені не лише пристосовуватися до негативних зовнішніх процесів, що протікають в економіці країни загалом, а й до ускладнень умов конкуренції.

На сучасному етапі багато світових економістів дійшли висновку, що керівництву корпорацій необхідно не тільки розвивати ризик-менеджмент і