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**Соколовська Ксенія Володимирівна**

Київський національний університет технологій і дизайну

(м. Київ)

**Науковий керівник – Росенко Л. В.**

## **CORPORATE CULTURE AS AN ELEMENT OF THE PERSONNEL MANAGEMENT SYSTEM**

Nowadays integration of the Ukrainian economy into the world economic system stipulates the change of the traditional processes of personnel management in whole and corporate culture in particular. Modern terms of doing business assist consideration of the concept "corporate culture" as one of basic elements of personnel control system.

The **aim** of the article is consideration of the notion "corporate culture" and analysis of corporate culture elements and their influence on the activity of an organization.

The main **tasks** of the article is to identify and clarify modern approaches to the interpretation of the concept of "corporate culture", as well as points of view on the relationships between the concepts of "corporate" and "organizational culture" and the degree of their prevalence in foreign and domestic science; to analyze the visual and non-visual levels of corporate culture and the study conducted by «Kraina-

M group» concerning the elements of corporate culture and their impact on the effectiveness of the company .

Evolution of approaches to the interpretation of the category "corporate culture" shows that there is a tendency for its transformation from a spontaneous phenomenon into a tool of purposeful influence of personnel management. In this regard, the study of this problem becomes relevant both in terms of theory and practice of personnel management. The analysis of the discussions of the world community shows that in modern science a single theoretical and methodological approach concerning the concept of "corporate culture" has not been formed yet. So, within the sociocultural approach, corporate culture is a collection of corporate values, customs and traditions of the organization.

In the context of the psychological approach, corporate culture is considered to be inherent in the organization as the behavior model, the style of communication at the vertical and horizontal levels, the norms and rules of conduct of employees, as well as the "legends and myths" about the origin and stages of the organization development, etc. It should be noted that there are different points of view on the relationship between the concepts of corporate and organizational culture, presented in the following table.

Increasing the efficiency of the development of business entities determines the use of modern mechanisms that have proven their practical significance, one of which is considered to be integration processes, which are the basis for obtaining a synergistic effect.

Table 1

**Correlations of the concepts of corporate and organizational culture**

Correlacy of concepts in corporate and organizational culture	Diffusion of concepts
1. Corporate culture is identical to organizational culture.	Foreign science and domestic scientists (O. Vihansky, L.V.

	Kartashova, V.A.Spiwak, E.D.Malinin, S.V. Ivanova).
2. Corporate culture - a part of organizational culture.	Foreign science and domestic scholars (Yu.D.Krasovsky, BZ Milner, Ye.G. Moll, VV Shcherbyna).
3. Corporate culture - a culture of large industrial, trade, etc. associations with a certain form of economic and legal structure (corporations).	Not very common in Ukraine and abroad
4. Corporate and organizational culture - independent phenomena.	The most widespread in Ukraine and abroad

Analyzing information in the Table 1, organizational culture can be considered as the main category, and corporate culture as its current form.

Summarizing all the abovementioned, one can conclude that corporate culture is a multi-dimensional category, which has two levels.

Levels of corporate culture have different mechanisms of formation. The visible level is influenced by the form of clothing, symbols, slogans, and the invisible is expressed by the values, norms of behavior, the style of communication, that is, value-orientation and moral and ethical norms. This creates a situation in the organization, when the corporate culture officially declared by the management does not coincide or even contradicts the real models of employee behavior. In other words, the situation of the "Double Standard" is created.

According to the information portal HR-Portal [1], organizations with a significant focus on corporate culture show an increase of 35% in competitiveness.

(Figure 2).

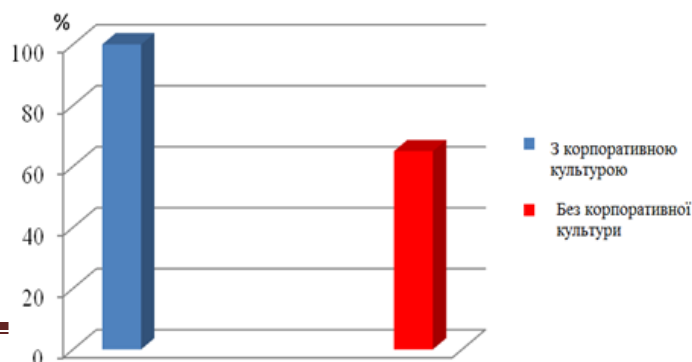


Figure 2. Increased competitiveness of the organization at the expense of corporate culture.

The research group "Krajina-M" interviewed 100 employees of commercial organizations on the subject of corporate culture in their organizations. About 80% of respondents indicated corporate holidays as corporate culture elements, 70% of respondents mentioned the uniform.

It should be noted that in the framework of increasing the efficiency of corporate culture organizations focus on the innovation activities of the staff [3, с. 435].

One of the directions of the influence of corporate culture is to increase the organization's innovative activity, which is especially relevant to typical demographically problematic regions of Ukraine.

**Conclusion.** Thus, it is obvious that corporate culture is not only rules, values in the organization, but also an effective tool for personnel management. Management bodies need to draw attention to the fact that the corporate culture in an organization exists in any case, regardless of whether it is purposefully formed or not.

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