INFLUENCE OF CORPORATE CULTURE ON PERSONNEL MANAGEMENT OF THE ENTERPRISE

Abstract. The article clarifies the essence and elements of corporate culture. It is indicated that the analysis of the state of the enterprise's corporate culture should be carried out periodically in order to assess the changes occurring at the enterprise and clarify the impact of corporate culture on the development of personnel. An assessment of the features of corporate culture at Agrifas Mashiner B.V. (Steenwijk, Netherlands) was carried out, which testifies to the positive influence of corporate values on the company's activities. The influence of corporate culture on the labor activity and functions of the company was considered. Measures to stimulate the development and support of corporate culture are proposed: preservation and development of symbols, traditions, language of communication, development of the company's development strategy. It was determined that the basis of creating a positive corporate environment at the enterprise is a combination of a flexible management philosophy, creativity, reliance on teamwork of personnel. It was found that the high level of corporate culture of Agrifas Mashiner B.V. (Steenwijk, Netherlands) is confirmed by the clarity of the planning system, the organization of career growth and remuneration, as well as the orientation towards the final results of the enterprise. It is emphasized that all candidates participate in the competitive selection of candidates to fill vacant positions at Agrifas Machinery B.V. (Steenwijk,
Netherlands), but the priority of choosing a vacant position remains for a specialist who has proven himself through his professional activity and can reasonably prove his understanding of the ways of development of a certain line of activity, which is consistent with the values and norms of the company's corporate culture. Forms of non-material and material stimulation and punishment of the company's personnel are considered. The impact of the constituent elements of the corporate culture of Agrifas Mashineru B.V. (Steenwijk, Netherlands) on individual constituent elements of the motivation of the enterprise's labor activity was evaluated. The need to create a department responsible for the development of corporate culture at Agrifas Mashiner B.V. (Steenwijk, Netherlands) with the appropriate delegated powers and regulations for their implementation is substantiated.

**Keywords:** personnel, labor activity, corporate culture, motivation, stimulation.

**Garbar Zhanova Volodymyrivna** doctor economic sciences, associate professor, associate professor of the department of agricultural management and marketing, Vinnytsia National Agricultural University, Sunny Street, 3, Vinnytsia, 21008, tel.: (067) 984-74-14, https://orcid.org/0000-0003-3492-9224

**Polishuk Igor Viktorovych** magistr, Vinnytsia National Agricultural University, Sunny Street, 3, Vinnytsia, 21008, tel.: (097) 722-56-88; manager, Agrifac Machinery B.V., Steenwijk, Netherlands, tel.: (050) 405-02-16, https://orcid.org/0009-0001-1111-9205

**ВПЛИВ КОРПОРАТИВНОЇ КУЛЬТУРИ НА УПРАВЛІННЯ ПЕРСОНАЛОМ ПІДПРИЄМСТВА**

**Анотація.** У статті з'ясовано сутність те елементи корпоративної культури. Вказано, що аналіз стану корпоративної культури підприємства доцільно проводити для здійснення оцінки змін, які відбуваються на підприємстві, та з'ясування впливу корпоративної культури на розвиток персоналу. Проведено оцінку особливостей корпоративної культури в Agrifac Machinery B.V. (Steenwijk, Netherlands), яка свідчить про позитивний вплив корпоративних цінностей на діяльність підприємства Розглянуто вплив корпоративної культури на трудову діяльність та функції підприємства. Запропоновано заходи з стимулювання розвитку та підтримки корпоративної культури: збереження та розвиток символіки, традицій, мови спілкування, розробка стратегії розвитку підприємства. Визначено, що основою створення позитивного корпоративного середовища на підприємстві є поєднання гнучкої філософії управління, творчості, опору на командну роботу персоналу.
З’ясовано, що високий рівень корпоративної культури Agrifac Machinery B. V. (Steenwijk, Netherlands) підтверджується чіткістю системи планування, організацією кар’єрного зростання та оплати праці, а також орієнтацією на кінцеві результати діяльності підприємства. Наголошено, що в конкурсному відборі кандидатів на заміщення вакантних посад Agrifac Machinery B. V. (Steenwijk, Netherlands) беруть участь всі кандидати, проте пріоритет вибору вакантної посади залишається за фахівцем, який проявив себе своєю професійною діяльністю та може обґрунтовано довести своє розуміння шляхів розвитку певного напряму діяльності, що узгоджується цінностями та нормами корпоративної культури підприємства. Розглянуто форми нематеріального і матеріального стимулювання та покарання персоналу підприємства. Проведено оцінку впливу складових елементів корпоративної культури Agrifac Machinery B. V. (Steenwijk, Netherlands) на окремі складові елементи мотивації трудової діяльності підприємства. Обґрунтовано необхідність створення на Agrifac Machinery B. V. (Steenwijk, Netherlands) департаменту, відповідального за розвиток корпоративної культури з відповідними делегованими повноваженнями та регламентом їх реалізації.

Ключові слова: персонал, трудова діяльність, корпоративна культура, мотивація, стимулювання.

Introduction. The experience of successful enterprises shows that corporate culture is a factor in effective personnel management of the enterprise. In Ukraine, corporate culture is underestimated, which narrows the possibilities of its competent use in overcoming deformations in labor relations. The role of corporate culture in personnel management of the enterprise is extremely important, because it ensures the harmonization of collective and individual interests of employees, mobilizes their initiative, fosters responsibility, improves communication processes and the moral and psychological climate.

Literature Review. The problems of corporate culture are investigated by such scientists as: O. Androsova [1], O. Apostoliuk [2], O. Varaksina [3], V. Zelich [4], A. Polyanska [6], Z. Pushkar [7], O. Tarasova [10], V. Ustymenko [11], I. Khymych [13] and others. At the same time, despite the work of scientists, it should be noted that still some issues related to the assessment of the impact of corporate culture on enterprise personnel management require further research and outlining ways to solve them.

Objectives of the study. The purpose of the article is to clarify the essence, elements and features of the enterprise's corporate culture and to justify measures to stimulate the development and support of the enterprise's corporate culture.

Results of the study. There are many definitions of corporate culture. In particular, V. Pylypiv and N. Volynets point out that corporate culture is a system of
value orientations and beliefs shared by the company's personnel [5]. M. Semikyna emphasizes that corporate culture is a set of norms, values, beliefs, behavior models that are declared and implemented by the company's management and personnel [9]. H. Hayet defines corporate culture as a complex system of qualities, including spiritual needs, moral traits, norms and rules, education, appearance, behavior, etc. [12].

Corporate culture is manifested in the ideology and philosophy of enterprise management, value orientations, expectations, norms of behavior, beliefs. Corporate culture regulates and makes it possible to predict human behavior in critical situations.

Corporate culture is characterized by a number of features: historical development, systematicity, social basis, connection with moral, cultural, mental values of a certain nation, a certain region [9]. Neglecting the specified features can lead to increased contradictions in labor relations, the emergence of conflict situations.

It is appropriate to single out such elements of corporate culture:
– rituals and ceremonies, myths and legends, customs, traditions; values and beliefs, convictions and views;
– appearance, clothing style (business style, uniform, business style, hairstyle, cosmetics);
– language of communication (written, oral, non-verbal, gestures, jargon);
– manner of communication, mutual relations, mutual support, loyalty of employees, psychological climate in the team;
– knowledge, professionalism, competence, activity of employees;
– culture of working conditions, culture of the management process, culture of documentation, work ethics;
– quality of service provision, quality standards, etc.

Thanks to the corporate culture, it is possible to provide the following advantages: dedication to the company, consistency and coherence of the actions of the personnel, interest in the efficient operation of the company, high motivation of employees.

Corporate culture mostly has a positive effect on the efficiency of the enterprise due to the use of the managerial talent of the management and the intellectual capital of the staff.

The practice of companies in developed countries has become the establishment of the following requirements for personnel: the employee must be hardworking, smart, pleasant to communicate with, and ambitious.

V. Semenenko emphasizes that the formation of corporate culture is largely determined by the volitional decisions of the owner or manager; artificial formation of corporate culture by responsible specialists; selection of the best rules, norms and standards [8].

Analysis of the state of the company's corporate culture allows you to find out which corporate values and norms need to be implemented, and which should be
eliminated or at least mitigate their negative impact. In this context, it is necessary
to use the tools of material and non-material motivational influence to coordinate the
strategic goals of the enterprise and personnel, to adapt new employees of the
enterprise to positive corporate norms and values, to introduce a fair and transparent
evaluation of the labor efforts of the personnel, to constantly ensure the cohesion of
employees in the implementation of the enterprise's strategy.

According to M. Semikina, changing the corporate culture is a long-term
process, and therefore, by order of the management, one cannot abandon negative
corporate values [9]. Changes and renewal of corporate culture are possible provided that
systematic corporate events are carried out and priority social goals and needs are met.

It is advisable to conduct an analysis of the state of the company's corporate
culture periodically in order to evaluate the changes taking place in the company and
to find out the impact of corporate culture on the development of personnel.

The results of the analysis of the state of the corporate culture of the enterprise,
carried out with the involvement of specialists on the example of Agrifas Mashiner
B. V. (Steenwijk, the Netherlands), are presented in the form of a description of the
features of corporate culture (Table 1).

The assessment of the features of the corporate culture at Agrifas Mashiner B. V.
(Steenwijk, Netherlands) proves the positive influence of corporate values on
the company's activities.

**Table 1**

<table>
<thead>
<tr>
<th>Characteristics of business relations</th>
<th>Characteristics of corporate values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with current legislation</td>
<td>Compliance with the norms of the current legislation</td>
</tr>
<tr>
<td>Selectivity of business relations</td>
<td>Formation of the code of corporate culture for the personnel of the enterprise</td>
</tr>
<tr>
<td>Centralization of management functions and creation of social groups</td>
<td>Formation of teams with a unified corporate spirit, extensive involvement of relatives, friends, acquaintances, use of the recommendation mechanism</td>
</tr>
<tr>
<td>Technocratism and paternalism of leadership</td>
<td>Readiness of the company's personnel for dialogue</td>
</tr>
<tr>
<td>Dedication to work</td>
<td>Labor enthusiasm</td>
</tr>
<tr>
<td>Diversification of activity and increased susceptibility to risk</td>
<td>The ability to show creativity, independence, and courage in the activities of the company's personnel</td>
</tr>
<tr>
<td>Speed of reaction and a high degree of adaptability</td>
<td>The desire of the company's personnel for ingenuity, creativity, the ability to make situational decisions, the ability to compete</td>
</tr>
<tr>
<td>Attitude to charity</td>
<td>Orientation to charity, orientation of the company's personnel to the needs related to the preservation of life and health</td>
</tr>
<tr>
<td>The value of the level of education</td>
<td>The desire of employees to constantly invest in self-development, attitude to education as a value</td>
</tr>
</tbody>
</table>

Source: built by the author based on [4; 13]
In the table 2 schematically presents the influence of corporate culture on the labor activity and functions of the enterprise. This relationship is illustrated on the basis of the generalization of the organization of corporate culture on the example of Agrifas Mashiner B.V. (Steenwijk, Netherlands).

Table 2 illustrates the influence of corporate culture on the formation of the development strategy of Agrifas Mashiner B.V. (Steenwijk, Netherlands), the work behavior and interaction of managers and subordinates, which exert an inverse influence on the corporate culture of the enterprise. This situation is typical for the process of making management decisions, personnel management, for communication between employees (vertically, horizontally, formally, informally), etc.

As a result of the analysis of the features of the corporate culture of Agrifas Mashiner B.V. (Steenwijk, the Netherlands), measures are foreseen to stimulate the development and support of the corporate culture. It is about the preservation and development of symbols, traditions, the language of communication, as well as about the development of the company's development strategy.

The analysis of the features of the corporate culture at Agrifas Mashiner B.V. (Steenwijk, the Netherlands) shows that the corporate culture has positive qualities that allow it to be used as a social resource for progressive changes in the process of personnel management.

Specialists who analyzed the factors that led to the success of Agrifas Mashiner B.V. (Steenwijk, Netherlands) recognized that the basis of creating a positive corporate environment at the enterprise is a combination of flexible management philosophy, creativity, reliance on teamwork of personnel. The creation of a positive corporate environment is primarily focused on the culture of interaction between the participants of business processes, first of all, on the culture of interpersonal communication of employees.

Table 2

| Corporate culture | Processes taking place in the enterprise, business activity, structure and relations, innovative climate, competitiveness |
|===================|----------------------------------------------------------------------------------------------------------------------------------|
| Influence on activity of the enterprise | Operational, tactical and strategic decisions, delegation of responsibility, delegation of authority, optimality, priorities of an employee or team |
| Influence on decision-making | Establishing requirements for personnel, development and self-improvement of personnel, attitude to position status, compensation of labor costs |
| Impact on personnel management | Level of specialization, production structure, production cooperation |
| Influence on attitude to work | Technological culture: machines and equipment, the level of complexity and economy, the level of wear and tear, the composition of the equipment park |
| | Production culture: instrumental, transport, repair and warehouse infrastructure, comfortable working conditions, cleanliness of premises and equipment |
| | Scientific and research structure |
Impact on communication

Horizontally: interpersonal relations, work ethics, rules of conduct, cooperation, teamwork, rotation

Vertically: orders, orders, instructions, proposals, reports, responsibility, control

Formal: inspection and control of task performance, official duties

Informal: customs, traditions, language understanding and perception of information, moral support

Source: built by the author based on [2; 6; 10]

Agrifas MASHINERU B. V. (Steenwijk, Netherlands) creates conditions for self-improvement and self-development of the individual, involvement in all spheres of the enterprise, a sense of corporate commitment to the common cause.

For specialists analyzing the state of corporate culture of Agrifas Machinery B. V. (Steenwijk, Netherlands), which is a global brand for the production of innovative and resource-saving sprayers in accordance with the concept of NEED Farming, there is no doubt that there is a connection between the degree of development of corporate culture and successful activities enterprises. After all, thanks to the high level of corporate culture, Agrifas Machinery B. V. (Steenwijk, Netherlands) is developing dynamically.

A distinctive feature of the corporate culture of Agrifas MASHINERU B. V. (Steenwijk, Netherlands) is the manifestation of a culture of responsibility and maximum trust, joining efforts to achieve the well-being of all interested parties.

The high level of corporate culture of Agrifas MASHINERU B. V. (Steenwijk, Netherlands) is confirmed, first of all, by the clarity of the planning system, the organization of career growth and remuneration, as well as the orientation to the final results of the enterprise. The company has created conditions for the free exchange of information about the work of departments, divisions, and the company as a whole. The successful activity of Agrifas MASHINERU B. V. (Steenwijk, Netherlands) is due to a combination of a democratic management style and demandingness, purposefulness in actions, openness and economy, readiness in case of need for social dialogue, which is a reflection of a positive corporate culture.

Agrifas MASHINERU B. V. (Steenwijk, Netherlands) gives priority to three basic principles in the development of corporate culture: development of competencies, coordination of personnel development with the company's development strategy, constant improvement of logistics. Increasing the level of development of corporate culture is achieved by introducing a system of selection and evaluation of candidates for filling vacant positions, adaptation of hired personnel, professional training and familiarization with corporate values and traditions.

With regard to the competitive selection of candidates to fill vacant positions at Agrifas MASHINERU B. V. (Steenwijk, Netherlands), all candidates participate in it, but the priority of choosing a vacant position remains for a specialist who has proven himself through his professional activity and can reasonably prove his understanding...
of the ways of development of a certain line of activity, which is consistent with the values and norms of the company's corporate culture.

In 2023, the enterprise held an event, which is planned to be held every year – DAU FAMILY. Among the invitees are all employees of the plant (without exception of rank and position) with their relatives, families, and relatives. The purpose of this event is communication within the company between all departments and their employees: from the plant manager to the cleaner.

Another, no less important event held at Agrifas Mashiner B. V. (Steenwijk, Netherlands) is the Open Day, which is aimed at for the opportunity to attract new employees who are interested in the company and have a desire to work. The event is held as a large interview (ranging from 150 to 450 people). Specialists from all departments of the enterprise are involved in order to cover all persons. A familiarization tour of the enterprise is conducted, information is provided on vacancies that are available in real time, and working conditions. The event can last up to several days. Registration of persons planning to attend the event is carried out online in order to create an electronic queue and order at such events.

Agrifas Machiner B. V. (Steenwijk, Netherlands) has prepared a demo tour for potential customers and dealers. This event takes place entirely in the production workshops of the plant, where an explanation and review of technical solutions for the production of sprayers is performed visually at each site. The inspection involves a tour of several hours along specially designated paths so as not to disturb the workers. The group can usually consist of 5-7 visitors. At the end of the tour, visitors are treated to national dishes in the factory dining room.

Conceptual understanding of directions for the development of the corporate culture of Agrifas Mashiner B. V. (Steenwijk, Netherlands) boils down to the fulfillment of the following conditions: coincidence of personal interests of employees with the goals of the enterprise; employees' understanding of employment prospects; employees' perception and understanding of the enterprise's goals; coordination of personal actions of employees with the final results of the enterprise's activity; the ability of personnel to influence the formation and, if necessary, the transformation of the goals of the enterprise.

Corporate culture is closely interconnected with the motivation of the company's personnel for professional development, social interaction, innovation, effective work, etc. Methods of motivational influence on labor activity should be formed on the basis of social dialogue between employees and the administration through collective labor regulation.

Motivation methods involve various forms of non-material and material stimulation and punishment of the company's personnel:

– increasing or decreasing the amount of premiums, wages, social packages, various benefits; demotion or promotion; determination of greater or lesser
independence in work; provision of opportunities for internships and professional development of personnel at the expense of the enterprise, etc;

– assistance to new employees with the opportunity to adapt at this enterprise to the conditions of the implementation of labor activities and the efficiency of labor employment;

– stimulating the manifestation of collective and individual responsibility for the quality performance of tasks, primarily in the field of innovation.

The modern practice of corporate culture uses a wide range of tools to influence the motivation of the labor activity of the company's personnel.

In the table 3 presents an assessment of the impact of the components of the corporate culture of Agrifas Mashineru B. V. (Steenwijk, the Netherlands) on individual components of the motivation of labor activity.

Table 3
Evaluation of the influence of the components of the corporate culture of Agrifas Mashineru B. V. (Steenwijk, Netherlands) on separate constituent elements of work motivation

<table>
<thead>
<tr>
<th>Constituent elements of corporate culture</th>
<th>Constituent elements of the work motivation system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values and value orientations</td>
<td>High salary</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Ethics</td>
<td>0.8</td>
</tr>
<tr>
<td>Behavioral stereotypes</td>
<td>0.9</td>
</tr>
<tr>
<td>Work in a team</td>
<td>0.7</td>
</tr>
<tr>
<td>Social responsibility</td>
<td>0.7</td>
</tr>
<tr>
<td>Ability to support</td>
<td>0.7</td>
</tr>
<tr>
<td>Psychological climate</td>
<td>0.6</td>
</tr>
<tr>
<td>Traditions, ideas, symbols</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Source: built by the author based on [9; 12; 13]

The greatest influence on «high salary» as part of corporate culture (value 0.9 on a scale from 0 to 1) is exerted by «behavioral stereotypes» and «values and value orientations». The same power of influence (0.9) is acquired by the defined «values and value orientations» for the motivators «useful and interesting work» and «rotation, career growth». «Values and value orientations» have the least influence on the motivator «possibility of recovery» – 0.7.

On average, the influence of «values and value orientations» on the constituent elements of the work motivation system is estimated to be 0.85. This
The final result (integral indicator) is determined by the average weighted sum of points for all components of corporate culture:

\[
(0.9+1.0+0.9+0.8+0.8+0.8+0.9+0.7) / 8 = 0.85.
\]

«Traditions, ideas, symbols» exert the least influence (according to the received data) on the constituent elements of the enterprise's work motivation system: from 0.3 for «rotation, career growth» and «labor safety», to 0.6 for «recovery opportunities».

On average, the influence of «traditions, ideas, symbols» on the constituent elements of the work motivation system is estimated to be 0.45:

\[
(0.5+0.5+0.3+0.4+0.3+0.5+0.5+0.6) / 8 = 0.45.
\]

The rating «on average» determines the following priorities according to the strength of the influence of the components of corporate culture on the set of elements of the motivation system of labor activity of Agrifas Mashineru B.V. (Steenwijk, Netherlands): «values and value orientations» – 0.850; «behavioral stereotypes» – 0.837; «social responsibility» and «norms of behavior» – 0.737, respectively; «teamwork» – 0.750; «ability to support» – 0.687; «psychological climate» – 0.675; «symbols, ideas, traditions» – 0.450.

In the same way (by averaging), we determine the priorities of Agrifas Mashiner B. V. (Steenwijk, Netherlands) in relation to the influence of all components of the company's corporate culture on the motivators of the work motivation system: «rotation, career advancement» – 0.737; «high salary», «fairness of the motivation system» and «job security» – 0.725, respectively; «stability of received income» and «working conditions» – 0.712 respectively; «opportunity to recover» – 0.675; «useful and interesting work» – 0.569.

So, among the constituent elements of the corporate culture of Agrifas Mashineru B. V. (Steenwijk, the Netherlands), «values and value orientations» prevail, among the motivators of labor activity «rotation, career advancement», The specified elements can be attributed to tools that can positively influence the motivation of personnel at Agrifas Mashiner B. V. (Steenwijk, Netherlands).

It is obvious that the influence of corporate culture on work motivation is much wider, so the number of indicators that need to be measured can be greater.

Evaluation of the impact of corporate culture on the motivation of the staff of Agrifas Mashiner B. V. (Steenwijk, Netherlands) should be carried out systematically and regularly. At the enterprise, it is advisable to create a department responsible for the development of corporate culture with appropriate delegated powers and regulations for their implementation. The results of the conducted assessment must be brought to the attention of the enterprise's administration and taken into account in the process of making management decisions.

**Conclusion.** The formation of the enterprise's corporate culture should be considered in the context of qualitative positive changes in the process of forming
common goals, values, interests, norms of behavior to ensure interaction between the enterprise's personnel and employers and the principles of partnership cooperation and social trust. Corporate culture is an intangible resource that harmonizes the interaction between employees and employers, provides social communications and connections, and affects the efficiency of the enterprise. Under certain conditions, corporate culture can become a guarantee of successful development of the enterprise in general and the enterprise's personnel in particular. For this, it is necessary to use a wide range of tools for its formation, support and development, mastery of the methodology for assessing the impact of corporate culture on the system of motivation of the labor activity of the company's personnel.

References:


Література:

2. Апостолюк О. Корпоративна культура як інструмент ефективного менеджменту підприємства в підвищенні його конкурентоспроможності. Економічний часопис Східноєвропейського національного університету імені Лесі Українки. 2016. № 2. С. 68–73.


6. Полянська А.С., Дюк О.М. Формування моделі корпоративної культури в діяльності вітчизняних підприємств. Причорноморські економічні студії. 2018. Вип. 27 (2). С. 9–16.


