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THE ESSENCE OF THE ORGANIZATIONAL CULTURE CONCEPT

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Abstract — There are many definitions of the concepts of organizational culture in modern scientific literature. The concept of organizational culture still does not have a single interpretation. This paper analyses main approaches to the understanding the essence of the organizational culture concept.

Key Terms — organizational culture, organization, management, concept, environment.

Organizational culture determines the place of any organization in external environment; this is the way of understanding the surrounding reality and internal relations. Modern management practice shows that, organizational culture largely determines the direction of the company's development, and its level and effectiveness from a management point of view and directly affect the investment attractiveness and relevance in a competitive business environment of any organization.

At the middle of the XX century, managers actively started to interest in the problem of shaping the culture of organizations and its role in management. In the scientific literature, the term “organizational culture” was established by the beginning of the 1980s, where the organizational culture was usually understood as a descriptive approach in the study of the practical activities of organizations.

There are many definitions of the concepts of organizational culture in modern scientific literature. The concept of organizational culture still does not have a single interpretation. Let us analyse different approaches to the definition of organizational culture of organization.

E. Jaques [2] mentioned that organizational culture is a habit that has become a tradition, a way of thinking and a way of action, which to a

greater or lesser extent is shared by all employees of an enterprise and must be learned and at least partially accepted by newcomers so that new team members become “their own”.

H. Schwartz and S. Davis [7] noticed that organizational culture is a set of beliefs and expectations shared by the members of the organization. These beliefs and expectations form the norms that largely determine the behavior in the organization of individuals and groups.

Very close is W. Ouchi [5] position, who thought that organizational culture is symbols, ceremonies and myths that communicate to members of the organization important ideas about values and beliefs.

Also mostly the same point of view have C. Michon and P. Stern [3]. According to their opinion organizational culture is a set of behaviors, symbols, rituals, and myths that correspond to shared values inherent in enterprises, and are passed on to each member word of mouth as life experience.

K. Gold [1] noticed that the unique characteristics of the perceived features of an organization, what distinguishes it from all others in the industry are components of organizational culture.

G. Morgan [4] suggested to understand organizational culture as one of the ways to carry out organizational activities through the use of language, folklore, traditions and other means of transmitting the basic values, beliefs, ideologies that guide the activities of an enterprise in the right direction.

E. Schein [6], one of the founders of this concept, mentioned that a set of collective basic rules invented, opened, or developed by a certain group of people as they learn to solve problems related to adaptation to the external environment and internal integration, and are

developed well enough to be considered valuable. Therefore, new group members should be taught these rules as the only correct way to comprehend something, to think and feel in situations related to solving such problems.

In most of these definitions, scientists refer to examples of basic assumptions that the members of the organization adhere to in their behavior and actions. These assumptions are often associated with the perception of the environment (group, organization, society, and world) and regulating its variables (nature, space, time, work, relationships, etc.).

Organizational culture stimulates or forces employees to create a positive image of an enterprise, directs daily activities to achieve not only material but also spiritual goals that are supported by the outside environment, the national and international community.

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