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Artur Aleksandrovich Blagorodov
Institute of Service and Entrepreneurship (branch) of DSTU
postgraduate student

Yulia Igorevna Prokhorova
Institute of Service and Entrepreneurship (branch) of DSTU
bachelor

Petr Stepanovich Karabanov
NTI (branch) RSU named after. A.N. Kosygina
Doctor of Technical Sciences, Professor,
Novosibirsk, Russia

Svetlana Yurievna Korablina
LLC TsPOSN «Ortomoda»
Ph.D., deputy. Director

Galina Yurievna Volkova
LLC TsPOSN «Ortomoda»
Doctor of Economics, Professor
Moscow, Russia

ON THE EFFECTIVE FUNCTIONING OF THE ENTERPRISE FOR THE IMPLEMENTATION OF ITS SIGNIFICANT FUNDAMENTAL MANAGEMENT SYSTEM FOR THE PRODUCTION OF IN-DEMAND PRODUCTS

***Abstract**: In the article, the authors assess the significance of the "standard" for the possibility of producing competitive and popular products, which are possible only with the presence of managers who are professionally trained and politically responsible for the results of their activities. The authors reasonably believe that the political responsibility of the managers of light industry enterprises is the highest measure of expression of their professionalism. But at the same time, I would like to note that their failure to fulfill political promises and statements is evidence of either their inability to engage in economic policy, or the use of political management is carried out by them in personal interests alien to the interests of society, provoking the impoverishment of the people, characterizing the immorality of the managers, which, of course, is unacceptable.*

***Key words**: quality management, the meaning of the standard, congruence, demand, assortment policy, footwear, assortment, light industry, import substitution, product priority, sustainability of the TEP from the enterprise's activities.*

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Introduction

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Leaving aside individual private aspects, it can be said that the main components of any organization are the people who make up the organization, the tasks for which the organization exists, and management, which forms, mobilizes, and sets in motion the potential of organizations to solve the tasks facing them.

Based on this understanding of the main components of an organization, it can be defined as a systematized, conscious unification of people's actions, pursuing the achievement of certain goals. In the event that there are established boundaries of organizations, if its place in society is defined, the organization takes the form of a social cell and acts as a social institution. Such organizations are private and state firms, state institutions, public associations, cultural institutions, educational institutions, etc. If the organization is not institutionalized, then in this case we are talking about the organization as a process. For example, it can be the organization of a meeting. In this case, the organization rather acts as a separate management function.

Any organization can be represented as an open system, built into the external world. At the input, the organization receives resources from the external environment, at the output it gives it the product created in the organization.

Therefore, the life of an organization consists of three fundamental processes:

- obtaining raw materials or resources from the external environment;
- product manufacturing;
- transfer of the product to the external environment.

All three of these processes are vital to the organization. Management plays a key role in maintaining a balance between these processes, as well as in mobilizing the organization's resources for their implementation.

When we say that an organization or enterprise functions, we mean that within its framework people perform certain actions aimed at both interaction with the external environment and intra-organizational interaction. The first type of interaction is the role functioning of the enterprise. Here the function appears in its social interpretation and is part of the general role that any enterprise plays in the system of society, i.e. in the system of a higher level of organization.

The functions of an enterprise were first identified and described by the French practitioner and scientist A. Fayol in his work “General and Industrial Management” in 1916. The increasing complexity of interaction with the external environment allows us to speak today about a larger number of general functions of a modern enterprise (Table 1).

Table 1. Examples of the general (defining) function of a modern enterprise

Types of general functions of the enterprise	Main resource used
Planning	Time
Marketing	Consumer
Entrepreneurship	Business
Finance	Money
Organization	People
Production	Technologies
Innovation	Ideas
Information	Data
Social development	Culture

Each of the above general functions is at the same time a certain type of work on managing the enterprise as a whole. These are relatively independent areas of work, identified in the process of division of labor in management, which is objective in nature. Division of labor in management, specialization and combination of various management works are constant processes.

There are six stages of this process, corresponding to the volume and complexity of managing the organization or enterprise as a whole.

First stage. The scope of management is small, the complexity of management actions is low, and the same employee who performs production functions (foreman, head of a family business) manages.

Second stage. The volume of management work requires the allocation of a special employee, freed from production functions (head of section, foreman, manager of a small enterprise),

Third stage. The volume of management work increases so much that it becomes necessary to coordinate the activities of these special workers, and a linear hierarchy arises (a shop manager appears above the group of foremen).

The fourth stage. Further growth in the volume and complexity of management work requires specialization of management workers in performing individual functions; specialists appear in management: planners, accountants, controllers.

Fifth stage. The volume of work on general functions and the number of employees engaged in special work increases and requires coordination of efforts. There is a need for a manager for specialists (chief accountant).

Stage six. The development of management activity leads to the need to unite the functional and linear hierarchies under a common management. Management becomes a specialized type of activity (director of the enterprise).

All these stages exist simultaneously and have a very specific organizational structure in the form of various positions and structural divisions.

Since management is a multifaceted phenomenon, covering the processes occurring in an organization, related both to its internal life and to its interaction with the environment, its consideration, depending on which processes are put at the forefront, can be conducted from different points of view. The most significant approaches to considering the management of an organization are the following:

- consideration of management from the point of view of processes occurring within the organization;
- consideration of management from the position of the processes of inclusion of the organization in the external environment;
- consideration of the management of an organization from the point of view of the process of implementing this activity itself.

Management positions within an organization are mainly determined by the purpose and role that the organization is called upon to implement. In organizational life, management plays the role of a coordinating principle that forms and sets in motion the organization's resources to achieve its goals. Management forms and changes, when necessary, the internal environment of the organization, which is an organic combination of such components as structure, internal organizational processes, technology, personnel, organizational culture, and manages the functional processes occurring in the organization.

Organization structurereflects the established allocation of individual divisions in the organization, the connections between these divisions and the unification of divisions into a single whole. The initial step in building the structure is the design of the work. The organization may adopt a system of autonomous work, or may use conveyor, modular or team forms of work as a basis. The design of the work depends on many factors, in particular, on what qualifications are required to perform the work, what part of the product an individual worker makes, to what extent the content of the work affects the worker, whether feedback from the final result is required, whether the work should involve the development and training of the worker, etc. A great deal in the internal life of the organization depends on the design of the work.

The next step in forming the organization's structure is the allocation of structural divisions, hierarchically linked and in constant production interaction. Management must determine the organizational dimensions of structural divisions, their rights and obligations, the system of interaction and information communication with other divisions. It must set tasks for the divisions and provide them with the necessary resources. The success of the organization's functioning greatly depends on the skillful solution of all these issues and the timely adjustment and change of the structure.

Intra-organizational processes, formed and directed by management, include three main subprocesses: coordination, decision-making, communications. For coordination, management can form two types of procedures in the organization:

- direct management of actions in the form of orders, instructions and proposals;
- coordination of actions through the creation of a system of norms and rules concerning the activities of the organization.

Decision-making procedures and standards are formed differently by management in different organizations. The experience of Japanese companies is widely known, when decision-making is carried out from the bottom up. There are many organizations where decisions are made only at the top level. There are organizations in which the system of delegating decision-making rights to lower levels of the hierarchy is widely practiced.

The existing norms and forms of communication in the organization have a great influence on the climate within the organization. There are organizations in which only written communication is practiced. There are organizations where all contacts are mainly carried out in the form of conversation. Many organizations use a combination of these forms. An important characteristic of communications is the presence of restrictions on communications. All these and many other aspects of communication processes are strongly influenced by management and are a subject of special concern for the management of the organization if it strives to create the best atmosphere within the organization.

Technology, which includes technical means and methods of their combination and use to obtain the final product created by the organization, is the subject of the closest attention from the management. Management should solve the issues of technology and the implementation of their most effective use. Recently, due to the emergence of increasingly advanced technologies, the corresponding management tasks are becoming extremely complex and significant. This is due to the fact that their solution can lead to important and far-reaching positive consequences for the organization. They can also cause negative processes in the internal life of the organization, destroy its organizational structure, lead to demotivation of employees. Therefore, in modern conditions, management cannot look at technology only from the point of view of increasing productivity and efficiency. It is very important to take into account how new technologies can affect the climate within the organization, how they can affect its "organism".

Footageare the basis of any organization. Without people there is no organization. Imagine an organization that all its employees left. There would be buildings, equipment, documents, etc. But the organization itself would no longer exist. An organization lives and functions only because there are people in it. People in an organization create its product, they form the culture of the organization, its internal climate, what the organization is depends on them.

Due to this special position, people in the organization are the "number one subject" for management. Management forms personnel, establishes a system of relationships between them, includes them in the creative process of joint work, promotes their development, training and promotion at work.

People working in an organization differ greatly from each other in many respects: gender, age, education, nationality, marital status, etc. All these differences can have a serious impact on both the performance characteristics and behavior of an individual employee, as well as on the actions and behavior of other members of the organization. In this regard, management should structure its work with personnel in such a way as to promote the development of positive results of the behavior and activity of each individual and try to eliminate the negative consequences of his actions. Unlike a machine, a person has desires, and he is characterized by the presence of an attitude towards his actions and the actions of others. And this can seriously affect the result of his work. In this regard, management has to solve a number of extremely complex problems, on which the success of the organization's functioning largely depends.

Organizational culture,being an all-pervading component of the organization, it has a strong influence both on its internal life and on its position in the external environment. Organizational culture consists of stable norms, ideas, principles and beliefs regarding how a given organization should and can react to external influences, how one should behave in the organization, what is the meaning of the organization's functioning, etc. Often the main provisions of organizational culture are expressed in slogans that generalize the meaning of the organization's activities. The bearers of organizational culture are people, but it is developed and formed to a large extent by management and, in particular, by top management. Organizational culture can play a huge role in mobilizing all the resources of the organization to achieve its goals. But it can also be a powerful brake on the path to achieving goals, especially if this requires changes. Therefore, management pays great attention to solving issues of forming, maintaining and developing organizational culture.

The internal life of an organization consists of a large number of different actions, subprocesses and processes. Depending on the type of organization, its size and type of activity, individual processes and actions may occupy a leading place in it, while some processes, widely implemented in other organizations, may either be absent or implemented on a very small scale. However, despite the huge variety of actions and processes, it is possible to identify five groups of functional processes that cover the activities of any organization and which are the object of management. These functional groups of processes are the following:

- production;
- marketing;
- finance;
- work with personnel;
- accounting (recording and analysis of business activities).

Production managementassumes that the relevant management services manage the process of processing raw materials, materials and semi-finished products entering the organization into a product that the organization offers to the external environment. To do this, management carries out the following operations:

- product development and design management;
- selection of the technological process, placement of personnel and equipment according to the process in order to optimize production costs and selection of methods for manufacturing the product;
- management of procurement of raw materials, materials and semi-finished products;
- inventory management in warehouses, including management of storage of purchased goods, semi-finished products of our own manufacture for internal use and finished products;
- quality control.

Marketing Managementis designed to link the satisfaction of the organization's clients' needs and the achievement of the organization's goals into a single, non-contradictory process through marketing activities for the sale of the product created by the organization. For this purpose, management of such processes and actions as:

- market research;
- advertising;
- pricing;
- creation of distribution systems;
- distribution of created products;
- sales.

Financial managementconsists in the fact that management exercises control over the process of movement of financial resources in the organization. For this, the following is carried out:

- budgeting and financial planning;
- formation of financial resources;
- distribution of money between the various parties that determine the life of the organization;
- assessment of the financial potential of the organization.

Personnel management is associated with the use of employees' capabilities to achieve the organization's goals. Personnel work includes the following elements:

- selection and placement of personnel;
- training and development of personnel;
- compensation for work performed;
- creation of conditions in the workplace;
- maintaining relations with trade unions and resolving labor disputes.

Accounting management involves managing the process of processing and analyzing financial information about the organization's operations in order to compare the organization's actual operations with its capabilities, as well as with the operations of other organizations. This allows the organization to identify issues that it should pay close attention to and to choose the best ways to carry out its operations:

management and external environment of the organization.

There is not a single organization that does not have an external environment and is not in a state of constant interaction with it. Any organization needs to regularly receive initial products from the external environment to ensure its vital activity. At the same time, each organization must give something to the external environment as compensation for its existence. As soon as the connections with the external environment are broken, the organization dies. Recently, due to the strengthening and complexity of competition, as well as the sharp acceleration of change processes in the environment, organizations are increasingly forced to pay attention to issues of interaction with the environment, increasingly develop the ability to adapt to changes in the external environment.

Management, especially its upper level, plays a key role in developing and implementing the policy of interaction between the organization and its environment. The issues of the long-term strategy of interaction between the organization and its environment become the cornerstone of all management processes. Management is no longer concerned only with the internal issues of the organization. Its gaze is directed equally, and perhaps even more, beyond the organization. Management tries to build effective interaction between the organization and its environment not only by influencing the processes occurring in the organization, but also by influencing the environment. Strategic management, which solves these problems, comes to the forefront in the complex of organization management processes. The external environment of the organization, the state of interaction with which is determined primarily by the quality of its management, can be represented in the form of two spheres.

The first sphere is the general external environment of the organization. This external environment reflects the state of society, its economy, natural environment and is not directly related to a specific organization. The general external environment is more or less the same for the vast majority of organizations.

The second sphere is the so-called immediate business environment of the organization. This environment is formed by such environmental subjects that are directly related to or directly affect the activities of this particular organization. At the same time, it is important to emphasize that the organization, in turn, can directly affect them.

The general external environment is formed under the influence of political, legal, socio-cultural, economic, technological, national and international processes, as well as natural resource management processes.

The immediate business environment of an organization is formed by customers, suppliers, competitors, business partners, as well as regulatory services and organizations such as administrative bodies, business associations and unions, trade unions, etc.

In managing the processes of interaction between an organization and its environment, management faces a number of serious problems caused by uncertainty in the state of the environment. In this regard, one of the most difficult tasks facing management is to reduce the uncertainty of the organization's position in the environment. This is achieved by developing its adaptability to the external environment and establishing broad connections with the environment, allowing the organization to organically fit into the environment. Depending on how adaptive the organization is to changes in the environment, two types of organization management are distinguished:

1) mechanistic type of control; 2) organic type of control.

The mechanistic type of management of an organization is characterized by the following set of characteristics:

- conservative, inflexible structure;
- clearly defined, standardized and sustainable tasks;
- resistance to change;
- power derives from hierarchical levels in the organization and from position in the organization;
- hierarchical control system;
- command type of communication, going from top to bottom;
- The content of communications consists mainly of orders, instructions and decisions made by management.

The organic type of management of an organization is characterized by:

- flexible structure;
- dynamic, not rigidly defined tasks;
- readiness for change;
- power is based on knowledge and experience;
- self-control and control of colleagues;
- multidirectional communications (vertical, horizontal, diagonal, etc.);
- The content of communications is information and advice.

Each of these types has certain advantages.

Accordingly, each of these types can be given a certain preference depending on the nature of the environment and the level of uncertainty. In the case where the environment is dynamic, if the level of uncertainty is high, the organic type of management of the organization is more effective. If the environment is stable and the uncertainty is low, preference can be given to the mechanistic type of management. Management, although it plays a very definite role in the organization, nevertheless, it seems to permeate the entire organization, touching and affecting almost all areas of its activity. However, with all the diversity of interaction between management and the organization, it is possible to quite clearly establish the boundaries of the activity that constitutes the content of management, as well as to quite clearly define the subjects of management activity - managers.

Organization management appears as a process of implementing a certain type of interconnected actions to form and use the organization's resources to achieve its goals.

Fayol came up with the idea of identifying the administration function as one of the types of work activity in managing an enterprise as a whole. He defined the role of administration in the overall management of an enterprise as follows: to foresee, organize, manage, coordinate, and control. Today, this list looks like the following logical chain (table 2).

Table 2. Contents of the administration function

Components of the function	Actions to implement this function
Setting goals	Determining the future state of the enterprise
Strategy development	Determining ways to achieve the goal
Work planning	Assigning tasks to specific performers
Designing the work	Definition of work functions of performers
Motivation to work	Targeted influence on the employee
Coordination of work	Coordination of efforts of performers
Accounting and evaluation of work	Measuring results and analyzing them
Control of work	Comparison of results with goals
Feedback	Adjusting goals

Management functions are relatively independent, specialized and separate areas of management activity. In order to be considered as such, a management function must have clearly defined content, a developed process for its implementation and a certain structure within which its organizational isolation is completed (Table 3).

Table 3. Criteria for the existence of a management function

Plot characteristics management activities	Criteria for existence management functions
Independence	Content
Specialization	Process
Separation	Structure

Function contentanswers the question: what actions (set of actions) are carried out within the framework of this function? For example, the planning function assumes that the following actions are carried out in the organization:

- based on the study of the external environment and the interests of the main influence groups, the organization's mission is formulated;
- Based on the requirements of the breakthrough and the capabilities of the organization, its goals are established;
- based on the established goals of the organization and the state of the external and internal environment, alternative strategies are determined;
- To implement strategies in an organization, policies and procedures are developed that establish standards and norms for the actions of the organization's members;
- practical work in the divisions is based on operational plans;
- The plans of the organization and its parts are provided with a system of indicators and financial resources for their implementation.

Implementation process functions answer the question of what is the logical sequence of actions carried out within the functions, what, why, must follow in order for the function to be performed.

Function structure answers the question of how or in what way the actions that make up a given function are formally related to each other.

Thus, the content, process and structure of a function are the directions in which its analysis is carried out. The results of this analysis can serve as a basis for the development of the function: the allocation of a new function from it or the removal of this function from the organization as unnecessary.

A manager is a member of an organization who carries out management activities and solves management problems. It can be stated with full responsibility that managers are key people in an organization. However, not all managers play the same role in an organization, not all managers occupy the same position in an organization, the tasks solved by different managers are far from the same, and finally, the functions performed by individual managers are also not identical. This is due to the fact that there is a hierarchy in the organization, that different functions are performed in the organization, and finally, that there are different types of management activities.

An organization cannot exist without managers, and there are a number of reasons for this:

- managers ensure that the organization fulfills its core purpose;
- managers design and establish interactions between individual operations and activities performed in the organization;
- managers develop strategies for the organization's behavior in a changing environment;
- managers ensure that the organization serves the interests of those individuals and institutions that control the organization;
- managers are the main information link between the organization and the environment;
- managers bear formal responsibility for the results of the organization's activities;
- Managers formally represent the organization in ceremonial events.

As the subject of management activities, managers play a number of different roles in the organization. Among them, three key roles can be distinguished, namely:

Firstly, this is a decision-making role, which is expressed in the fact that the manager determines the direction of the organization, decides on resource allocation issues, makes current adjustments, etc. Only the manager has the right to make management decisions. Having been granted the right to make a decision, the manager is responsible for the consequences of the decision made. Therefore, the manager must not only be able to choose the best solution. This can be done by a specialist in preparing decisions or even a machine. The manager must decide to take a risk and lead the team he manages in a certain direction. This is often much more difficult to do than to calculate the optimal solution;

secondly, it is an informational role, which consists in the fact that the manager collects information about the internal and external environment, disseminates information in the form of facts and normative guidelines and, finally, explains the policy and main goals of the organization. The result of his work depends very much on the extent to which the manager has information, and how clearly and distinctly he can convey information to the members of the organization;

Thirdly, the manager acts as a leader, forming relationships inside and outside the organization, motivating members of the organization to achieve goals, coordinating their efforts and, finally, acting as a representative of the organization. The manager must be a manager, whom people are ready to follow, whose ideas they are ready to believe. In modern conditions, the support of team members for their leader is the basis without which no manager, no matter how good and competent a specialist he is, will be able to successfully manage his team.

Depending on the position of managers in the organization, the tasks they solve, the nature of the functions they perform, these roles may be inherent to them to a greater or lesser extent. However, each manager necessarily makes decisions, works with information and acts as a leader in relation to a certain organization.

Leadership is a very important part of management. Management itself focuses on getting people to do things right, and leadership focuses on getting people to do the right things.

The distinction between a leader and a manager is made in many ways (Table 4). An effective manager is not necessarily an effective leader and vice versa. Their main characteristics are, as it were, in different dimensions.

Table 4. The difference between a manager and a leader

Manager	Leader
Administrator	Innovator
Instructs	Inspiring
Works for the purposes of others	Works towards its goals
The plan is the basis of action	Vision is the basis of action
Relies on the system	Relies on people
Uses arguments	Uses emotions
Controls	Trusts
Supports movement	Gives impetus to movement
Professional	Enthusiast
Makes decisions	Turns solutions into reality
Does the job right	Doing the right thing
We respect	We love it

A manager is a person who directs the work of others and is personally responsible for its results. A good manager brings order and consistency to the work being done. He builds his interaction with subordinates more on facts and within the framework of established goals. A leader inspires people and instills enthusiasm in workers, conveying his vision of the future to them and helping them adapt to the new, go through the stage of change.

Managers tend to be passive in their approach to goals. They often rely on goals set by others and rarely use them to change things. Leaders, on the contrary, set their own goals and use them to change people's attitudes.

Managers tend to design their actions in detail and over time, planning the acquisition and use of necessary resources to maintain organizational effectiveness. Leaders achieve this or more by developing a vision of the future and how to get there, without getting involved in operational details and routines.

Managers prefer order in their interactions with subordinates. They build their relationships with them according to the roles that subordinates play in a programmed chain of events or in a formal process of decision-making and implementation. This is largely due to the fact that managers see themselves as a certain part of the organization or members of a special social institution. Leaders select and retain people who understand and share their views and ideas, reflected in the leadership vision. Leaders take into account the needs of employees, the values they perceive, and the emotions that drive them. Leaders tend to use emotions and intuition and are always ready to evoke strong feelings in their followers, such as love and hate. Leaders do not connect self-respect with belonging to a certain organization.

Managers ensure that their subordinates achieve their goals by monitoring their behavior and responding to any deviation from the plan. Leaders build their relationships with subordinates on trust, motivating and inspiring them. They put trust at the foundation of group, joint work.

Managers focus their efforts on decision-making using their expertise, various abilities, and skills. They try to narrow down the range of solutions to a problem. Decisions are often made on the basis of past experience. Leaders, on the other hand, continually try to develop new and challenging solutions to a problem. And most importantly, after they have solved a problem, leaders take on the risk and burden of identifying new problems, especially when there is significant potential for reward. It is obvious that in practice, these two types of management relationships are not observed perfectly. Research shows that a significant group of managers have many leadership qualities. However, the opposite is less common in real life.

An organization is a complex organism, the basis of life potentialpotential of which is organizational culture: what people became members of the organization for; how relationships are built between them; what stable norms and principles of life and activity of the organization they share; what, in their opinion, is good and what is bad, and many other things that relate to values and norms. All this not only distinguishes one organization from another, but also significantly predetermines the success of the functioning and survival of the organization in the long term. Organizational culture is not so clearly manifested on the surface, it is difficult to “feel”. If we can say that an organization has a “soul”, then this soul is organizational culture.

The bearers of organizational culture are people. However, in organizations with an established organizational culture, it is, as it were, separated from people and becomes an attribute of the organization, its part, which has an active influence on the members of the organization, modifying their behavior in accordance with the norms and values that form its basis.

Since culture plays a very important role in the life of an organization, it should be the subject of close attention from management. Management not only corresponds to organizational culture and is highly dependent on it, but can also in turn influence the formation and development of organizational culture. To do this, managers must be able to analyze the organational culture and influence its formation and change in the desired direction.

In modern literature, there are both very narrow and very broad interpretations of what constitutes organizational culture.

Most often, organizational culture is interpreted as the philosophy and ideology of management accepted by the majority of the organization, which is assumed toattitudes, value orientations, beliefs, expectations, attitudes and norms,underlying relationships and interactions both within and outside the organization.

Using what is common to many definitions, we can understand organizational culture as follows. Organizational culture is a set of the mostthe most important assumptions made by members of an organization and expressed in the values declared by the organization, which provide people with guidelines for their behavior and actions. These value orientations are transmitted to individuals through the “symbolic” means of the spiritual and material intra-organizational environment.

Basic prerequisites provisions these are the assumptions that members of an organization adhere to in their behavior and actions. These assumptions are often related to the individual's vision of the environment (group, organization, society, world) and the variables that regulate it (nature, space, time, work, relationships, etc.). It is often difficult to formulate this vision in relation to the organization.

Values(or value orientations) guide the individual in what behavior should be considered acceptableor unacceptable. For example, in some organizations it is believed that "the customer is always right," so it is unacceptable to blame the customer for the failure of the organization's members. In others, it may be the other way around. However, in both cases, the accepted value helps the individual understand how he should act in a particular situation.

"Symbolism" this is what values are "transmitted" to members of the organization. Many firms have special documents intended for everyone in which they describe their value orientations in detail. However, the content and meaning of the latter are most fully revealed to employees through "walking" stories, legends and myths. Their stories They are told, recounted, and interpreted. As a result, they sometimes exert more influence on individuals than the values written in a company's advertising brochure.

Organizational culture has a certain structure. The latter can be considered as three-level.

The first, “superficial” or “symbolic” level. Includes such visible external facts as the technology and architecture used, the use of space and time, observable behavior, language, slogans, etc., or anything that can be sensed and perceivedthrough the well-known five human senses (seeing, hearing, tasting, smelling, and touching). At this level, things and phenomena are easy to detect, but they cannot always be deciphered and interpreted in terms of organizational culture.

Second, "subsurface" level. At this level, the values and beliefs shared by members are foundorganizations, according to the extent to which these values are reflected in symbols and language. The perception of values and beliefs is conscious and depends on the will of people.

Third,"deep" level. Includes basic assumptions that are difficult for even the organization's members to recognize without special attention to the issue. These hidden and taken-for-granted assumptions guide people's behavior by helping them to perceive the attributes that characterize the organizational culture.

According to which of the specified levels are studied,There is a division of organizational cultures into subjective and objective.

Subjective organizational culture comes from shared patterns of assumptions, beliefs and expectations among workers, as well as from the group perception of the organizational environment with its values, norms and roles that exist outside the individual. This includes a number of elements of "symbolism", especially its "spiritual" part: heroes of the organization, myths, stories about the organization and its leaders, organizational taboos, rites and rituals, perception of the language of communication and slogans. Subjective organizational culture serves as the basis for the formation of management culture, i.e. management styles and problem solving by managers, their behavior in general. This creates a difference between seemingly similar organizational cultures. For example, two companies can claim to provide high-quality service to their customers. But the end result will largely depend on how this process is managed.

Objective organizational Culture is usually associated with the physical environment created within an organization: the building itself andits design, locations, equipment and furniture, colors and volume of space, amenities, cafeteria, reception areas, parking lots and the cars themselves. All of these, to varying degrees, reflect the values that the organization holds. Although both aspects of organizational culture are important, the subjective aspect creates more opportunities to find both similarities and differences between people and between organizations. A specific organizational culture can be viewed on the basis of ten characteristics:

- awareness of oneself and one's place in the organization(some cultures value employees concealing their inner moods, while others encourage their outward manifestation; in some cases, independence and creativity are expressed through cooperation, while in others, through individualism);
- communication system and language of communication (the use of oral, written, non-verbal communication, "telephone law" and openness of communication varies from group to groupgroup, from organization to organization; jargon, abbreviations, gestures vary depending on the industry, functional and territorial affiliation of organizations);
- appearance, clothing and self-presentation at work (variousthe variety of uniforms and work clothes, business styles, neatness, cosmetics, hairstyles, etc. confirm the presence of many micro cultures);
- what and how people eat, habits and traditions in this area(organization of food for employees, including the presence or absence of such places at the enterprise; people bring food with them or visit a cafeteria inside or outside the organization; food subsidies; frequency and duration of meals; whether they eatemployees of different levels together or separately, etc.);
- awareness of time, attitude towards it and its use(the degree of accuracy and relativity of time among workers; compliance with the time schedule and rewards for this; monochronic or polychronic use of time);
- relationships between people(by age and gender, status and power, wisdom and intelligence, experience and knowledge, rank and protocol, religion and citizenship, etc.; the degree of formalization of relations, the support received, the ways of resolving conflictsconflicts);
- values(as a set of guidelines for what is good and what is bad) and norms (as a set of assumptions and expectations about a certain type of behavior) - what people valuein their organizational life (their position, titles, or the work itself, etc.) and how these values are maintained;
- faithin something and attitude or disposition towards something (faith in management, success, in one's own strength, in mutual assistance, in ethical behavior, in justice, etc.; attitude towards colleagues, clients and competitors, towards evil and violence, aggression, etc.; influence of religion and morality);
- employee development and learning process(mindless or conscious performance of work; relying on intelligence or strength; procedures for informing workers; recognition or rejection of the primacy of logic in reasoning and action; abstraction and conceptualization in thinking or memorization; approachesto explain the reasons);
- work ethic and motivation(attitude to work and responsibility for work; division and substitution of work; cleanliness of the workplace; quality of work; work habits; performance evaluation and reward; human-machine relations; individual or group work; promotion at work).

The above characteristics of organizational culture, taken together, reflect and give meaning to the concept of organizational cultures.

Members of the organization, sharing beliefs and expectations, create their physical environment, develop a language of communication, perform actions that are adequately perceived by others, and display feelings and emotions that are understood by everyone. All this, being perceived by the workers,kami, helps them understand and interpret the organization's culture, i.e., assign meaning to events and actions and make sense of their work environment. The behavior of individuals and groups within an organization is strongly bound by the norms that flow from these shared beliefs, expectations, and actions.

The content of organizational culture influences the direction of behavior and is determined not by the simple sum of assumptions, but by how they are related to each other and how they shape certainpatterns of behavior. The distinguishing feature of a culture is the relative order in which the basic assumptions that shape it are arranged, indicating which policies and principles should prevail when conflicts arise between different sets of career planning assumptions. The Impact of Culture on Organizational Effectiveness.

There are two ways in which culture influences organizational life. First, culture and behavior mutually influence each other. Second, culture influences not so much what people do as how they do it. There are different approaches to identifying the set of variables by which culture influences an organization.

V. Sathe examines the influence of culture on organizational life through seven processes:

- cooperation between individuals and parts of the organization;
- control;
- communications;
- dedication to the organization;

- perception of the organizational environment;
- justification of one's behavior.

In this case, the first three processes correspond with the first, superficial level of organizational culture, or patterns of organizational behavior, and the next four - with the second, subsurface level, which has a "value" basis. The efficiency of the organization's functioning depends on how these processes proceed.

Cooperationas a pattern of behavior in an organization cannot be established solely by formal management measures, since it is impossible to foresee all possible cases. The extent to which people actually cooperate in an organization depends on the assumptions they share in this area. In some organizations, group work is the highest value, in others, internal competition. In other words, it all depends on which philosophy prevails: individualistic or collectivistic.

Culture influences decision making through shared beliefs and values that shape an organization's members into a stable set of basic assumptions and preferences. Because organizational culture can help minimize disagreement, the process decision making becomesmore efficient.

The essence of the control process consists in stimulating actions towards achieving set goals. In the nature of management, there are three control mechanisms: market, administration, clannishness. Usually, all three mechanisms are present in organizations at once, but to varying degrees. With the market mechanism of control, they rely mainly on prices. The underlying assumption is that changing prices and payments should stimulate the necessary changes in the organization. The administrative control mechanism is based on formal authority. The process itself consists of changing rules and procedures by issuing directives. This mechanism is based on two assumptions:

- from above it is clearer what measures to take to achieve the desired result;
- employees obey without question within the limits of shared basic assumptions.

The control mechanism is based entirely on shared beliefs and values. It is from these that members of the organization proceed when carrying out their actions. It is also assumed that employees are sufficiently committed to the organization, know how to act within the framework of this culture. As the organization grows and develops, the clan mechanism is replaced by an administrative one, and then by a market one.

The influence of culture on communication occurs in two directions. The first is the absence of the need to communicate in matters for which there are shared assumptions. In this case, certain actions are performed as if without words. The second is that shared assumptions provide direction and help in interpreting the messages received.

Thus, if a company does not consider an employee an appendage of a machine, then the news of upcoming automation or robotization will not shock him. The content of culture also influences the content of communication. In some organizations, openness of communication is valued, while in others, the opposite is true.

An individual feels committed to an organization when he identifies with it and experiences some emotional connection with it. A strong culture makes for strong identification. the individual's attitude and feelings towards the organization. Also, employees may become more active in their efforts to help the organization.

Perception an individual's perception of organizational reality, or what he sees, is determined to a large extent by what his colleagues who share the same experience say about what they see. Culture influences this process by providing members of the organization with a common interpretation of their experience. In organizations where prompt customer service is highly valued, the perception of a shortage of resources for the job will not be interpreted as a need to change the developed disposition toward the customer. Otherwise, the customer may suffer greatly.

Culture helps people in an organization to act meaningfully by providing justification for their behavior. In companies where risk is valued, people take risks knowing that they will not be punished if they fail and that lessons will be learned from the failure for the future. Actions justified in this way reinforce existing behavior, especially when it fits into the situation. This process is a source of means for changing the culture itself. Since people use culture to justify behavior, it is possible to change culture through behavioral change. However, for this process to be successful, it is necessary to ensure that people cannot justify their new behavior with the "old" culture. The authors of the famous bestseller "In Search of Successful Management" T. Peters and R. Waterman discovered a connection between culture and organizational success. Taking successful American firms as a model and describing management practices, they "derived" a number of beliefs and values of organizational culture that led these companies to success:

- faith in action;
- communication with the consumer;
- encouraging autonomy and entrepreneurship;
- considering people as the main source of productivity and efficiency;
- knowing what you control;
- don't do what you don't know;
- simple structure and small management staff;
- a simultaneous combination of flexibility and rigidity in an organization.

According to this value, decisions are made even in the face of insufficient information. Postponing decisions is the same as not making them. For successful companies, the customer is the focal point of their work, since it is from him that the main information for the organization comes. For such firms, customer satisfaction is the core of their organizational culture. Companies struggling with a lack of innovation and bureaucracy "divide" into smaller manageable parts and provide them, as well as individualgive a certain degree of autonomy to be creative and take risks. This cultural norm is maintained through the spread of legends and stories throughout the organization about its own "Edisons" and "Fords." Productivity is about people. This value proclaims people to be the most important asset of the organization. At the same time, the effectiveness of the organization is measured by the satisfaction of its members. The belief that treating people with respect and dignity leads to success is at the core of the culture of such organizations. Know what you manage. According to this deeply rooted cultural norm, successful companies are expected to be managed not from behind closed doors of executive offices, but through executive visits to the facilities they manage and through direct contact with subordinates in the places where they work.

Don't do what you don't know. This position is one of the important characteristics of the culture of successful firms. These firms do not accept diversification away from the core business.

Simple structures and few managers. Typical of successful companies is the presence of a small number of management levels and a relatively small number of management employees, especially at the top echelon. The position of a manager in such companies is determined not by the number of his subordinates, but by his influence on the affairs of the organization and, most importantly, on its results. According to this cultural value, managers are more focused on the level of performance of their subordinates, rather than on increasing their staff.

Simultaneous flexibility and rigidity in the organization. The paradox of this attribute of the organizational culture of successful companies is resolved as follows. High organization is achieved by all employees understanding and believing in the company's values. This tightly binds and integrates them. Flexibility is ensured by minimizing "managerial" interventions and minimizing the number of regulatory rules and procedures. This encourages innovation and the desire to take risks. As a result, a rigid structure of shared cultural values makes a flexible structure of administrative control possible.

Parsons model.In a more general form, the relationship between culture and the results of an organization's activities is presented in the model of the American sociologist T. Parsons. The model was developed on the basis ofspecifications of certain functions that any social system, including an organization, must perform in order to survive and succeed. The first letters of the English names of these functions in the acronym gave the name of the model - AGIL:

- adaptation;
- achieving goals;
- integration;
- legitimacy.

The essence of the model is that in order to survive and prosper, any organization must be able to adapt to constantly changing environmental conditions, achieve its goals, integrate its parts into a single whole and, finally, be recognized by people and other organizations. This model is based on the fact that the values of organizational culture are the most important means or instruments for performing the functions of this model. If the beliefs and values shared in the organization help it to adapt, achieve goals, unite and prove its usefulness to people and other organizations, then obviously such a culture will influence the organization towards success. The ideas of T. Parsons were developed and specified by R. Quinn and J. Rohrbach in their model "Competing Values and Organizational Effectiveness", explaining the influence of certain groups of values on organizational effectiveness. In the development of the AGIL model, it was proposed to consider this influence not in one, but in three dimensions. Therefore, the model of the so-called "competing values" was used. This model includes the following three dimensions:

integration- Differentiation: refers to the design of work and the organization as a whole. This dimension indicates the degree to which the organization emphasizes either control (favoring stability, order, and predictability) or flexibility (favoring innovation, adaptation, and change);

internal focus— external focus, this dimension reflects the predominance of interest in the organization either in the organization of its internal affairs (coordination and satisfaction of employees), or in strengthening the position of the organization as a whole in the external environment;

tools/instruments. - results/indicators: the dimension in the model demonstrates the difference in the concentration of attention, on the one hand, on processes and procedures (planning, setting goals, etc.), and on the other hand, on the final results and their measurement indicators (productivity, efficiency, etc.). These three dimensions “give birth” to four different approaches to organizational effectiveness models:

Quadrant 1 - the "human relations" approach, reflectingthe state of maintaining a system of social relations, people's obligations, decentralization and differentiation through the development of cohesion and qualification skills among workers;

Quadrant 2 - the "open system" approach, reflecting the state of decentralization and differentiation, growth and adaptation, improving the competitive position for the entire organization through a focus on developing flexibility and the ability to acquire the necessary resources;

Quadrant 3 - the "rational-targeted" approach, reflecting the strengthening of the competitive position of the organization as a whole, maximization of results, centralization and integration through an emphasis on planning, efficiency and productivity;

Quadrant 4 - the “internal processes” approach, reflecting the state of centralization and integration, consolidation and continuity, maintaining the system of social relations through the distribution of information and strengthening stability and order.

This general model describes the values of an organization's culture in relation to each individual approach to measuring effectiveness and compares the perspective of one approach with all others. The measurement of competing values in the Quinn-Popbach model is done using "scaled" questionnaires. PoeTherefore, the model can be used as an effective tool for organizational diagnostics. Unlike one-dimensional models, in this case, it is impossible to get the "only true answer" about the effectiveness of the organization. The model reveals deficiencies in all four of its parts to the extent that they are present in the organization's activities

For management practice, it is important to get an answer from theory to two questions: what do we need to know about national culture in order to take into account its influence on the effectiveness of team management, and is it possible to “merge” elements of different national cultures within the framework of one organization? The entire "color" of the national culture of the society in which the given organization functions takes part in the formation of organizational culture. Systematization, as orderliness in the interrelations between parts, contributes to the direction of analysis and consideration of the level of influence of individual elements of the whole. And they are as follows: the family system, the education system, the economic system, the political, religious, socialization, health, and recreation systems.

Family system— are family relationships and the way in which people reproduce, educate, and socialize their children. In the family, children first develop the behavior patterns they need to fulfill various roles in the organization in the future (e.g., relationships by status, age, gender, etc.).

Education system— is how young and new members of society are provided with information, knowledge, skills and values. For example, in some cultures they teach more through what not to do, while in others it is the opposite.

Economic system— is the way in which society produces and distributes goods and services. In this case, there are group, collective and individual approaches.

Political system -this is what is mainly used to maintain order and the existing power. These can be attributes of a tribal and even clan approach, or they can be elements of a developed democracy.

Religious system— these are non-material, spiritual means of providing meaning and motivation in people's actions. This system determines the morality and prevailing values in society, which are the orientation of the organizations operating in this society.

Socialization system— is the network and principles of social grouping created by people in a given society.

Health system— is the way in which a culture prevents and heals illnesses and shows concern for victims of disasters and incidents.

Rest system— these are ways of socializing people and using their free time. Some cultures pay significant attention to people doing sports, and various types of active recreation are cultivated. In a number of cultures, there is an emphasis on folk dancing and singing, attending shows, etc. during leisure.

A very popular approach to studying the national in organizational culture was developed by G. Hofsteed and is based on five variables:

- power distance;
- individualism;
- masculinity;
- desire to avoid uncertainty;
- long-term orientation.

Power Distance- is the degree of inequality between people that the population of a given country considers acceptable or normal. At the same time, a low degree is characterized by relative equality in society,and the high one is the opposite.

Individualism– is the degree to which people in a given country prefer to act asindividuals rather than as members of a group. A high degree of this variable suggests that a person, being in a free social environment, (or a low degree of individualism). In collectivist societies, people are taught from childhood to respect the groups to which they belong, usually the family, clan, or organization. No distinction is made between members of the group and those outside it. Group members expect the group to protect them and to be responsible for them if they get into trouble. In return, they are obliged to be loyal to their group throughout their lives. In individualist societies, people are taught from childhood to think of themselves in terms of the "I" rather than part of the "Us." Once on their feet, the individual is expected to receive no protection from their group and to be held responsible for them. Therefore, they are not expected to have strong loyalty to the group.

The third variable also has two poles: masculinity and femininity, reflecting how people of a given culture relate to values such as "perseverance" and "self-confidence", "high level of work", "success and competition", which are almost everywhere associated to a greater extent with the role of a man. These values differ from "soft" values such as "comforts of life", "supportdesire for warm personal relationships", "caring for the weak and solidarity", associated mainly with the role of women. We are talking about the prevalence in society of behavior patterns inherent to either males or females. The role of women differs from the role of men in all countries, but in "hard" societies this difference is greater than in "gentle" ones.

The fourth variable received the name"uncertainty avoidance" and can be defined as the degree to whichPeople in a given country prefer structured situations as opposed to unstructured ones. Structured situations are those with clear and distinct rules about how to behave. These rules may be formalized or supported by tradition. In countries with a high degree of uncertainty avoidance, people tend to be very agitated and anxious, to work feverishly or to "rush." In the opposite case, people behave and work more calmly and systematically. In countries with a high degree of uncertainty avoidance, the prevailing opinion is that everything "not ours and unusual" is dangerous. With a low degree of uncertainty avoidance, everything "not ours and unusual" arouses cognitive curiosity.

The fifth variable measures long-term or short-term orientation.in the behavior of members of society. Long-term orientation is characterized by a look into the future and is manifested in the desire for savings and accumulation, in persistence and perseverance in achieving goals. Short-term orientation is characterized by a look into the past and the present and is manifested through respect for traditions andheritage, through the fulfillment of social obligations. The data obtained by G. Hofsteed on the measurement of these variables for ten countries are shown in Table 5.

The numbers indicate points that reflect the degree of manifestation of a particular cultural variable.

Table 5. Results of measuring cultural variables in points for ten countries (according to G. Hofsteed)

COUNTRY	DV	ID	MN	IN	TO
USA	40 (N)	91 (B)	62 (B).	46 (N)	29 (H)
Germany	35 (N)	67 (B)	66(B)	65 (C)	31 (C)
Japan	54 (C)	46 (C)	95 (B)	92(B)	80 (B)
France	68 (B)	71 (B)	43 (C)	86 (B)	30 (C)
Holland	38 (N)	80 (B)	14 (N)	53 (C)	44 (B)
Hong Kong	68 (B)	25 (N)	57 (B)	29 (N)	96 (N)
Indonesia	78 (B)	14 (N)	46 (C)	48 (N)	25(N)
West Africa	77 (B)	20 (N)	46 (C)	54 (C)	16 (N)
Russia (estimate)	95 (B)	50 (C)	40 (N)	90 (B)	10(N)
China	80 (B)	20 (N)	50 (C)	60 (C)	118(B)

Cultural variables:
DP - power distance
ID - individualism
MN - masculinity
IN - Uncertainty Avoidance
DO - long-term orientation
Degrees of manifestation: B - high; C - medium; H - low.

The influence of the national factor on organizational culture is based on six variables defined as problems that a society has faced throughout its history. Anthropologists have found that different societies deal with these problems in different ways. In the model, these different paths are called “variations in value orientations.” The six variables of the model under consideration include:

- human attitude to nature;
- orientation in time;
- belief about human nature;
- activity orientation;
- relationships between people;
- orientation in space.

Variations of the above variables are presented in Table 6.

Table 6. Matrix of cultural variables and their variations across cultures

VARIABLES	VARIATIONS IN CHANGE OF VARIABLES		
Human attitude to nature	Submission to nature	Harmony with nature	Dominance over nature
Orientation in time	Living in the past	Live in the present	Live in the future
Faith about human nature	Human can't be changed	Human can be changed	
	Human initially "bad"	Human initially "neutral"	Human Initially "good"
Orientation for activities	It is important from work receive pleasure	It is important in work her process	It is important in work her result
Relationship between people	Based on hierarchical connections	Based on group connections	Based on individual connections
Orientation in the social space	Like a particle societies	A mixture of moderate individualism with belonging to the system	As an individual private person

The model assumes that each of the specified variables and its "national" variation have a direct connection with certain characteristics and variations in their state within the framework of the organizational culture prevailing in a given society.

Thus, belief about human nature is not about understanding how one individual thinks about another, but about what the individual believes about the possibilities of man. For example, whether man can be changed or not. Or whether people are inherently bad, good, or both.

In an organization, value orientations in relation to human nature can, according to the model, be measured through the following characteristics: control system; management style; organizational climate. The latter also have their own "variations" for each of the cultures (Table 7).

Table 7. Characteristics of the "cultural" variable "belief about human nature" and their variations in different organizational cultures andnational relations in society.

CHARACTERISTICS	VARIATIONS OF CHARACTERISTICS		
Control system	Tough, based on suspiciousness	Moderate, based on experience	Flexible, based on information
Management style	Authoritarian, direct management	Moderate, advisory management	Democratic, participation in management
Organizational climate	Confrontation, conclusion contract/consent	Compromise, concessions	Cooperation, informal connections

The same variable is characterized as collectivism. The most obvious, in terms of the influence of human natureon organizational efficiency, is the control system. The orientation toward the inherently "bad" in human nature serves as the basis for a rigid control system, which assumes a suspicious attitude toward people. Other orientations ("neutral" and "good") in relation to human nature will reproduce correspondingly more flexible control systems.

The widely known today "Z" type organization, described by W. Ouchi, is an attempt to show how the combination of the advantages of two quite different cultures (Japanese and American) "gives birth" to an effective version of the culture of the American business organization. W. Ouchi based his research on a comparative analysis of seven variables of organizational culture:

- the obligations of the organization towards its members;
- performance evaluation;
- career planning;
- control system;
- decision making;

- level of responsibility;
- interest in a person.

These seven compared variables are presented in Table 8.

Table 8. The Z-Type Organization Model by W. Ouchi

"Cultural" variables	Characteristics in Japanese companies	Characteristics in american type "Z" companies	Characteristics in typicalAmerican Cannes companies
Hiring	Life	Long term	Short term
Gradeand promotion	Quality and slow	Quality and slow	Quantitative and fast
Career	Widely specializedzirovannaya	Moderately specialized	Highly specialized
Control mechanism	Vague and informal	Vague and informal	Clearand formal
Making a decision	Group and consensus	Group and consensus	Individual
Responsibility	Group	Individual	> Individual
Interestto a person	Wide	Wide	Narrow

According to W. Ouchi, all three types of organizations highly value low employee turnover. Layoffs are used only in desperate situations. However, the way this cultural value is supported distinguishes these three types of organizations. While in Japan, the system of lifetime employment is more often used for these purposes, American firms traditionally focus on short-term employment, providing the individual with freedom of choice. Although in practice, most American workers and employees build their life careers by changing a small number of companies.

All three types of organizations do this work using both quantitative and qualitative measures. However, the time lag and its impact on careers are different. Thus, in a "purely" American firm, rapid promotion based on work evaluation using many quantitative measures is valued. The number of functions performed during the career path significantly differs between Japanese and American managers. The "third" way suggests diversifying the manager's career within three to five functions.

No organization can do without control. However, each organization solves this in its own way. If the typicala regular American company has a clear, distinct and fairly formal reporting system, then for the "ideal" model, the Japanese approach is mainly proposed, when control is carried out through informal and less structured mechanisms. One of the most effective mechanisms is organizational culture.

Preference is given to the Japanese option, when decisions in the organization are made at the group level and on a consensus basis (everyone basically agrees and makes decisions for implementation).

Unlike the advantages of group consensus decision, the model of W. Ouchi suggests for the American firm of type "Z" to maintain responsibility at the individual level. In this case, it is assumed that two different cultural values (group decision and individual responsibility) should coexist with each other. This is solved in many cases through the mechanism of participation in management, traditionally preserving the final word in the decision for the manager. American individuality, however, does not suffer.

Following the Japanese approach, U. Ouchi suggests in the "Z" option to consider the individual in the organization more broadly than just an employee, to show interest in his home life, hobbies, faith, desires, fears and inspiration. The typical American approach to see the individual only as an employee limits the possibilities of managing a person in the organization.

Ouchi's model has been put into practice in a number of Japanese automobile factories of Toyota and Nissan in the United States. In cases where companies have systematically invested in their workers and their work over a long period of time, gradual and significant improvements have been observed.

The main groups of methods are the following:

Objects and subjects of attention, assessment, control on the part of managers. This is one of the most powerful methods of maintaining culture in an organization because through its repeated actionsMy manager lets employees know what is important and what is expected of them.

Management response to critical situations and organizational crises.In these situations, managers and their subordinates discover the organizational culture to the extent thatthey could not even imagine it. The depth and scope of the crisis may require the organization to either strengthen the existing culture or introduce new values and norms that change it to a certain extent. For example, in the event of a sharp reduction in demand for manufactured products, the organization has two alternatives: to fire some of the employees or to partially reduce working hours with the same number of employees. In organizations where people are declared as the "number one" value, the second option will probably be adopted. Such an act by the management will eventually turn into organizational folklore, which will undoubtedly strengthen this aspect of the company's culture.

Role modeling, training and coaching. Aspects of organizationsubordinates learn cultural cues through the way they perform their roles. Managers can intentionally build important cultural cues into training programs and into the daily work assistance provided to subordinates. For example, a training film may focus on the cleanliness of the work area. The manager himself or herself may also demonstrate to subordinates, for example, a certain attitude toward clients or the ability to listen to others. By constantly focusing on these points, the manager helps to maintain certain aspects of the organizational culture.

Criteria for determining rewards and statuses. Culture in an organization can be studied through the system of rewards and privileges. The latter are usually tied to certain patterns of behavior and, thus, set priorities for employees and point out the values that are more important for individual managers and the organization as a whole. The system of status positions in the organization works in the same direction. Thus, the distribution of privileges (a good office, secretary, car, etc.) points out the roles and behavior that are more valued by the organization. At the same time, practice shows that this method is often not used to its full extent and not systematically.

Criteria for hiring, promotion and termination: This is one of the main ways to maintain culture in an organization. What the organization and its management proceed from, regulating the entire personnel process, quickly becomes known to its members through the movement of employees within the organization. The criteria for personnel decisions can help or hinder the strengthening of the existing culture in the organization. Thus, the staff turnover on assembly lines inherent in conveyor production has prompted many companies to switch either to a group approach to work or to a transition to "trolley" assembly within a complex team.

Organizational symbols and rituals. Many of the beliefs and values that underlie an organization's culture are expressed not only through the legends and sagas that become part of the organization's narrative.folklore, but also through various rituals, rites, traditions and ceremonies. Rituals include standard and repetitive events of a team, held at a set time and on a special occasion to influence the behavior and understanding of the organizational environment by employees. Rituals represent a system of ceremonies. Even certain management decisions can become organizational rites, which employees interpret as part of the organizational culture. Such rites act as organized and planned actions that have an important "cultural" meaning. Observance of rituals, rites and ceremonies strengthens self-determination

The culture of an organization includes threelevel: symbols; values and beliefs; basic assumptions. The question arises about the possibility of manipulating culture by making changes at each of these levels.

There is a position that regardless of the stage of development, the organization, its top management can manage the culture in two ways (Figure 10.11). The first is a kind of vision from above that should inspire enthusiasm among the majority of the organization's members. The leader inspires and implements the core values of the organization. This requires that the leader has a clear and sincere personal commitment to the values in which he or she believes.

The application of the second method starts from the other end of the organ.from its lower levels. In this case, much attention is paid to the details of real life in the organization. Managers must monitor what is happening throughout the organization, while trying to manage the organization's culture step by step.

It is known that a number of managers confidently adhere to certainshared values and beliefs, but do not transmit them to other members of the organization. In such a situation, they lose the ability to influence the organization's culture. "Recluse" managers can comprehend all the "technical" secrets of management, but they cannot influence the culture of the organization, remaining "invisible". It follows that the first method can be implemented through public statements, speeches and personal example, indicating a consistent interest in the introduced values. Managers are recommended to appear in print, on radio and on television as often as possible preaching the established values. The latter should not be a company secret. The second method requires an understanding of the significance of culture in the everyday life of the organization. Effective means here can be the manipulation of symbols and things of the material world of the organization, the creation and development of behavior patterns, the step-by-step introduction of conditions of interaction. Cultural management presupposes the ability to influence the subsurface level through constant manipulation of the attributes of the surface level, up to a change in basic assumptions. If the daily actions of managers in an organization are in line with the values they declare, then this will certainly contribute to the development of culture and its strengthening.

It is obvious that managing organizational culture is not a simple matter. Value orientations must not only benot only are they declared, but they also become an integral part of the internal life of the top management and are transmitted to the lower levels of the organization in all their details.

When managing culture, it is important to remember that it can serve as a kind of "glue" that holds the parts of an organization together. However, it is important to remember that if the parts are bad, even the best "glue" in the world will not make the whole strong enough. Unification of Values and daily work by managers to "implement" them in life can lead an organization to success.

Managing culture is a long-term process, not a quick fix. Basic assumptions that lie deep in the mind, beliefs, and behaviorsmembers of the organization cannot be changed in a short period of time. This process involves constant socialization of new members of the organization, endless clarification of what is believed and valued in the organization, tireless attention to both the general abstract view of things and the specific details of the organization's life, and, finally, proper planning of all this work. The recommendations discussed below can help managers improve the effectiveness of cultural management in the organization.

Pay special attention to the intangible, externally imperceptible aspects of the organizational environment. Deeply rooted assumptions and value orientations in people may require long and difficult changes in the management system and structure. Culture is the way to understand the organizational "looking glass".

Be skeptical of proposals calling for rapid transplantation or transformation of crops.

Try to understand the significance of important organizational simoxen (company name, logo, slogans).

Listen to the stories being told in the organization, analyze who the heroes are and what these stories reflect about the organization's culture.

Periodically introduce organizational rituals to convey core ideals and reinforce the culture.

Implement abstract ideals directly and directly in your daily activities. A manager must understand what ideals he or she should uphold and what actions should be taken to transmit these ideals down through the organization.

Organizational culture is a set of the most important assumptions, values, and symbols shared by members of an organization. There are different levels of organizational culture: superficial, subsurface, and deep.

Depending on the predominance of elements of one level or anotherdistinguish between subjective and objective culturein the organization. The first is the basis for the formation of a management culture or leadership style.

Organizational culture is not a monolith but consists of a dominant culture, subcultures of groups and countercultures, andstrengthening or weakening the culture of the organization as a whole. The strength of a culture depends on the scale and sharing of its basic attributes by the members of the organization, as well as on the clarity of its priorities. The development of organizational culture involves its formation, maintenance and change. Culture is formed when the organization is solving two important problems: external - adaptation and internal - integration. The formation of culture in an organization is influenced by the culture of the society/people within which the given organization functions. Organizational culture is supported by what attention is paid to, how the activities of the organization members are assessed and controlled, ways of responding to critical situations - role modeling and personnel training, motivation criteria, as well as criteria in personnel work. Observance of rituals, ceremonies and traditions also helps to maintain organizational culture. Changing organizational culture is, to a certain extent, the opposite action in relation to its maintenance. Changes in behavior can lead to changes in the culture of an organization, and vice versa. Three combinations of changes in behavior and culture in an organization are possible: 1) changing culture without changing behavior; 2) changing behavior without changing culture; 3) changing behavior and culture. The study of the influence of culture on organizational effectiveness is associated with the choice of approach and variables. Each of the existing models of the influence of culture uses its own criterion for forming a set of organizational variables; Thus, for V. Sathe these are organizational processes, for Peter and Waterman - value orientations, for T. Parsons - functions of the social system, and for Quinn and Rohrbach - a system of competing values. Success in business assumes a high degree of compatibility of strategy and culture in the organization. The following situations may arise: the culture is ignored, which greatly hinders the effective implementation of the chosen strategy; the management system is adapted to the existing culture in the organization; an attempt is made to change the culture in accordance with the chosen strategy; the strategy is adapted to the existing culture. The influence of the national in organizational culture is great. When studying the national in organizational culture, two questions are resolved: what should be known about the national culture in order to foresee its influence on the culture of the organization; is it possible to "merge" the best of different national cultures within one business organization in order to increase its effectiveness? In answering the first question, various models are used: J. Miller - a systems approach; G. Hofstede - variables of national culture; Lane and Distefano - variables of national culture and variations in their change, correlated with certain variations of organizational variables. For these purposes, groups of elements that form the state of a given society can also be studied: territory, nature and climate; language, faith, morality and law; family, upbringing and education; forms of socialization of people's lives; way of doing business, economy and business; politics, history and form of government. Ouchi's "Z" theory attempts to answer the second question about the synergy of different cultures. The model uses a comparative analysis of seven organizational variables in relation to national characteristics and, based on its results, a "Z" type culture is formed. - This approach is interesting in the context of internationalization and globalization of business.

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