BACHELOR'S QUALIFICATION WORK

Organizational culture as a tool for management
(based on the "Business Media Network" case)

Bachelor's student of

Field of Study 07 – Management

and Administration

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Abstract

The research focuses on established and improved organizational culture at BMN. This demonstrates that culture makes a lot of sense for every organization and company and how its effective methods can improve the team environment and increase morale at work. The work also explores the threats faced in the culture of management, such as disagreements in the team, deterioration of work activities and underestimation of staff.

When writing the work, the materials of Business Media Network were used, namely the study of the management system, the regulation of the team and the delegation of tasks by managers. The findings highlight the benefits of organizational culture management and offer recommendations for more effective use of modern methods to define a management culture.

Keywords: corporate environment, organizational culture, corporate culture, management of conflicts, staff efficiency.

Анотація

Дослідження зосереджено на встановлені та покращені організаційної культури в компанії БМН. Це демонструє, що культура має великий сенс для кожної організації та компанії та як її ефективні методи можуть покращити середовище колективу та підвищити моральний стан на роботі працівників. У роботі також досліджуються і загрози з якими стикаються в культурі менеджменту, такі як розбіжності у колективі, погіршення робото діяльності та недооцінювання персоналу.

При написанні роботи було використано матеріали Бізнес Медіа Нетворк, а саме дослідження системи управління, регулювання колективу та делегування задач керівниками. Висновки підкреслюють про переваги управління організаційної культури та пропонують рекомендації щодо більш ефективного використання сучасних методів по визначенню культури менеджменту.

Ключові слова: корпоративна середа, організаційна культура, корпоративна культура, управління конфліктами, ефективність персоналу.

APPROVED
Head of Department _____

_____ **Prof.Zharova L.V** _____
"____" _____202___

TASK
FOR BACHELOR'S QUALIFICATION WORK

Sofiia Stanzhytska

1. Topic of the work

Organizational culture as a tool for management (based on Business Media Network case)
Supervisor of the work Liudmyla Syerova PhD of Economics, Associate Professor
(surname, name, degree, academic rank)
Which approved by Order of University from **"25" September 2023 № 25-09/2023-4k**
2. Deadline for bachelor's qualification work submission **"25" April 2024**
3. Data-out to the bachelor's qualification work
Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.
4. Contents of the explanatory note (list of issues to be developed)
There are three main topics/tasks for the thesis: theoretical and methodical bases of the process of management; research of the organizational and economic mechanism of management of the enterprise; development of measures to improve the management of the enterprise.
5. List of graphic material (with exact indication of any mandatory drawings)
Graph for illustrating the dynamic of financial indicators of the company activity and schemes for visualization the organization management system of the company.
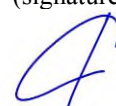
6. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	10.12.2023	In time
2.	II chapter	27.02.2024	In time
3.	III chapter	25.04.2024	In time
4.	Introduction, conclusions, summary	25.04.2024	In time
5.	Pre-defense	29.04.2024	In time

Student_____
(signature)

Supervisor_____   _____
(signature)

Conclusions:_____
The bachelor thesis of S. Stanzhytska   is relevant and devoted to the organizational culture as a tool for management. The reviewed bachelor thesis consists of content, introduction, 3 sections, conclusions, and recommendations. The content of the paragraphs is fully complied with the parts' titles and the topic of the bachelor thesis. The content and structure of the work meet the requirements and current standards for obtaining an educational bachelor's degree. Illustrative materials facilitate the perception of presented information and indicate persistence in the collection and processing (analyzing) of statistical data. The practical significance of this bachelor thesis is proved by the opportunity of using of a proposed improving set of measures on the company. Proposed recommendations will increase the efficiency of the management system of the company. The bachelor thesis is a completely independent study of current theoretical and practical aspects of management. The bachelor thesis of S.Stanzhytska is recommended for defense.

Supervisor_____
(signature)

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INTRODUCTION

Modern management views organizational culture as one of the strongest strategic tools that allows uniting employees and departments in order to achieve common goals. The relevance of this study can be noted that factors of organizational culture have a significant impact on the performance of the company. At the moment, the BMN company devotes significant effort and funds to the selection and training of personnel.

Therefore, my goal as a student is to analyze any alternative ways of developing employees that can significantly reduce the company's costs, further improve the climate in the team, and completely increase the company's efficiency.

The main basis of the source of organizational culture is precisely what is inherent in it, the manifestation of this when a specific number of employees work together to achieve a common goal. Their relationships between intermediaries and communication with them are of great importance in the life of the enterprise, as this is an important basis.

In addition, organizational culture is an acceptable assistant for the implementation of structural, personnel or other changes in the enterprise that can be caused by external and internal factors.

Regarding the influence of organizational culture on the actions of an enterprise, it is for the most part formed mainly when achieving its main mission, in which the independence of the organization in the socio-economic system with the help of human resources and the labor of the team is one of the important components for the organization.

An increase in working potential leads to an increase in the experience of personnel which ultimately translates into good profits and thereby provides basic profitability to the enterprise. Considering organizational culture as subject to innovation is a plus in favor of improving the potential of employees.

This format creates stronger personalities in the enterprise who are formed in a more erudite image. Thus, making the company more significant at a level, having such unique technologies and products.

On the economic side, organizational culture has a more productive effect on the development of market value in the company's activities.

Any organization has its own functions that depend on its culture and directly on socio-economic differences. They make it possible to understand how successful the company is in its actions and thereby begin to establish certain rules for actions and, as a result, any possible activities of the company can only occur when the environment itself allows it. The team is much more than anyone can imagine, it is not just workers who perform their tasks. Many management theorists have long recognized that an organization is an important interconnected social system in which people and groups coordinate with each other to successfully complete specific tasks.

The main purpose of this investigation is to analyze the organizational culture in the company Business Media Network, find existing problems and the development process to improve it.

According to the purpose of our research and in the course of the work have been discovered and set such tasks as: to characterize factors that have any influence on the organizational culture, find out what impact the organizational culture has on the development of BMN, make an analysis of the organizational culture at BMN and find current problems, develop proposals for improving the organizational culture and study its formation.

Our research is based on the startup company Business Media Network.

The participation was made by staff from different departments and with different levels of qualifications, not a large number of them.

The practical importance of this work is that the proposed measures to improve the organizational culture are taken to solve the problems of both: production,

economic and social development of Business Media Network and provide the company strategy.

Outputs that have been obtained as a result of the final work can be not only distributed for Business Media Network but also transferred to other companies through typical activities.

CHAPTER 1 THEORETICAL ASPECTS OF STUDYING ORGANIZATIONAL CULTURE

1.1. The essence and concept of Organizational Culture

Over the past few year's researchers have begun to focus more on issues such as culture, but mostly culture in large organizations.

In fact, living in such times, many people have an idea of what the cultural environment in an organization is like without delving much further.

For example, there are a couple of types of emotions that sufficiently influence people in a certain organizational culture when they join their team and begin to be part of it. Thus, this explains the fact why the theme of culture of origin is becoming so popular and many believe that its concept is quite promising.

Firstly, as far as culture is concerned, it is essentially a collective concept and it is what unites a group of people who are connected with each other by a certain social organization. The important thing is that communication between members of a group is a necessary component for the emergence of a general culture. Therefore, in this case, managers always need to go into all the moments to fully take into account the culture of their organization. Considering and deepening already into the term organizational culture this already includes the key style of management, all the necessary methods of motivation of employees, as well as ideas and values that are already expressed and characterized directly in the image of the organization.

An organization consists of a group of people who are committed to certain common values and activities that tend to be fully coordinated to achieve common goals. Because already in modern conditions, improving organizational culture forms itself as one of the most important opportunities for the further development of the organization as a whole. In this case, organizational culture can and should be used as a tool for creating an employee atmosphere aimed at

high productivity and improving the quality of work performed. After all, organizational culture can still be used as a factor of labor motivation, which in turn directly affects the efficiency and competitiveness of the organization.

The scientific literature describes such features of organizational culture as:

1. Creating an image that will distinguish the organization from other organizations.

2. Express feelings of reciprocity among all members of the organization.

3. Involving the participation of all members of the organization in its affairs.

4. Develop member loyalty to the organization.

5. Strengthen social stability within the organization.

6. Form a concept for managing and controlling behavior.

Therefore, it is very important when the organizational culture is correctly formed, because it is a very valuable goal for every manager.

Culture and all its elements to which people are accustomed and with which they interact, they are the whole of everyone. It forms concepts about different situations when a person is surrounded by different people. By filling the consciousness with specific cultural material that is certainly understandable to a person, a sense of self-confidence begins to awaken in him. It is culture that gives such an opportunity to a person to develop as an individual.

Secondly, the concept of culture makes it possible to understand the values and actions of people who belong to a given culture. Values shared by all members are an important part of the organizational culture. Its importance is linked to the establishment of ethical guidelines for the individual, on which the conduct at work and attitudes towards management and the whole organization depend.

It is therefore very important for the organization to maintain values that contribute to the success of the short- and long-term plans developed by management. The current system for developing and maintaining these values, which are core values, can help inspire staff at all levels of the organization's hierarchy. Therefore, the system of relations of employees to various aspects of their work, including here management, colleagues, clients, work, their own professional development, it is all based on values and personal preferences, formed in the process of work on the basis of the rating of the organization. This system of relationships can be described as a working way of thinking in general, and in addition, such thinking is dominant among the majority of employees of the organization.

Choosing a culture helps managers and leaders feel like they support and care about their employees by giving them the attention they deserve. But sometimes a problem arises when discussing culture. Because the overall structure of culture has a significant impact on the performance that managers themselves worry about. This is a strange change that is a process of talking about culture moving to thinking about how best to channel the energy of culture in the right direction in which leaders want to effectively improve the organization.

Once employees are motivated by various sources about other organizations in a rapid manner, this shows that leaders are beginning to view and treat organizational culture as a management tool and are committing themselves to changing this culture in the desired direction. Therefore, organizational culture is one of the very likely new forms of organizational influence in the near future. Culture has many definitions. For example, people have a sense of the concept of how personality and communication have something approximated in the definition of culture, but it can be quite vague in its definition. Therefore, each author has his own version regarding culture.

Organizational culture is described by Robbins & Coulter [2005] as the shared values, beliefs, or perceptions held by employees within an organization or

organizational unit. But the versions of culture in the understanding of Lund Daulatram: "The pervasiveness of an organizational culture requires that management recognize its underpinning dimensions and its impact on employee-related variables, such as job satisfaction" [2003].

Management uses culture to attract established types of employees and encourage specific behaviors. Culture and image can be enhanced or weakened by a company's reputation. Considering examples of power culture they are common in small commercial organizations and companies that deal with real estate or trade. Often, everything very much depends on the main source of power, since power comes from the center and is distributed by the central volume. The control of this is carried out in an organized manner by people who were intended for this action, which allows the use of some techniques and bureaucracy. Solving problems is quite dependent on balance, but not in a logical way.

Organizations with such a culture tend to react very quickly to events, but also rely heavily on human judgment. They will strive to attract people who love politics, seek power and even who take risks without paying much attention to safety. Resource power is based on the power base in this culture, and some elements of personal power play a significant role. Such an organization can provide a greater level of independence while maintaining control over its finances.

Such cultures rely heavily on individuals and therefore task completion is determined on the basis of successful outcome and resources are treated more tolerantly. They can be cruel by nature, but their success can also be accompanied by low morale. These crops can be as bad as they are effective. Therefore to successfully manage a power culture, employees must be power-oriented and not afraid to take risks in uncertain situations. You need to be confident in yourself, and not in other team members, focus on results and have good endurance in the face of fairly tough competition. Such a culture may not entirely suit managers who are more for a balanced life.

This culture is project or task oriented. A matrix culture is largely an example of a task culture and such a culture is focused on getting work done quickly. Organizations with this culture are very keen to bring together the right resources and people at the right level so that they can do their jobs well. A task culture depends on the team's ability to improve performance and align employees' personal goals with the organization's goals. In this team culture, it is the result of the team that is very important than any individual goals or positions. Influence depends on the power of the practitioner, not on the power, position or control of individuals. There is much more influence involved here than in other cultures. Groups and project teams begin to interact for certain purposes and can be created anew or completely disbanded.

The organization reacts very clearly to every idea since the group contains all the elements that are very important for decision making. Such a culture characterizes itself as self-managing and it evaluates the results of working relationships within the team itself and respect, which is built on the basis of skills, and not age or position. All control here lies with the top management and they already allocate projects, people and maintain control over the work without breaking the culture. This works well in positive conditions when resources are available to everyone, but when this is not the case then management may begin to control performance and results, and team leaders may compete for these resources using different influences.

Therefore, when we consider and study the concepts and essence of an organization's culture, we can conclude that it is an essential part of the organization's functioning and contains a set of values and norms that consciously form a certain model of behavior for the organization's employees.

1.2. Methods for forming organizational culture in enterprises

The emergence of organizational culture can be called a culture that affects the socio-psychological atmosphere and behavior of employees. By creating some specific relationships or attitudes in the organizational culture of the staff this can be predicted as a result of the desired behavior. But we must take into account the fact that organizational culture could already be created in its own way within a certain organization. Often in a business environment, managers strive to create the philosophy of their enterprise, proclaiming promising values and norms and receive results from this that do not correspond to their desires and investments. This happens because they act artificially and it all turns into such a conflict between the fake and the real and a large number of members of the organization do not accept this.

In general, it is the principles of organizational culture, able to well represent the features of the organization, but the main properties and characteristics are formed directly already organizational culture. When an organizational culture is formed, it is necessary to follow the guidelines of such principles as:

1. Culture should show the fundamental idea of the organization's existence;

2. Such an idea should contain positive emotions;

3. The elements should converge as they are approved by the management;

4. The culture created should be fully appropriate to the type, size and individual characteristics of the organization and also the requirements of its origin;

5. It is not possible to criticize the cultural experience gathered by long-standing generations, but it is possible to modify gradually or to take as a basis for a new culture.

Directly to form an organizational culture that would maintain a sustainable development strategy for the organization, management must implement a sequence of various steps. For example, can note the following some of the main stages of work on creating a successful organizational culture:

1. Determine the mission, strategy of the organization and also make a choice of main goals and values.

2. Explore the existing organizational culture. This is necessary in order to specifically determine its degree of relationship with the already created culture, which was formed by management in order to discover positive and negative values.

3. Develop organizational activities according to established behavioral models.

4. Influence the culture in order to eliminate negative priorities to establish developed strategies.

5. Assess the effectiveness of the impact on organizational culture and later add the necessary adjustments.

However, there are many different developed methods by which management can shape and maintain the culture of their company to achieve success in the organization's development strategy. As for different countries and industries, different organizational cultures are more suitable for them, because there cannot be a single ideal enterprise culture that can be created in any organization and different countries.

External and internal environmental factors have a strong influence on the formation of organizational culture, its content and personal parameters, but at various stages of development of an organization, personal culture, as well as the personal beliefs of leaders, personal faith and the leader's style of behavior very much determine the culture of the organization. This influence is considered very

strong, especially when an organization is in the early stages of its development, since at this point leaders have strong personal and professional skills. Therefore, the formation of a specific culture in an organization is always associated with the characteristics of the industry in which the organization operates, its speed of technological and other changes, as well as market and consumer characteristics. The actions of the main managers have a fairly significant impact on organizational culture since their actions, slogans and norms and above all, organizational resources are aimed specifically at their implementation and recognition in the organization's team and thus they become the most important guideline for employee behavior and become a key element of the organization of behavior in the form of official rules. Therefore, despite the importance of organizational culture for the effective functioning of companies, its study and evaluation, in fact, it can pose serious problems. Organizational culture is often compared to values, suggesting that the values that are ingrained in people's minds collectively create a shared atmosphere of values within the organization. But this approach allows us to summarize the ideas that govern the organization. Indeed, values are directly related to organizational culture, since completely eliminating them from organizational culture is hardly the right idea.

First of all, values are the most important element of the internal structure of a person and thus the consideration of values occurs more at the individual level for everyone.

The creation of an organizational culture usually occurs in the process of professional adaptation of personnel. If you try to theoretically form an effective organizational culture in large branded and customer-oriented organizations it is not difficult, but in practice it is very difficult to implement.

In general, people begin to create a culture without a prepared strategy and this is not correct since only a long-term perspective can calculate the values that are needed for this purpose. The formulated mission and goals of the organization and ways to achieve them are not always shared by team members, since there is

always a correspondence with their interests. A good way to achieve such a common position and views on the future of the organization is only to develop a strategy for the long-term development of the entire team.

Before you begin to create an effective culture you need to pay attention to the analysis of the strengths and weaknesses of the organization and to the study of opportunities and threats from the external environment. When there is already an understanding of one of these factors by team members and it helps in understanding the organization's strategy and this is where the trust of the staff in the managers is born. Often only the desired cultural profile is drawn and the already established one is not explored. Factors that directly influence the formation of culture such as the desire of employees, the moral climate of the organization, the distribution of responsibilities for the team, methods of decision-making, communication, and innovation are not always taken into account. Understanding the need to reconsider values, organizational leaders cannot or are not able to do this themselves.

An effective culture is often formed when team members have little trust in each other. But with this approach it is impossible to establish common values and therefore it will not be effective. Therefore, it is best to first focus your efforts on building trust. Because with trusting relationships, people are positive and meet all our expectations.

The level of trust is determined by how truthful the information is for employees on various aspects of joint activities. Trust depends on influence, namely in accepting the influence of other people with their goals and directly transferring part of their influence to them. There are cases when the creation of an effective culture occurs when the teams are in a state of panic or apathy. And in such moments it is very difficult to talk about any values. Therefore, initially you need to inspire confidence and enthusiasm in people first.

Speaking of clients, these are professional people, they are authoritative and have the opinion of a leader. Such people even have high intelligence, they have well-

developed speech and have a strong interest in fashion. For such people, price does not play a major role when they choose a product or service, they are very demanding about the service and quality of the product they buy. It is obvious that the organizational culture of a customer-oriented organization requires employees to have many skills, for example intellectual abilities in order to perform their job duties without errors.

In addition, it is very important to know and adhere to the rules of etiquette, understanding the values of different categories and social strata to which clients belong. It is very important to quickly approach different clients, because each one is different and each has its own position.

Overcome various difficulties in order to make transactions of various natures in the interests of all parties. Working memory, attractive appearance and correctly informative speech are also some of the important factors that people pay attention to. Thus, after all that has been mentioned it is already possible to draw a certain conclusion that organizational culture contains elements such as different views, values that are shared by a group of people in the same organization and it gives them a guideline for their actions. These elements can all be different depending on what is contained in them. Values are transmitted to employees through the spiritual and material environment of the organization this means the style of behavior and communication, even the style of clothing. In fact, organizational culture is a truly effective method of attracting and motivating employees.

The foundation of organizational culture is always laid exclusively by the company's leaders, and the very atmosphere that occurs within the team, which is essentially determined by one's life position, greatly depends on this. When developing organizational culture, it is necessary to take into account that organizational culture cannot be controlled directly, but conditions for development can be created.

In fact, organizational culture is very dependent on the type of company and the culture of human behavior largely depends on the type of personality because it matters both to the company and its employees.

1.3. Modern trends in determining of Organizational Culture

Advanced technologies are beginning to develop more and more every day and have now become so necessary that without them no business can operate without delays. This greatly affects the satisfaction of the employees as it helps to remove various types of uncertainty in the workplace. But what I would like to point out is that the current workplace culture favours this balanced environment to create a more balanced line between work and everyday life and it will even allow employees to devote more time to their opportunities.

Leaders and business owners each year are interested in and studying different news and current trends in order to keep abreast of new developments and follow them for the success of their companies. Because after the pandemic began to decline, a lot of people started to worry about how a potential decline might affect their organization. Even many entrepreneurs wanted to take action on layoffs and retrenchment, linked to economic problems. However, many experts disagreed with such news. They assume that the difficulty of recruiting employees will in fact also sell out regardless of what happens in the economy. They also report that violent statements that companies are cutting their employees, it doesn't really affect much of the business world.

A tight job market will continue to persistently set major trends in the workplace because employees and candidates will act with pressure to work for new changes. Therefore and as a result, according to forecasters, three very effective and influential workforce trends were found that gained popularity during the pandemic, and they will remain for quite a long period and have long-term consequences:

- Employee interest in flexibility;

- Supporting employers on the well-being of their employees;

- Provide opportunities for professional growth.

If organizations increasingly implement such points and develop them with their employees, this will greatly impact their ability to deal with current and future obstacles. And definitely the strength of their organizational culture will significantly impact their success.

One of these elements of a more modern organizational culture is that it includes internal and external processes that can change daily activities. One of the newest trends is the remote and hybrid work model. Previously, these models were not paid much attention and many companies were even wary of launching them. But their doubts were destroyed by the pandemic crisis and these models are now standard for every employee.

Gartner research has shown that about 50% of business leaders now have a positive view of the remote and hybrid work model and see great prospects for it. However, for these models to work, you need to not be afraid to be more communicative and use valid methods of team management.

Many companies went through quite a long learning curve before remote and hybrid work models began to take off and deliver on their missions. These company models allow employees to feel more comfortable, since they are assistants for them that serve them with flexibility, allow them to adapt internal and every day.

The four-day week is the result of a trend towards greater flexibility that has already been gaining popularity everywhere. Although a couple of years ago such an idea would not even have been allowed to be implemented.

However, all the research that has been conducted in favor of this form of work has shown that it is not only practical, but also successfully brings benefits to both organizations and employees. This study was conducted on several companies that chose to test a four-day week, and it even brought them increased sales, decreased burnout rates, and reduced absenteeism.

Thus, those workers who were participants in this study began to put forward this model of a shorter working week. Therefore, this form of work can greatly change the system for the better in the coming years. And when compared to remote work, a four-day work week can be equally useful for both full-time and office workers. As more and more organizations become receptive to the four-day schedule, they will become more attractive to top performers.

Quite a large number of people want to work for companies that pay significant attention to the well-being of their employees. Because any employer wants to be treated as a mature individual and see him as a goal, not an insignificance. Therefore, organizations can promote employee well-being in two key ways: paying personal attention to their mental health and improving their experience at work.

- Mental health benefit:

In fact, the pandemic had a great impact on the fact that many bosses began to treat their employees on a pleasant human level, because they had been in this situation together and survived it. Such very close relationships not only revealed the emotional and psychological difficulties that people had to face. But it also became clear that virtually all of these stressors actually predated the health care collapse and employees had to deal with for years.

Therefore, the organizations have given this issue a lot of thought and decided to increase health benefits during the pandemic. These benefits were very different from one another, as they included an extension of the insurance coverage, which also included psychiatric care and before the program meditation classes.

However, the fact that the pandemic has begun to decline slightly does not change the importance of these recovery measures. Since it is precisely such conditions that have a stable impact on well-being, they have always been present and new pressures will continue to add difficulties. Like inflation, for example, it is a very painful experience for many workers, especially those whose wages are not as high as they used to be. Therefore, for each such period is quite economically difficult.

In fact, it is very important to give priority attention to employees, and generally communicate with them to support their mental well-being, since each of them may experience burnout, which is why in the future people simply quit their jobs.

- Optimizing the employee experience:

Mental health engagement and development is just one such area where organizations can modernize their employee value proposition. Employees also need to understand that the work they do is valuable not only to them. Accordingly, they want their managers to help them clearly understand their purpose in their professional lives.

The pandemic has also given people an impetus to rethink what is really important to them and what they want to give up for the sake of their own priorities. Various studies have shown that a large percentage of people believe that their performance at work matters a lot, while the other half believe that businesses only care about how engaged they are in their work experience.

Jackie Wiles wrote for Gartner that: "People are motivated when they feel valued and influenced. It turns out that people want recognition, they want to feel valued, trusted and empowered. Frontline workers in particular express a desire to feel respected. Employees increasingly want to express themselves at work." [2023]

The researcher believes that this period has long passed, when workers worked only through cash payments without any morality. Now employees are more

focused on stable professional relationships, a sense of specialness, and also a sense of purpose in their work.

In addition, they are more interested in working for those companies and enterprises that show a sincere inclination and openness to various initiatives, tolerance and fairness. Therefore, it is precisely the kind of company that employees will join with great confidence, where the values demonstrate their own.

Another emerging modern cultural trend is the adoption of various business decisions based on data. Managers are now becoming much more strategic in their day-to-day decisions as they have begun to use their analytical thinking more widely to support business decisions, as such business decisions are based on absolutely accurate data. A couple of years ago, you can see that technology is developing much faster than anything else and this especially applies to the increasing use of artificial intelligence and similar things.

A lot of people are having a hard time letting go of them, because they don't know the right helpers. And so in the field of economics, because artificial intelligence can accept and solve problems of great importance. Using artificial intelligence is that it cannot only improve business processes, but also help business leaders to solve tasks and problems different.

Trends always change and they are always replaced by something new and more interesting that will be popular for a long time and therefore, in the field of culture in the workplace, everything has changed a lot. But despite the entire crisis that occurred, employees still began to demand flexibility in the work environment for their comfort. When it comes to the future culture, leaders should pay more attention to the preferences of employees of a completely new generation, since everything should be more modernized for them. Despite all the use of digital tools or other functions, definitely improving skills will play a very important role in showing and helping new generation employees in acquiring new skills that will be very useful to them in the future.

CHAPTER 2 INVESTIGATION OF ORGANIZATIONAL CULTURE OF "BUSINESS MEDIA NETWORK" AND ITS IMPACT ON THE EFFICIENCY OF EMPLOYEES

2.1. Analysis of the financial condition of "Business Media Network"

Business Media Network was first created as a startup around January 2022, and in fact its creators were Henry Sterenberg from a member of the Ukrainian Students Association and of course the founder of the company "Economics of Trust" Alex Sheyner.

The basis and essence of all this was the creation of a platform for the Ukrainian people and businesses to promote and expand their capabilities at a higher and international level. The very idea of the BMN project changed greatly with the full-scale invasion of the country. An important indication of this was helping a country that suffered and needed support, so BMN began to actively attract Ukrainians.

At the heart of the project's idea, its structured goal was that Ukrainian small and medium-sized businesses could prosper domestically and abroad without the need for any additional means of assistance, which means that the general concept of the idea is independent prosperity and the point is, that in fact, this structure makes it easier in every sense to literally provide quite an additional assistance to these enterprises, as previously discussed above.

For every business, accounting is always of great importance as it plays a direct role in all expenses and income of the enterprise.

This is one of the first things to notice when a business enters into a coalition of large sums, because then the quality of financial information that in the long term affects the business projects of enterprises should be correctly compiled. That is why in order to protect its data on financial statements, BMS adheres to all the

necessary legislative requirements, which must be taken into account and used for appropriate purposes.

BMN management reports are based on such criteria:

- Information on funds used at a specific time;
- Report which gives a real schedule of financial position and discloses the assets and liabilities of the enterprise;
- Operational efficiency process.

Generally for successful start-up processes in the organization, such as: efficient profitability, preparation for the increase of production of products, attractiveness of investors, profitability of assets, budgeting, optimization of capital, these all components are very important for enterprises, especially those who aspire to become a full and potential business.

Regarding the assets of the enterprise it is a resource that provides profit and business development. Because this understanding of all this depth of study of the financial activities of the company on the main issues is essential.

It must also be taken into account that the availability of achieving competitive advantages in the market and maximizing profits carries a great risk and fear for firms, because in the current realities, market progress is great and it is necessary to develop and demonstrate to the consumer novelty, that no one else has. Many innovations in the early stages are very expensive.

This includes:

1. Capital investments,

2. Equipment,

3. Stocks of various materials that are used in long-term production,

4. Costs of various research,

5. Technological processes.

Next, it is necessary to analyze the revenue growth indicators of the "Business Media Network" company for 2020-2024.

Table 2.1

"Revenue Growth of Company BMN Over the Last 5 Years"

Year	Revenue $
2020	80,000
2021	85,000
2022	90,000
2023	95,000
2024	100,000

 Source-made by the author based on company's data

This table shows BMN's overall revenue growth trends over the past five years. Having analyzed the table, you can see that over these years, the company's revenue has shown very good growth, which shows the positive performance of the business. Thus, it can be seen that in 2024 revenue increased by 100,000 dollars, compared to other years. But in other years the indicators are very impressive, so the company has stable growth every year.

Table 2.2

"Gross Profit Margin for Company BMN in 2023"

Revenue $	Cost of Goods Sold $	Gross Profit $	Gross Profit Margin (%)
95,000	38,000	57,000	60%
98,000	40,000	58,000	59.18%
100,000	42,000	58,000	58%
105,000	45,000	60,000	57.14%

Source-made by the author based on company's data

Table 2.2 shows BMN's total gross profit for 2023. In 2023, there was a significant change in the growth of all profits and by the end of the year these figures had improved exponentially, raising statistics.

Table 2.3

"Profit Margin for Company BMN in 2023"

Revenue, $	Expenses, $	Profit, $	Profit Margin (%)
95,000	63,000	32,000	33.68%

Source-made by the author based on company's data

Revenue in 2023 increased by 95,000 compared to 2022. Gross profit margin showed a successful result and grew in 2023. Table 2.3 shows BMN's 2023 profit margin. Based on the profit margin in 2023, it is 33.68% which indicates that the company is maintaining this total of its revenue as profit.

Table 2.4

"Employee Productivity Index for Company BMN in 2023"

Employees	Revenue per Employee, $
5	19,000
6	15,833
7	13,571
8	11,875

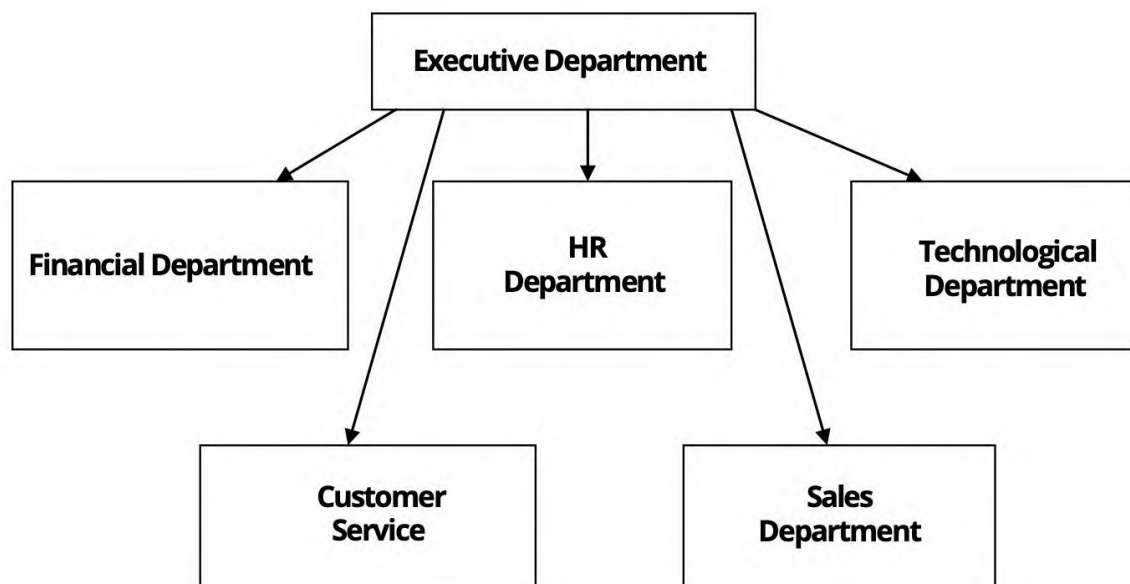Source-made by the author based on company's data

This table shows the BMN Performance Index for 2023. The index is calculated as income earned per employee. As the number of employees increases, income per employee decreases, indicating a potential need for efficiency improvements.

Thus, having considered the financial condition of Business Media Network then it can be concluded that the company has strengthened its initial position in the market and can expand further and begin to form large sales volumes for the future. Financial analysis showed that revenue and profitability in the company increased.

2.2. Characteristics of organizational culture of "Business Media Network"

The structure of the BMN company is based on the strong relationship between the various stages of development and, accordingly, for the sake of which everyone in the company is engaged in their activities.

Table 2.5 Organizational structure of Business Media Network

The organizational structure of the Business Media Network is represented by a linear – functional type.

The management structure has the form of a linear-functional management organization. Therefore, the experience of using a linear-functional management structure in BMN has shown that it is quite effective for the enterprise.

As for the advantages of a linear-functional structure, this is the rapid implementation of actions according to orders given directly by superior managers, as well as the stability of all powers and direct responsibility for personnel, the detail of management, the personal responsibility of each manager for the outgoing work results, professional problem-solving specialists. As for the disadvantages of this linear-functional structure, this includes the lack of strong interactions at the required level between production departments and also superior subordination in the management hierarchy.

Starting from the executive department, its responsibilities include responsibilities such as planning, development and implementation of the company's strategic plans. The next one is the technology department, it is responsible for monitoring all server resources and ensuring that they are in full working mode. IT specialists solve all website problems and work on errors. The HR department monitors the work process. The responsibilities here are personnel selection to find qualified workers with skills. The finance department monitors the company's market and potential profits and supports accounting and taxation. The Marketplace platform is the face of the company's website, it provides the opportunity to see the good work of a beautiful presentation of cities, as this affects various aspects. The obligations of the customer service are to find business customers and provide answers to operational questions. The sales department implements the sales and service plan.

Any team should always have a general manager of personnel who controls and stimulates the whole work process and atmosphere. Since this is the person who is involved in the correct adaptation of the working environment and workers, giving motivational recommendations to inspire workers. Its assistance also consists of a staff member's relationship with managers to address more serious and crisis issues by a common group and opinion. The General Manager must understand that he is an important person in a company where he is bound by his duties and responsibilities.

For example:

1. Monitor the development of workers in terms of qualified and professional professionals;

2. Ability to work with and conduct various types of documents;

3. Communication skills to find an approach to everyone;

4. To participate in administrative decisions by type of dismissal or demotion.

The CEO of Business Media Network is Henry Sterenberg, his task is to monitor all the processes that occur and the fulfillment of all the company's obligations. The co-founder and director of the Economy of Trust is Alex Sheyner. Yulia Chifusova is the chief manager and director of the Mayors' Club.

Olexandra Kriukova, her position is General Director of the BMN company. She monitors the organization of the team to complete assigned tasks. The operations manager is Polina Kravets. Its task is to deal with management processes from their start to completion and at the same time analyze everything.

The external environment has a significant impact on the organization and often even affects its culture. Therefore, many organizations working in different environments may have very different cultures because they approach two important issues differently because of the common experience of their members. Members use their expertise to develop a common approach that will then help them in their work, because people need to know the true purpose of their organization.

This method will help them understand their role in the organization's mission, because when companies plan new projects they may fail, because when members work together, they find it difficult to understand the dynamic world around them. They begin to believe that he is changing or finding other opportunities or dangers.

So people are looking for interesting innovations and believe that they can change important things in the world and create opportunities for change. The very characteristics of the organizational culture are therefore influenced by different types of factors.

The adoption of a culture by a company then it depends very much on the characteristics of the industry in which it works, the rate of development of technologies and other market changes and therefore it all depends on its characteristics. When firms are in technology industries, they are determined by a culture that embraces the values of innovation change, but such a culture may

manifest itself in different ways even within companies in the same industry, corresponding to the culture of the country, where a particular company works.

Very often already existing traditions, style of work and appearance in the organization are primarily determined by previous experience.

Therefore, it is important to pay attention to the most important source of culture creation, namely the founders of the company. Because they play a very important role in shaping the basic culture. The founders of the company want to create a better image of the future organization and thus realize all these goals. Such people come up with ideas that have a great impact on others and therefore form a united community and strong culture.

Cultures can change over time and under the influence of circumstances and it is therefore important to know how to make such changes.

The process of changing the culture of an organization is similar to that of maintaining culture.

Therefore, it is:

1. Changes to the different nature of the objects and themes by the administrator.

2. Change the style of managing a crisis or conflict.

3. Redistribution and refocusing of training programs.

4. Changes in remuneration standards.

5. Changes in personnel policy.

6. Changes in organizational symbols.

It should be understood that behavioural change can lead to cultural change, and vice versa, but this is not inherently inevitable. This is actually due to the role that cultural and behavioural transmission plays in the process. Therefore, depending on the situation, such a relationship between changes in behavior and culture can be observed in different sides for a period of several months to several years. It is

therefore important to analyze and also assess the difference between cultural changes and other organizational changes.

Despite all these challenges, the main problem is that people in society do not have the same ability to change their behavior in such situations. Therefore, and as practice shows, such a problem can be solved only by training specifically on their mistakes in the organization or at work.

When behavioral changes occur without cultural changes, one or more members of an organization or even one or more groups of employees may be convinced of the need for organizational change, even if individual employees do not want it. All of this, therefore, depends on the status and impact of the first organizational changes that may occur in a particular direction. Those who are against any changes then they are already formally forced to follow the chosen course of changes and even accept new characters, but internal disagreements can lead them to change new fundamental notions of organizational culture about their own assumptions and beliefs.

Today, many commercial organizations employ people who have been working more conscientiously for a long time at the professional level in the new conditions, while maintaining the old worldview. The main problem here is that there is no sense of purpose and consistency in relation to their normal behaviour in a new culture. People behave formally for fear of losing their rewards or the satisfaction of being able to adapt to new situations, not because they really believe deeply and appreciate what they are asked to do. Behavioural and cultural changes are taking place, so the situation itself is constantly changing in the sense that people genuinely believe and appreciate different ways of working.

The sequence comes from each side both from behavior and from culture, reinforcing and supporting the other such action leads to inner satisfaction, because people really do believe and appreciate change more and more and they keep changing their behavior for the better.

Business Media Network always strictly adheres to the general rules and values adopted by the main management. The workers are officially employed, which shows that there are social benefits to the employer.

But first, let's analyze what the company's strong and weak indicators are and what can be improved in the organizational culture.

The company has documentation support for the personnel management system, which is one of the good aspects, because the documents indicate the entire information base and regulations that help in the work of not only management, but also employees. The state of the staff's workplace is properly arranged, which makes employees feel comfortable and disposed to work.

If we look at the weak sides in the company, it is that the company does not pay much attention to corporate meetings, since this has a rather bad effect on employee relations. After all, it is in such an environment that people get to know each other better. There is no specialist who deals with organizational culture. This deprives the company of an adviser on these issues. The company does not have bonuses to reward work, because such amenities greatly affect the productivity and motivation of employees to work.

Among the opportunities, the company should hold events that can bring the team closer together and thereby employees get to know each other better.

Create bonuses that will help arouse interest among employees so that they will demonstrate their effectiveness even more and feel the competition. It is worth purchasing modern equipment to optimize working conditions, because this method will affect the efficiency of the company's personnel.

Considering the inherent threats, it is that some kind of disagreement may occur in the team, which can lead to a decrease in the efficiency of staff and even emotional exhaustion of employees.

This analysis helped in identifying a number of different problems, the solution of which will improve the organizational culture in a better way. Among them, we can highlight such as the lack of a specialist on issues of organizational

culture, lack of bonuses, a problem in organizing corporate meetings, and an event. The organizational structure of the personnel management system Business Media Network is a set of stable interconnected divisions and officials who ensure the fulfillment of the company's staffing tasks. The set of departments and officials are very important carriers of the personnel management function, whose task is to represent the personnel management service.

2.3. Impact of the organization culture on the employee management system in "Business Media Network"

First of all, in the Business Media Network management system there are common opportunities and values for all personnel. In some cultures, values are very much shared because their relative importance and interrelationship do not limit everyone's role. In other cultures, the fundamental relationship between shared values is less clear. In the former case, a great effect is achieved in terms of changing the behaviour of people, as they develop confidence in the value that should prevail in the case of different interests. Thus, a strong culture combined with a large number of employees and clearly defined priorities has a fairly global impact on corporate behavior.

A strong culture is not only good for the organization, as a strong culture is also a major obstacle to change in the organization. Always only the culture created at the beginning is weak and therefore considered good to have a relatively strong culture in the company. Maintaining a corporate culture isn't just about hiring the right people and firing the wrong people.

Major groups of practices include: management attention, evaluation, and control objects are actually one of the most effective ways to maintain the culture of any organization because the repeated actions of the manager make it clear to staff,

what is important and what is expected of them. The management response to critical situations and organizational crises in this case already managers and their subordinates discover a level of corporate culture that was not possible for them. Because, looking at the scale of the crisis, organizations may need to adopt new values and norms that either strengthen existing cultures or change them to some extent.

Training and coaching. Aspects of organizational culture are learned by employees through how they are expected to perform their functions.

Managers can consciously incorporate important cultural elements into their training programs and daily support for their subordinates so that managers themselves can also demonstrate to their employees a certain attitude to customers or the ability to listen to others. Because by constantly focusing on these points, managers can help maintain certain aspects of organizational culture.

Award criteria and requirements. Organizational culture can be taught through rewards and systems. The latter are usually associated with specific behaviours that are set as priorities for staff and indicate values that are more important to individual managers and the organization as a whole.

The system of positions within the organization works in the same direction and therefore the distribution of privileges such as: a good office or secretary always indicate which roles and behaviours are more valued in the organization, but in fact, in practice this method is often not fully and systematically used. Criteria for recruitment, promotion and dismissal are one of the most important ways to maintain an organization's culture.

The basis on which the organization and its leadership govern the entire process of personnel management is quickly becoming known to its members through the movement of staff within the organization. As a matter of human resources management, they can both help and hinder the strengthening of the existing culture within the organization. Thus, the natural turnover of staff has led many

companies to adopt a group approach to work or a common meeting within joint teams.

If an organizational culture is already in place, it is very important to maintain it at all times. This task is often delegated to human resources services, such as: the selection process, performance criteria, compensation systems, staff training, and career development, all of which ensure that certain candidates of the company's organizational culture will comply.

But we need to focus on elements that play a very important role in maintaining an organizational culture:

1. Staff selection;

2. Senior management.

Recruitment has the specific objective of identifying and recruiting people with certain skills and abilities to succeed. When there is a selection look and signify those candidates who are very compatible with the organizational culture of the company, so it is already possible to discover compatibility when there is a desire to hire people with a system of values identical to the organizational. Candidates are also given full information about the company during the selection process. Therefore, it is easier to identify a suitable candidate, because after reviewing the information, the person himself finds out whether there are any similarities with the values of the organization and if there is no candidate himself refuses to participate further.

Management practices have a significant impact on management culture. Because middle managers will create rules of conduct and norms based on what managers say and how they act in different situations. Then the list of these actions is passed directly below to other team members, as the employees of the organization learn the most popular behaviors.

The management goes to meet the employees and this determines the specifics of the internal policy in the company and determines the general mood in the work of the employees and moreover their interpersonal relationships. The next stage is to analyze the labor potential of BMN by education, age, work experience and sex for a more detailed study of the current state of the personnel management system.

There is always regular training of employees for professional development, but it is necessary to take into account that the company takes employees who have compulsory higher education. The company BMN gives the opportunity and students to pass the practice so that they have a lot of skills and take for themselves a lot of useful information. Trainees are given two months to master the company and perform the tasks and after they have to make a decision or stay. Throughout the time, the performance and success of the trainee is conducted in order to understand how ready the trainee for further work in the company. This is a good opportunity for initial work as many companies do not accept trainees and do not learn their skills as in Business Media Network. Therefore, it is important for the company that every employee has a higher education, since this is the first requirement that the BMN looks at when hiring. Thus, the professional and qualification level of the institution's employees is quite high, allowing it to solve the tasks assigned to the company.

Next, let's analyze the staff of Business Media Network by age type.

Table 2.6 The staff of "Business Media Network" by age for 2022-2023

	Age of staff				
	Up to 30 years	**Up to 30 to 40 years**	**From 40 to 50 years**	**Over 50 years**	**Retirement age**
2022 year	15	29	19	-	-
2023 year	23	35	21	-	-

Source-made by the author based on company's data

Therefore, in a company it is possible to consider the fact that the majority of the organization employs employees whose age does not exceed 40 years. This is due to the high level of professionalism and the fact that staff at this age work mainly in managerial positions where there is no turnover of staff. For example, it is possible to highlight the fact that the number of employees under 30 has not changed at all in recent years, but quite a lot of employees have been added over the age of 20 and that the number has gradually increased. For five years the structure of Business Media Network staff was dominated by an equal number of women and men, so there was no change in the processes.

Therefore, having analyzed and made a conclusion, the main composition of employees in the company is proportional because there is an equal number of men and women. And among supervisor's present staff with more than 8 years of experience and then there is a group of managers with more than 10 years of experience. When considering employees, the largest group consists of employees with 5 years of experience in their field.

Therefore, after analyzing and drawing a conclusion, in general, in the main composition of employees in the BMN company, everything is proportional,

because there are absolutely equal numbers of two genders, both men and women. Further, already in management positions there are employees who have more than 8 years of experience and then there is already a group of managers who have more than 10 years of experience. Moving on to the company's employees, for the most part the largest group here consists of those employees who have at least 5 years of experience in their field. These are mainly highly qualified specialists with experience in this field.

Table 2.7 Company personnel structure

Indicators	2022	2023	2024
All staff	19400	22500	24000
1. Top managers	3500	4300	5100
2. Specialists	14200	15350	17863
3. Employees	1700	2850	1037

Source-made by the author based on company's data

The indicators of this table indicate that the company has a large number of specialists and every year their numbers increase for the better because it is connected with the opening of new positions. The number of employees has decreased, which indicates the growth of the level of the organization, as regards the composition of the top managers of the organization, it is also successfully growing and this indicates the successful functioning of the company.

Business Media Network uses generally accepted methods of personnel management, such as administrative, economic and socio-psychological. The

management of the company is based on a democratic style, since this is an expression of such general characteristics of the corporate culture of the BMN company.

This means that there is such a thing as collective participation of employees in making company decisions, very clear interaction between employees, direction to the developed company strategy and ensuring self-control during the execution of tasks. Because the company uses only uniform principles and methods in working with staff.

Since it is the relationship between the company itself and employees that is formed on the principle of partnership, which means that both parties have specific obligations and requirements that must be adhered to. Therefore, when such a general characteristic of the company itself is already given, a picture of the representation of the essence and type of its activity begins to emerge. It has existed for a long time, and therefore does not stop in its pace of development. In our time, each leader should always take various innovations and go always with shadows with them, because this in turn has a strong impact on the development of the whole world.

CHAPTER 3 ESSENTIAL AREAS OF IMPROVEMENT OF ORGANIZATIONAL CULTURE IN BUSINESS MEDIA NETWORK COMPANY

3.1. Recommendations for improving the organizational culture in the Business Media Network Company

Creating a new organizational culture takes a long time, as the old organizational culture is embedded in the minds of those who want to be and are faithful to it. This includes the formulation of a new mission, organization's objectives and ideology, models of effective leadership, evaluation of the organization's effectiveness and the establishment of its formal activities.

The potential for cultural change is influenced by the following factors: organizational crisis, change of leadership, stage of the organizational cycle, age, size, level of culture, presence of subcultures and at this stage of development of the organizational culture, which is already established in BMN, more or less corresponds to the company's missions and objectives.

But it is necessary to take into account the pace of development of the company, that the management of the company needs to examine the basic parameters of the company's culture and make changes in its structure. But if there are any changes in the company's management culture, the management of BMN will face many problems, as this is due to the fact that it is easier to change the culture in younger organizations where values have not yet been established.

In addition, the management of the company should not expect to quickly adapt to the new cultural values within the organization as the process of changing the culture of the organization takes a very long time.

BMN as a startup company has gone through many difficult stages in its development, which did not come with easy work and effort. Therefore, having

studied the key characteristics, principles and values of the organization, it was then possible to identify its weaknesses and problems that have an impact on the functioning of the organization as a whole.

Based on this, we need to strive to solve these problems and make proposals on how to solve them correctly and thereby improve the atmosphere in the team and apply cohesion among employees, which will subsequently improve the efficiency of the entire company. Because an organization is like a well-functioning system and if one of the parts fails, it affects productivity. Therefore, our goal is to remove the problems of organizational culture and draw up a list of proposals and action plan.

Based on the identified problems, specific recommendations were given to change the strategy for improving the organizational culture of Business Media Network:

1. Consideration and addition of the range of services for the company's clients.

2. Providing benefits or incentives for company employees who have already worked for a certain number of years.

3. Support employees in the formation of their insurance.

4. Organizing various corporate meetings in order to better unite the team.

5. Medical care and insurance for company employees.

6. Implementation of a system for collecting and implementing suggestions from company employees.

7. Development of advertising to improve platform.

8. Improvement of the program for calls to cell phones.

9. Training sessions and conversations should be conducted with staff.

10. Introduction of a uniform element of at least a certain style.

11. Development of specific departments and creation of comfortable working conditions for them.

Each section requires a lot of work, including identifying specific ways to improve company website management, efficiency and culture. It was also necessary to create a personnel reserve, since it was necessary to ensure that staff were active and committed had an objective understanding of growth prospects and opportunities and made a conscious choice to work in that area.

Therefore, the main focus is on optimizing the organizational culture of BMN with the aim of developing concrete measures aimed at overcoming problems and sustainable development of BMS in complex socio-economic conditions of society.

It can be concluded that in order to improve the social climate in the team, namely to increase cohesion, openness and teamwork among employees, the management needs to pay more attention to the organization of all types of corporate activities. Because group cohesion can dramatically increase in an informal setting. Also one of the good recommendations for the company is to create a board of honor for the testimony of the best employee of the year and his efforts and contributions to the company. Such an action could increase the sense of competition among staff, and if any remuneration were to be established for the best staff, it would further enhance staff efficiency.

Creating some common uniforms with a company logo will also help to instill and maintain a spirit of unity among employees. To address the issue of the company's culture, it would be a good idea to hire an organizational culture expert

who can examine the entire HR management system in detail and give advice and suggestions on what needs to be changed or improved.

If employees do not possess the necessary skills and abilities, as well as written rules and laws of life of a particular company, and do not even choose a certain attitude to work, the company will not function in its essence.

Because organizations, colleagues and clients, these skills, attitudes, behaviours and rules collectively shape the organizational culture of the organization. Among the main factors that determine the organizational culture of Business Media Network are the values that top management adheres to it means the attitude to customers, the pursuit of global standards and expansion of its services, education systems, behavioural norms and many other values.

The success of a company may depend more on the strength of its organizational culture than on many other organizational factors because a strong organizational culture helps in communicating and making complex decisions and strengthens trusted cooperation. An essential element of a strong organizational culture is informal influence on young staff and the development of their personal and professional competencies through rules and standards that are implemented by staff, their leading experts and experienced staff in the personnel division.

Each of these areas in the company requires serious consideration and including identification of more specific opportunities for improving efficiency and further optimization of organizational culture in the Business Media Network.

Therefore, all the recommended suggestions that have been provided are all necessary to maintain the right organizational climate within the team and build relationships between BMN employees, supervisors and directors.

3.2. Appraisement of the process of implementation of priority proposals

To further develop the organizational culture of BMN, it is necessary to actively involve employees in management.

Therefore, to do this:

1. All employees of the company must be aware of the full scope of the tasks and their responsibility for their performance, not just their individual elements, as is happening now.

2. Once a well-defined plan has been developed, the tasks already assigned should be distributed over a period of time according to the productivity and skills of BMS employees.

3. Tasks and competencies should be carried over time.

4. The management of the company should interfere in business activities only in exceptional cases and in other tasks it can manage them, according to jointly established deadlines and monitor the progress of all work. This style of leadership will help BMN employees develop a spirit of trust and a desire to responsibly perform all their duties.

5. On other issues, the most disadvantageous aspects of the joint venture process are situations where the manager cannot control his or her mood or performs work that belongs to another staff member.

6. Staff members may make random mistakes because they learn from them in the future, but these mistakes should not become permanent because it determines whether the management system works correctly.

At BMN, almost all employees are trained in interpersonal communication skills and press conferences are also held on training various sources of conflict that may occur in the company.

BMN is very committed to raising the level of interpersonal skills, which are taught to its employees to be able to speak correctly in the required situation. Each task should be approached in the best way so BMN encourages its employees to pursue all its goals and everyone understands that they need to be achieved in the best possible way.

Job security for the company is one of the main reasons why people like to work in Business Media Network because the confidence that comes with full-time employment is reflected in the optimistic attitude to work for employees. Every BMN employee should know that if he does his job correctly, he is not at risk of dismissal, but at the same time no one should think that his place belongs to him forever. Regardless of the position or seniority or who violates the company's ethical rules and makes mistakes at work and does not want to correct them, those employees will be fired from the company.

Because full employment is impossible without careful planning and recognition of corporate responsibility. The company gives employees advance notice of upcoming layoffs so that they are prepared and can look for a new job for the future.

The main recruitment process to support BMN employee security is an anonymous employee survey that is conducted every two years. Because feedback is effective for managers at all levels and gives employees a clear signal about the sincerity of management's intentions.

The BMN management itself is obliged to take the survey results seriously and tolerantly resolve any issues that arise. Discipline is very necessary in creating only the results obtained and will also help steer the company in the right direction. In order to effectively influence the unification of the team and improve the professional level of heads of various departments, all leaders and managers are required to undergo additional training at seminars on leadership styles. Business Media wants to develop customized career management and promotion

programs that will help develop these skills in the best way possible from an organizational perspective.

Because such career management programs help people to view their work in the organization as a stage of achievement in various positions and this contributes to both organizational and personal development.

In addition, all employees should be aware of all important processes within the company and therefore BMN need to create a special information stand for employees, which will present news and information about what is going on in the company and what long-term organizational actions are planned. The stand will also contain information on the best achievements of employees at the end of the year.

It is necessary to implement regular monitoring of the opinions of company representatives, which can take place in the form of a survey. Afterwards, the results of this survey will help management determine the needs of employees and improve motivation systems in the right way. It is also necessary to create conditions for considering all employee proposals, since in this way many problems associated with this can be solved. In order for BMN employees to be able to influence their salaries, it is necessary to determine performance indicators that will best show the performance of a particular employee and his contribution to the company. Therefore, the development of clear indicators reduces the influence of interpersonal relationships on the distribution of rewards and partially solves the problem of frequent changes in tasks by management.

CONCLUSION

Understanding the basic principles of organizational culture, we can conclude that organizational culture is closely related to all elements of organizational management and therefore we can say that it has a significant impact on the profitability of the organization. Culture is usually understood as generally accepted values and norms of behavior, it is clear that this concept is much broader and deeper.

Corporate culture is focused on the internal environment and is actually manifested in the organizational behavior of employees. This includes: sustainability, efficiency and reliability in systemic organizational relations, discipline and culture of its implementation, adaptability to innovation within organizations and many other things that are manifested in the organizational behavior of employees in accordance with accepted norms and recognized values of groups and the organization as a whole.

The organizational culture as the object of the study is a very complex phenomenon that cannot be controlled in the short term, but can only be gradually developed in the long term. All managers should consider the needs of their staff, provide them with comfortable working conditions, enable them to develop their potential, build honest and trusting relationships on the guarantees of success and positive economic results.

Each management segment is connected to other management segments and if one of them fails, it affects the entire organization. As a result of the research, it turned out that the main needs of the surveyed BMN employees are: cooperation with colleagues who respect each other as individuals, the presence of social guarantees, fair treatment, recognition and encouragement of good work.

An analysis of the company's organizational culture made it possible to identify a number of trends in cultural development and the factors that determine it, since

BMN does not have a clear understanding of the organizational culture among the company's employees. One of the main means of increasing organizational effectiveness while shaping organizational culture is to ensure a good psychological environment within the BMN corporate team.

Corporate culture serves as an effective tool that ensures high productivity and motivation of Business Media Network employees to perform high-quality work. Therefore, creating and maintaining a culture that would increase the productivity of people working within the company and would contribute to increasing its efficiency and competitiveness is one of the important strategic tasks for management.

Based on the analysis of BMN's organizational culture, the following measures were developed:

1. Educate employees on the principles of stimulating work.

2. Constant development of the system of motivation taking into account changes of external and internal conditions of the company.
3. Ensuring the growth of real wages of the company's employees.
4. Provision of social benefits, introduction of social packages.
5. Implementation of measures to improve the development of corporate culture, internal communication systems.
6. Ensuring a supportive socio-psychological environment within the community.
7. Creating an award board.
8. Hire an organizational culture specialist.

After assessing all the necessary indicators before and after the implementation of the project, it is possible to conclude that the project is very effective.

Staff will begin to respect the principles that have been established in the organization and the trend towards misconduct will be significantly reduced. From an economic point of view, growth can be greatly enhanced by demand for services because of the willingness of workers to perform with a positive attitude to work.

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