

УДК 331.109.62

Ірина СІВЧУК

## МЕТОДИЧНІ АСПЕКТИ ОЦІНЮВАННЯ КОНФЛІКТІВ НА ПІДПРИЄМСТВІ У КОНТЕКСТІ КОРПОРАТИВНОЇ КУЛЬТУРИ

*Резюме.* Вивчено традиційні підходи до оцінювання фактора конфлікту в господарській діяльності підприємств у контексті корпоративної культури. Сформульовано позитивні та негативні функції корпоративної культури та їх вплив на конфліктні ситуації.

*Ключові слова:* корпоративна культура, управління підприємством, конфлікт, позитивні та негативні функції, менеджер, персонал, тренінг, управління конфліктами, функції корпоративної культури, методи управління.

Iryna SIVCHUK

## METHODICAL ASPECTS OF THE CONFLICT'S EVALUATION IN THE ENTERPRISE IN THE CONTEXT OF THE CORPORATE CULTURE

*Summary.* The emergence of the theory and practice of corporate culture phenomenon, according to most scientists, is primarily concerned with the need increased attention to spiritual culture. This is especially true for domestic enterprises that the transformation of the economy and society should take a proper start. Corporate culture, basically, is the invisible part of the enterprise. This fact does not detract from its impact on the behavior of employees, but complicates the analysis and management. It can be carefully regulated by the documents or only some of its principles can be declared and finally it can exist without any written rules. The more efficient the enterprise operates, the more it contributes to the material and spiritual benefits of their employees, the greater the contributions of their own corporate culture the more these aspects are combined. Today, corporate culture and corporate management level of the majority of domestic enterprises are at the stage of their formation, which is complicated by the rapid changes of the external economic environment. However, if companies expect to survive in an unstable market, it is necessary to adapt to changes in activity and conflict in the environment, including changes in different areas of activity Through better coordination of company goals and its subdivisions corporate culture allows to optimize organizational structure, develop new methods of planning, improve staff management efficiency etc. The effectiveness of the corporation's activities with high corporate culture and its direct connection with the conflicts is mainly determined by the staff professionalism and cooperative group reaction. Traditional approaches to the conflict evaluation in business activity in the context of the corporate culture were studied. Positive and negative features of the corporate culture and its impact on the conflict situations were formulated.

*Key words:* corporate culture, management, conflict, positive and negative features, manager, staff, training, conflict management, corporate culture functions, management techniques.

**Stating the problem.** Ukraine currently faces the problem of inefficient use of specialists' intellectual potential. Domestic management system nowadays should focus on the new type of employee - manager (capable, if necessary, to change professions, retraining, quickly and effectively respond to the conflict situations, constant systematic learning, participation in various seminars, probation). The art of managing the company has deep and creative approach that embraces theoretical and practical problems, behavioral culture, strategic development etc., it is more complicated process than just to master profession of the auditor, engineer, accountant. The biggest problem of the present stage of the enterprises' development in the conflict management is the poor corporate governance of the professional culture and social responsibility among the employees. This activity requires labor-consuming researches and selection of the best options when resolving the conflicts.

**Analysis of the recent researches.** Analysis and problems solving related to the achievement of an acceptable level of management efficiency in domestic enterprises should take into account the special features of corporatization in Ukraine. The study of the literature and practical experience of the problems of enterprises' restructuring in recent years shows only radical changes, caused primarily by the factor of the corporate culture and its impact on the conflicts. Domestic science has recently

begun to explore the role of the corporate culture and its direct relation to the prevention of conflict situations. The publications of I. Mazhury, A. Semikina, A. Voronkov etc. are dedicated to the research of these issues, however there is no clear opinion concerning the connection of the corporate culture and conflict in the scientific studies.

**The research statements.** The development of contradictions in political life, poor implementation of economic reforms in the country cause dissatisfaction in society, hence not only the need for the application of modern scientifically, market-oriented organizational and economic methods and management tools into the theory and practice exist, but also the need of solving urgent issues related to the prevention of conflicts at the workplace is emphasized.

Organization's management system nowadays is characterized by changes, related to the new economy formation. These changes lead to the improvements in financial, technological, social and other bases in the society, which require quick reactions in new management methods and technologies, ways of work organization, new methods of management. Any process of management of the organization, of course, can not dispense with the activities of the personnel that are the basis of any enterprise. Efficient management needs the development of new management techniques that help to avoid conflict situations in the future. In order to evaluate and forecast the crisis there is the need to use a general analysis of changes in the external and internal environments of the organization. Thus, to prevent conflicts one needs first to diagnose organizational problems. Factors that lead to conflict situations within the company require attentiveness from the director and confirm the necessity of the personnel management system improvement measures. Detailed preliminary analysis allows to: perform a full analysis of already existing control system, thus identify advantages and disadvantages in organizational and other processes, give recommendations for improvement of the current system, to forecast and effectively avoid the possibility of conflict situations within the enterprise.

It is very important that the increased attention to the management of the organization should be paid not only by top managers, but also medium and low level managers, because often conflicts and crisis situations are the result of incompetence, unprofessional use of management labor organization, for example in manufacturing, ignorance of the new technologies implementation, adequate response to the problem. Enterprise management approaches focus respectively on a particular object (quantitative approach is oriented on a set of management and production procedures, process approach considers the enterprise as a set of object and management object, system approach - organization as an open system, situational approach examines enterprise's micro- and macroenvironment). The task of any manager is to use different approaches in the enterprise management when conflict or crisis situations appear skillfully. Perceptions of managers and administrative apparatus of the corporate culture are not unambiguous, and often are even contradictory. Therefore, when creating the corporate culture in the organizations, often the clashes of interests, attitudes take place that is why conflicts are inevitable process of the development as well as decline of the institution, depending on the consequence.

The main problem of managers and specialists is that they consider their main task - to prevent and solve problems of the enterprise's survival. However, half of the conflicts not nearly relate to problems and contradictions in the organization, but they increase, "load" and oppose positive or negative decision, that is why the task of leaders is to keep the situation within eyesight.

The ability to self-neutralize the negative social conflicts that do not lead to further degradation of the situation is an indicator of a strong corporate culture. That is why corporate culture is an important factor in business because its performance becomes apparent in the case when the socio-psychological climate of the group enables to discuss openly conflicts without showing fear to express their own thoughts to their colleagues, including the leaders, identify the subject of contradiction; draw up new cultural methods of interaction with each other when conflict appears.

Therefore, we can say that the conflicts to a certain extent are the core of management team strength. A step ahead is that organization where conflicts are perceived calmly and professionally, with expectations.

Corporate culture is an important factor of the enterprise's success in a competitive environment, the base of which consists of the following relations which can neutralize conflicts at the stage of formation. If the conflict arises in the company with high corporate culture, then the problem is solved more quickly and efficiently. The absence of the conflicts in the organization is an indicator of high corporate culture. Therefore, conflict and corporate culture are two opposite meanings in achieving the goals and effective management of the enterprise.

The main task for managers of any enterprise should be the recognition of the conflict at the stage of its formation. Most managers believe that the presence of conflicts is an indicator of poor quality of the work and they try to ignore conflicts. For successful innovation in a team it is needed to create a positive innovative climate which would ease destructive conflict condition among the employees. Leader must prevent the conflict and resolve it skillfully.

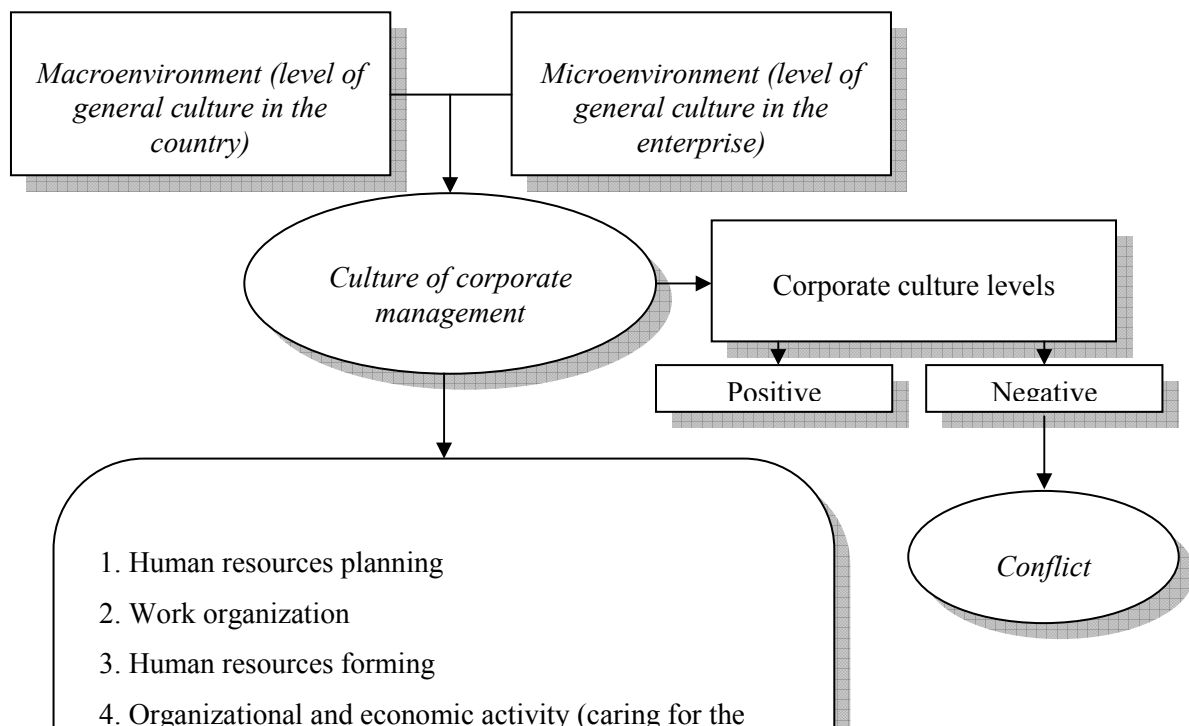
Unfortunately, today there is a low level of corporate culture. The weakness of modern management in Ukrainian enterprises is the low level of corporate culture (exception - companies that operate on the "intelligent" markets, such as a computer market). Nowadays it is peculiar only to few Ukrainian companies. Enterprise is a "continuation" of leaders' human qualities and at the same time the environment of corporate values and interests formation. Senior level managers determine the level of corporate culture. The disadvantage of Ukrainian culture management is that the manager usually intuitively understands what is good and what is bad for the company and for the team as a whole.

It is needed to break stereotypes, because now corporate culture in Ukraine in the company is descended by people: beginners come under pressure of "mentors" and act according to their instructions, entering through them in the team and acting in accordance with established rules and regulations. And the situation depends a lot on the team, specific performers, traditions of intelligence [4].

Corporate culture of enterprise is an essential condition of management system formation within the company, which would [2, p. 100]:

- take into account the interests of shareholders, management and employees;
- choose the strategy that allows to reconcile the interests of the participants;
- ensure coordinated work according to the rules, which all participants follow.

We propose to consider the role of conflict in the structure of corporate culture within the company (Fig. 1).



**Figure 1. Conflict in the structure of corporate culture within the company**

The figure 1 shows the impact of the conflict on the culture of corporate governance. According to the foreign scientists, the most important issues of corporate governance problems are problems of regulating relations between outsiders and insiders, corporate owners and hired managers. In the corporate governance process owners are divided into two groups: by equity and by the level of access to confidential information about its performance – they are outsiders and insiders. To equalize the opportunities of mentioned categories of shareholders such tools as the general meeting of shareholders, information's disclosure were introduced. With these tools outsiders are monitoring the enterprise, as well as participation in decision-making regarding the development of the corporation. However, there is a danger of repartition of control and management rights between outsiders and insiders in favor of the latter. This is especially typical for Ukraine, where the relationship between ownership and management is rather tie. So this is a situation in which corporate governance comes to control under the property.

Nowadays most owners prefer an authoritarian management style, which provides a guideline on the hard authoritarian leader, who is usually the owner, that is why the situation where the insider manage the corporation appears [2, p. 101].

The content of the corporate culture is represented by the degree of personal importance of occupational activities for most employees. The corporate culture in different companies may have unequal focus on staff development and production functions. Corporate culture is classified into negative and positive one depending on the impact on the formation of staff labor values [1]:

- a positive corporate culture means to employees the value of their professional activities as a method of personal labor, creative self-organization and self-development and value of your own company as a condition of covering their actual needs;
- a negative corporate culture reflects the situation where labor activities for staff in a specific enterprise are favourable, but not valuable in terms of staff self-development and creative self-organization.

Weak social psychological climate, unstable corporate culture can not resist the negative social consequences of the conflict. Thus, in the strong organization the factors such as corporate culture, innovation and positive social conflict must be available and collaborate.

There are several features when the corporate culture is particularly evident [3, p. 170]:

- the appearance of new employees which affect the formation of corporate culture;
- conflicts of subcultures in organizations that demonstrate dominant culture;

- leaders' behavior that is manifested through the prism of his/her individual behavior and created with his/her initiative formal monitoring systems, evaluation and motivation.

Corporate culture and the notion of "socio-psychological climate" are related. Socio-psychological climate is determined by a number of positive and negative characteristics. The positive features include: mutual aid, politeness, sincerity, interest etc. The negative ones are: the indifference, anger, privacy, politicization etc. Therefore, when establishing requirements for the effective performance, delegating the authority, defining the responsibilities managers need to consider such criterion as the socio-psychological climate in the team and keep it positive to facilitate prolific activity.

For the activation of human resources management it is needed to conduct appropriate training for improving corporate culture at the workplace. Radical changes caused by scientific and technological revolution have led to the complication of administrative work and brutality of the requirements to professionalism of the managers at various levels. The significance of this method concerning management efficiency and corporate culture improvement is to involve the latest scientific data that cover the results of psychological research. Therefore, one of the ways to activate psychotechnology in the management performance is training [6, p. 312].

In training the best approach to the situation could be achieved due to various methodological and practical methods. Training is a specific management method, which has specific features that distinguish it from traditional methods. These features include the following:

- trainees have the opportunity to interact with high realistic models of professional activity against a background of motivational tension associated with the group work. Therefore, the technique of creating a proper environment, which includes business and role-playing, psychodiagnostic exercises, simulation techniques of spatial and temporal parameters of performance, can saturate with information with universal content as well as with highly specific one, absolutely real material for participants. Trainees' actions aim at changing the settings of a particular situation, decisions are approved in the safe environment that reduces impulsivity level in the behavior of employees;

- the principal focus on behavior and objectification of workers' behavior. The main criterion is the reverse process of objectification. Traditional training popularizes obtaining of information about how adequate and effective will the data be in the practice. During the training staff gets the information immediately and relates it to the activities and behavior, and according to this the advantages and disadvantages of the existing solving problem skills and abilities of the participants are marked out.

Therefore, the use of training in the company is a modern and creative solution for diagnosing and "feeling" the real problem in practice with group conflict solution.

**Conclusions.** The results of the research clearly demonstrate the positive impact of the high corporate culture on the company's performance, on the development of its staff potential. It was found that the low level of corporate culture increases the percentage of socio-economic conflicts expansion. Corporate culture must be considered as an important factor of influence on the company's employment potential. Therefore, corporate culture management should always be under control of leaders and managers of the organization.

### Literature

1. Семикіна, А. Корпоративна культура та її роль у розвитку трудового потенціалу підприємства [Текст] / А. Семикіна // Регіональні аспекти розвитку і розміщення продуктивних сил України. – Т., 2010. – Вип. 15 – С. 92 – 94.
2. Економічна та майнова безпека підприємства і підприємництва. Антирейдерство [Текст] / Б.М. Андрушків, Н.Б. Кирич, О.А. Сороківська, І.П. Сівчук. – Тернопіль: ТзОВ «Терно-граф», 2008. – 424 с.
3. Гудінська, О.В. Менеджмент: теорія менеджменту, організаційна поведінка, корпоративний менеджмент [Текст] / О.В. Гудінська, С.А. Молоткова. – К.: Ельга, Ніка-Центр, 2002. – 336 с.
4. Український менеджмент [Електронний ресурс]. – Режим доступу: <http://www.probusiness.in.ua/publications/15/>

5. Конфліктологія [Текст] / Л.М. Ємельяненко, В.М. Петюх, Л.В. Торгова, А.М. Гриненко; за ред. професорів Л.М. Герасіної, М.І. Панова. – К.: КНЕУ, 2003. – 315 с.
6. Скібіцька, Л.І. Конфліктологія [Текст] / Л.І. Скібіцька. – К.: Центр учбової літератури, 2007. – 384 с.