

# **ORGANIZATIONAL CULTURE AS A COMPONENT OF HUMAN RESOURCE MANAGEMENT IN STRATEGIC MANAGEMENT SYSTEM**

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## **1. Introduction**

The dynamism and complexity of modern business environment set guidance to new, complex challenges, which need to be approached holistically. Life requires profound changes in views on the ways of effective functioning of the organizations in the market environment. Today, obvious is the need for the implementation of the system of strategic management, which is a generic concept, as are the main objectives of the Organization, reduced the problems facing it and are necessary for the limited resources. The strategy should be intrinsically holistic, shared environment, a balanced resource, real, as risky must organically combine long- and short-term objectives, i.e. to ensure the implementation of personnel policy. In modern conditions of shortage of skilled workers in the labour market, the fighting and competition of business entities for the professional staff is escalating. In achieving this goal, i.e. to ensure the enterprises knowledgeable staff that not only demonstrates effective work behavior, but also becomes a devotee of his organization, the challenge is not only to attract staff to the company, but also to develop and retain it in the long run. World practice proves powerful tool for achievement of this purpose is organizational culture.

## **2. Analysis of studies and publications in recent years**

The first scientific understanding about the Organization culture (corporate culture) appeared in Western literature in the early 80-ies of the twentieth century. Thanks to the research of T. Piters, R. Waterman, E. Shane, K. Cameron and other scientists the development of managerial Sciences became the impetus for a new direction-resource approach, which increases the effectiveness of the organization achieved by improving the efficiency of its human resources, the quality of the methods used to stimulate the ability of creative self-realization, involvement in governance. Therefore, the formation of the views on the organizational culture as a mechanism of regulation of labor personnel conduct became apparent.

Development of scientific approaches to the study of the role of organizational culture in the process of human resources management (which will be discussed below) have found reflection in the writings of foreign and domestic scholars, namely: K. Cameron, T. Piters, R. Waterman, E. Shane, E. Pomeranceva, T. Solomanidina, O. Tikhomirova, A. Voronkova, O. Grishnova, A. Kolot, D. Lifinceva, G. Nazarova, I. Petrova, M. Semikina, S. Paseka, I. Teron, O. Harchishina, G. Haet, etc. The analysis of their studies and publications indicates on the one hand, the presence of a large number of opinions on this issue, and on the other hand, that often the scientists opinions reflect only those aspects in which they are recognized experts (psychological, social, management etc.).

## **3. The selection of unsolved parts of the general problem**

Significant world heritage in the field of new approaches to organizational culture and the role of staff in terms of quick and not always predictable changes in the market environment, while the existence of several technological structures are in need of further comprehensive research. It is obvious that the existence of different views of scholars shows not only the diversity of opinions, but also the availability of certain gaps in the methodological and methodical approaches to ensure

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implementation of the complex and multi-faceted system of strategic management, in which the main components are the human resources management and organizational culture.

#### **4. Statement of the problem**

This circumstance causes the urgent need to define system forming relationships, organizational culture and human resources management as an essential component of strategic management. This goal were defined for themselves by the authors of this study. To achieve a particular purpose it was singled out the decision of the respective tasks, namely: studying and summarizing the opinions of scientists of different branches of Sciences concerning the essence of organizational culture and human resources management; defining your own copyright vision roles and interrelations of the organizational culture and human resources management as system components of strategic management of organizations; the formation of the respective conclusions and proposals.

#### **5. Summary of the basic material of the study**

The theoretical and methodological basis of the work is the fundamental position of the theory of management, the study of domestic and foreign scientists and specialists on issues of strategic management. In the study methods of theoretical generalization, retrospective analysis and synthesis, statistical analysis, a systematic approach and expert assessments and opinion surveys are used.

We tried to analyze the opinions of recognized scientists with regard to the need to separate the elements of the system the relationship of organizational culture and human resources management.

Famous researcher E. Shane proved that organizational culture is a system “of the collective of the basic notions that many group in solving the problems of adapting to the external environment and internal integration, which proved its effectiveness and so are treated as value and transferred to the new members of the group as a proper system of perception, thinking and feeling concerning these problems” [1, p.31–32]. In this definition, you can separate the two aspects that are relevant to strategic management, namely the need to adapt to the external environment and the internal integration of Organization’s members in accordance with its development in the future. These are, of course, important aspects, but they may not serve as a comprehensive definition of the strategic management of human resources components, since there is managerial influence on the part of managers.

T. Piters and R. Uotermen have uncovered the link between culture and success in the work of the company, namely: “led” a number of beliefs and values of organizational culture that led these companies to success: 1) faith in action; 2) connection with the consumer; 3) promotion of autonomy and initiative; 4) consideration of the people as the main sources of productivity and efficiency; 5) knowledge how to manage; 6) not to engage in what you do not know; 7) simple structure and small staff management; 8) the simultaneous combination of flexibility and rigidity in organizations [2, p.245–247]. Having studied the experience of 62 leading American companies, they have concluded that most of them hold relevant structural divisions and have implemented special programs aimed at diagnosis and improvement of the organizational culture, the relationship between the management and employees are based on the principle of performance – from a man” [2, p.297]. The paper described that you can also specify multiple components of strategic management: the simultaneous combination of flexibility and rigidity in the Organization and the people as the main source of efficiency. It has some limited strategic vision of organizations development.

K. Cameron and R. Kuin proved that the culture of the organization is manifested in the fact that it is valuable, as well as what style of her leadership, language and symbols, and the everyday norms, are defined by success. In other words, everything that defines the uniqueness of the nature of the Organization, [3, p.52]. This opinion is quite narrow, in our opinion, and cannot be considered as a system of characteristics of strategic management.

It should be noted that Ukrainian scientists are focusing on issues of organizational culture of considerable interest, as evidenced by numerous publications in professional journals.

In particular, G. Nazarova considers indicators (factors of influence) level of organizational culture

in the face of a new paradigm of management that is based on innovation management and priority role of the worker in the manufacturing process [4, p.290]. This interpretation to determine the impact of organizational culture on the effectiveness of strategic management, of course, moves to a more clear separation of interrelations in the organizational culture and human resources management, but also requires a determination of appropriate methodological approach.

O. Grishnova notes that "... not only values significantly affect the corporate culture system functioning, but also corporate system affects the employee value. For example, if one of the most important company's values is the development, then the values of such companies' staff are manifested in the quest for development. Development and self development have become the value of the vast majority of the company's employees" [5, p.238]. Mutual influence, indicated by O. Grishnova, really is important but not the only component of an effective organizational culture functioning.

A more systematic relationship between culture and strategic management is represented by A. Baste, who argues that the development of the culture is associated with the definition of the basic values, the back way to social cohesion of employees, the establishment of a specific type of relationship between the members of the Organization, as well as with the environment [6, p.14].

A specialist in the field of organizational culture Semikina provides the appropriate assessment of the real state of organizational culture in Ukraine, which is a substantial barrier to the transition of the national economy to strategic management. In her opinion "... for the majority of Ukrainian businesses organizational culture has entered in contradiction with tasks of adaptation to the requirements of the competitive environment. Disadvantages and problems of formation of organizational culture negatively affect the motivation of the personnel for the effective work, State of socio-labour relations, peculiarities of the labor mentality, which, in turn, become one of tangible obstacles in ensuring effective activity of enterprises" [7, p.238].

V. Usachova more clearly, albeit succinctly describes the ratio of the major component of strategic management. She claims that "organizational culture and work with the staff perform for each other internal factors of influence, since, on the one hand, the changes in organizational culture cause the need for corresponding changes to work with the staff, on the other hand, areas of human resources, develop the organizational culture, in turn, get it as the basis for its further improvement" [8, p.7]. But in the system of strategic management this represents only the operational and tactical level, human resources management, is the basis of the highest – the strategic level, and requires a consistent methodological approach.

In the opinion of I. Teron "... qualitative organizational culture sets the coordinate system and the instruments involved interactions that define the vector of development of values, norms, forming the structure of motivation, standards of labor behavior and harmonizing the interests of personnel" [9, p.640]. In our opinion, this vision is somewhat limited and may not be treated as a system component of strategic management.

The collective monography "Corporation: governance and culture" proved that the installed features of personnel as the carrier of culture causing the need to continually adapt its behavior to change the conditions of functioning of the enterprise, are the basis of its culture. Methods of organizational culture adaptation are attuned with methods to support culture. This changes the focus of Manager as to personnel management, namely: "... changing the style of management of conflict or crisis; role redesign and a change of focus in training; change of stimulation criterion; shift in personnel policy; change of organizational symbolism and rites" [10, p.309]. Perhaps this work is closer to another approach to determine the factors that may be useful in determining the methodological approaches to the formation of appropriate strategies for the management of human resources.

O. Harchishina sets the organizational culture as an important component of effective development of organization. She stressed that in organizational culture to crystallize the most successful, viable, proven experience examples of thinking, behavior, decision-making and relationships are supported in the process of natural development organization, as well as the conscious efforts of managers and

owners. This gives reason to believe that the culture of the enterprise is, in fact, the most valuable and irreplaceable motivational development resource [11, p.7].

It is necessary to note that some of the scientists are quite right, in our view, to notice the role of organizational culture in the administrative influence on the staff of the organization. In the opinion of S. Paseka, the corporate culture components, in addition to rules and sustainable practices, are added to the customs in the corporate governance sector [12, p.96]. I. Petrova claims that these definitions must be attributed to the organizational culture administrative context, the content which the author sees that the organizational culture, first, is a subsystem of modern means of management of the Organization; and secondly, the process of its formation cannot be informal, free formation of values and customs, and must be subject to appropriate administrative influence [13, p.77].

Thus, the analysis of scientific opinions indicates that in the economic literature, the problem of organizational culture and human resources management needs a profound study of the ratio of specific concepts and their place in the system of strategic management as the practice management staff puts a new problem for the growth of the role of the intangible assets of the enterprise, and therefore the important component is the organizational culture.

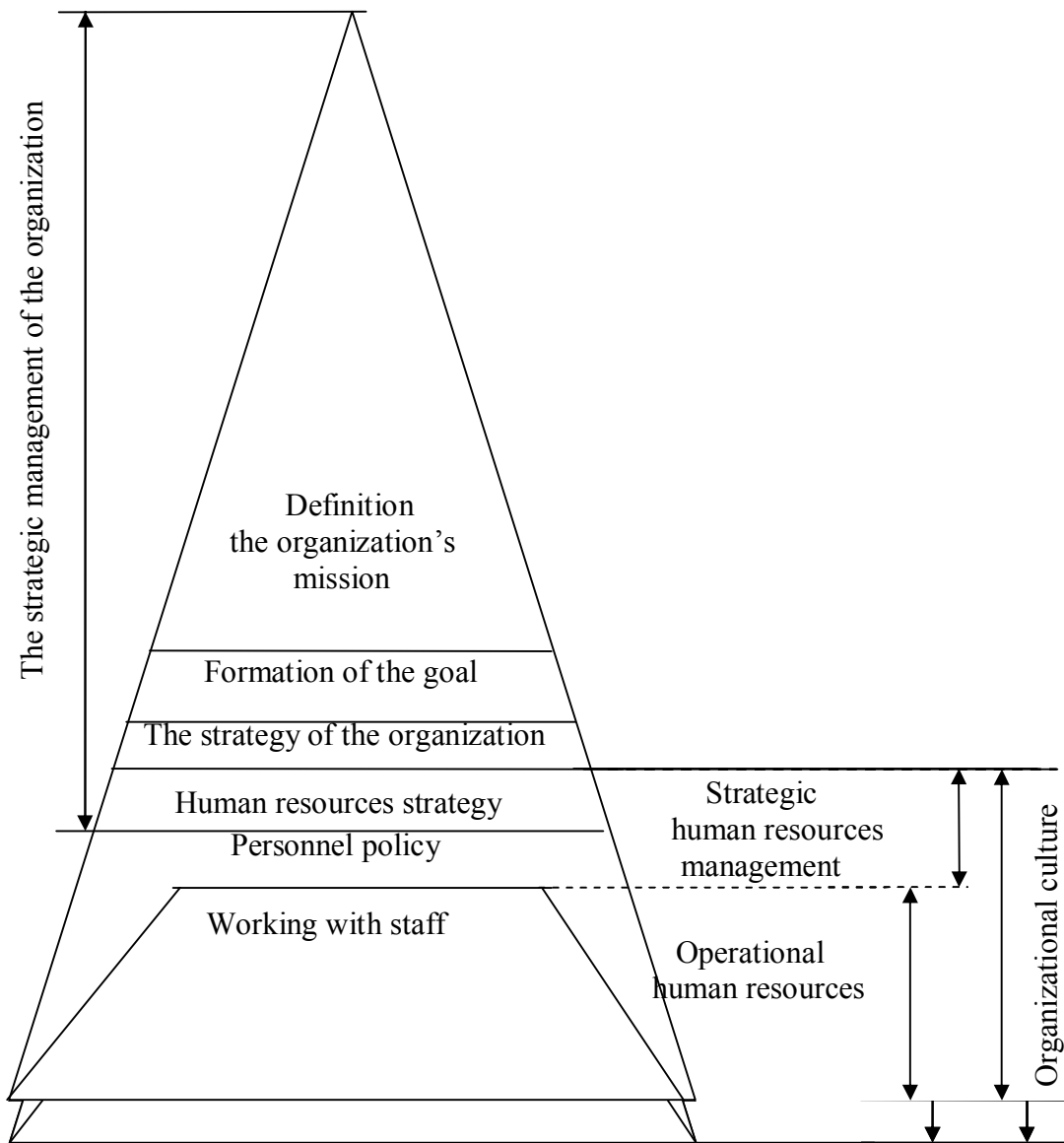
Let us look at some options for the relationship of these concepts that are used in the scientific lexicon more frequently for everything.

1. Organizational culture and human resource management act to influence other internal factors. According to the generally accepted interpretation of the factor it is the driving force reason of any process that defines its character or some of its features. But this interpretation does not allow to determine the location of each of the concepts in the process of strategic management, because they can be interpreted as single-ordered, and as such, having an independent isolated meaning.
2. Organizational culture as a standalone subsystem is an important factor influencing the strategic management effectiveness. The existence of this interpretation has the right to be used, but from the methodological point doesn't provide system links of strategic management categorized apparatus.
3. Organizational culture as a tool (method) of personnel management. Indeed, the personnel management is regarded as a set of mechanisms, principles, forms and methods of influence on the formation, development and use of personnel of the Organization, implemented as a series of interrelated areas and types of activity. Therefore, HR acts both as an organization and as a process, and as the structure. According to this fact, it can be argued that the system of personnel management refers to a set of methods, procedures and programs by which the organization impacts its staff in order to maximize their potential.

At the same time, our goal is to define more clearly the methodological approach to the specific concepts and their place in the strategic management of the organization.

If you use the appropriate methodology for the determination of the ratio of the organizational culture and human resource management, you can offer the scheme, which allows, in our opinion, to provide a better view of the place and the relationship of specified above concepts in strategic management system (Fig. 1). At the same time, the given relationship requires additional consideration for the determination of the place of the organizational culture and human resources management in the system of categorical apparatus.

It is clear that the limited size of the article does not provide the possibility of a detailed presentation of the entity and the system of content categories such as strategic management, principles of management, the strategic management and corresponding strategies, methods and techniques and technologies that should be used to achieve certain goals. Therefore, we outline only a fraction of the specified categories, namely "goals – strategy – methods – techniques". If you use the common understanding that the aim determines the organizational structure of the organization, system and management mechanism and is the core, system developing factor, you can use the following sequence.



**Fig. 1. Systemic connections of strategic human resource management and organizational culture**

If there is a clear sense of purpose, it is necessary to select an appropriate strategy that defines promising directions and trajectory of motion in time and space; arrange shapes, technologies, techniques, methods and methods of activity of people. It is necessary to note that the strategy first, is a dynamic model of the target system, activity that takes into account the influence of factors of external and internal environments, and, secondly, it is a management function that is detached. Thus, the strategic human resources management specifies the overall direction of the company on the path to achieving its goals through people management. In turn, the aim of the management is the effective organization of human resources within a single enterprise or institution. In a market economy, a new understanding of management lies in the fact that instead of the known control circuit of A. Fayolle (planning, organization, management, coordination, control) a more complex model that is based on the relationship of management processes and the operations, objectives and resources of the organization starts to function. Generalization of domestic and foreign experience allows you to formulate a global goal of personnel management: the formation, development and implementation of the highest efficiency of the employment potential of the organization. Being the same purpose in the organization of work with the personnel it should be mastered the mechanism of management of labour (individual, psychological, etc.), the activities of the person in strict

accordance with the principles of efficient use of his/her personal capacity and personality, who owns the collective psychology, high qualification, developed sense of organization and co-owner of high responsibility. The main method (tool) of the implementation of such system is the organizational culture, which favors and is one of the most important strategies for the entire system of strategic management of human resources. Thus, the organizational culture can be seen as a holistic and efficient personnel management only in the conditions existing in the current structure of the dominant values and the availability of reference defining a hierarchy value orientation of the staff that will make up the essence of the culture of the organization.

From the standpoint of many researchers of the process of organizational culture formation it directly depends on the identity of the process of creating the group, as the essence of the band, characteristic of its members the image thinking, attitudes, feelings and values, are the result of the collective experience and collective learning, which is expressed in the system adopted by the group of representations that appear as the culture of this group.

For the above mentioned practical implementation it is advisable to conduct certain work on the formation of adequate leadership style. Heads of enterprises and their structural divisions in the first place have to pay attention to the development of such qualities as: knowledge of science management, complex thinking, motivation level, information openness, constructive critique, organizational skills, ability to motivate, persuade and resolve conflicts, initiative, ability to learn, professional competence. But, in order to demonstrate a constructive business activity and initiative subordinates are required to have social confidence and a strong desire to develop, together with the enterprise. This is possible only under the conditions, unless specifically and systematically an effective social-psychological (innovation business) climate is formed, the essence of which is the all staff involvement in the organizational culture development.

The organizational system of the strategic human resources management is built on the basis of the existing organisational and structural system of personnel management. This is distributed into three main variants of the organizational design of the system:

1. Complete separation system in an independent structure (but there is a danger of separation from operational practices implementation strategy).
2. The selection body of the strategic management in independent structural unit (strategic management) and the formation of strategic working groups on the basis of units of the system of personnel management.
3. The formation of the system of strategic personnel management without the separation of the structural units (but a secondary role is given to the issue of strategic management).

Most of control system over the process of formation and development of organizational culture is included in the tasks of personnel management, and subject to, respectively, the Director of personnel management. This is due to specific features of objectives of organizational culture that are associated with the functions of the system of personnel management, and their successful implementation requires close cooperation.

Management of the organization is done by people, both the subject and object management is staff. However, at present, there are very few organizations in Ukraine that have special service, engaged in the formulation and implementation of corporate values. At the same time, many organizations have a wide field to corporate values, so the management of Ukrainian enterprises still need to understand the significance of organizational culture that is more often called the immaterial basis of the development and success of any organization.

The results of sociological survey of a number of leading enterprises of Odessa region with the participation of the authors indicate that their leaders (the owners) have already acquired a certain experience in promoting organizational culture. Yes, 40% believe that the organizational culture needs to be at the enterprise; 35% are trying to establish the organizational culture with Western technology; 25% say they need organizational culture at the company, but for consistent work on

its formation and development they have not enough specialists and financial means. According to conducted studies, we can conclude that the number of those who are engaged in the field of management, have a negative coefficient qualifying deviation that indicates a significant discrepancy required and actually available for skill level on the implementation of the functions of the organizational culture. Given the key role to the heads of organizations in the formation and development of an effective organizational culture, you can make a general conclusion about the urgent need for significant long-term work and the efforts of scholars and practitioners regarding the achievement of effective knowledge and skills in the strategic management of organizations.

The effectiveness of the organizational culture for its strategic direction, and therefore the capacity to develop (level of adaptivity) can be defined, based on how it achieves the main goal. The main goal of organizational culture is the socio-economic system self-organization with the help of staff. The level of organizational culture development can be defined by using the quality indicators: availability of special groups (managers, service staff, culture managers), developed system of encouragement and stimulation of workers, suitable to shape and develop the corporate culture etc. As noted by the authors, the leading role in shaping the organizational culture almost always is taken on themselves by the leaders. On the positive influence on the individual worker, the organizational culture may manifest in shaping the values of professional activity, self-development, self-realization, self-learning that is featured in the enterprise's personnel competitiveness. Therefore, it becomes clear that organizational culture is a culture of organizing socio-economic system.

The essence of the organizational culture is displayed in its functions, in which implementation culture is one of the social mechanisms of socio-economic processes of the enterprise management. The main functions of organizational culture are informative, educational, educational development, motivational, integrating security, regulatory control, changing, adaptive, communicative, selective, stabilizing, optimizing, reproductive [15, p.263]. Because organizational culture is present in all spheres of the personnel activity of the enterprise, its function must be implemented in all functional blocks of enterprise management system, including human resources management.

It is important to note that many functions of organizational culture are closely confronted to the functions of the system of personnel management. Organizational culture, affecting each functional unit of management system, reflects the ideology of management of the Organization, i.e. creates a foundation of the management process and is its ideology.

The practice of successful companies shows that the culture of the Organization is posed by leaders who broadcast to a group of individual values. The task of a leader is to manage and control the manifestation of all elements of the culture. Organizational culture as a unique phenomenon that reflects the specificity of each specific organization, its basic values, principles, norms and artifacts. That is why important is not a specific list of these postulates, but the degree of their effectiveness for a particular organization. Let us provide a list of corporate values and mission of the leading companies in the world that have a high level of organizational culture (Tab. 1).

**Tab. 1. Corporate values and mission of leading companies with developed business culture**  
(improved authors according to data of [16])

Company	Some basic corporate values	The Mission of the
Microsoft (United States)	Staff (staff) Consumers Constant improvement Think and act globally Innovation	Assist the person and society all over the world, realize their potential to the fullness
Bayer (Germany)	The responsibility of the Mutual aid Continuous improvement Trust (a customer, business partner, shareholders, society)	To be a world leader in the supply of goods and services of premium for individual mobility

Toyota (Japan)	Responsibility for their duties Creativity Practicality Respect and gratitude	Produce reliable vehicles and promote the sustainable development of society through the use of innovative and high-quality products and services
Mitsubishi (Japan)	Corporate social responsibility Consumers Integration and integrity The development of the	We strive to provide maximum satisfaction and security from driving for our valued customers and our society
GlaxoSmishKline (United Kingdom)	Openness Respect for people Consumers Integration	Improve the quality of human life by enabling people to do more, feel better, live longer
HSBC (United Kingdom)	The responsibility Openness to different ideas and different cultures Communications with consumers, citizens and society	We give the possibility of businesses and economies thrive, helping people make their hopes and dreams and realize their abilities

Examples of leading companies show that it is quite natural that there are differences in core values and mission statement. At the same time, a detailed study of the basic corporate values and missions of listed companies provide an opportunity to identify similar traits of basic corporate values, namely: the consumers desire for development and continuous improvement, innovation and openness, communication with society and social responsibility. But we want to draw attention to the fact that the presence of the specified values is formed due to effective human resources management system, because its carrier is always a specific personality. It is clear that without the system (Note-focused) work on finding, attracting, use and development (and social) staff members forming effective organizational culture as a factor of influence on the successful activities of any organization is practically impossible.

Management of the formation and development of organizational culture allows us to generate new business to the community, which will correspond to modern requirements of the society, which will be taken not only as a mechanism for extracting maximum profits, but also as part of the society. Thus, the organizational culture becomes of the more importance in the overall performance of the enterprise. Examples of dynamics of the key indicators of successful activity of leading companies with well-developed organizational culture are given below (Tab. 2).

**Tab. 2. The dynamics of the key indicators of successful activity of leading companies with well-developed organizational culture** (developed by [16])

Company	Average annual growth in key indicators of development for 10 years,%			
	Revenue	Operating profit	Net profit	EPS (earnings per share)
BMW (Germany)	6.24	8.41	10.56	9.98
Bayer (Germany)	3.48	9.66	8.71	7.40
Danone (France)	4.97	2.88	5.43	1.63
L'Oreal (France)	5.06	6.65	7.09	9.63
Toyota (Japan)	3.79	0.57	2.70	5.13
Mitsubishi (Japan)	7.63	19.11	18.08	32.37
GlaxoSmishKline (United Kingdom)	2.16	0.97	1.96	3.33
HSBC (United Kingdom)	5.04	2.68	6.33	1.15



## 6. Conclusions

Thus, the foregoing allows you to generate the following conclusions:

1. The problem of organizational culture and human resources management requires in-depth system study of the ratio of specific concepts and their place in the system of strategic management that has become the foundation of a clearer awareness of the range of actions in the medium and long run for significant increase of efficiency of organizational activity in the conditions of uncertainty and rapid changes of the environment.
2. Summarizing the various scholars' opinions in the relation to the organizational culture concepts and strategic human resources management, used in scientific vocabulary is more likely, leading to outcomes of the author's vision of system interlinks specified concepts, given in Fig. 1.
3. As the strategic goal in the Organization of work with the personnel should master the mechanism of management of labour (individual, psychophysiological, etc.), the activities of the person in strict accordance with the principles of efficient use of his/her personal capacity and personality, who owns the collective psychology, high qualification, developed sense of organization and co-owner of high responsibility, the main method (tool) of the implementation of such system is the organizational culture, which also has to act and is one of the most important strategies for the entire system of strategic management of human resources.
4. The lack of a clear awareness of the necessity to meet the urgent needs of all levels of social production in the transition to strategic management requires the development of a large-scale programme of action for the application of compatible developments of overseas and domestic scholars and practitioners in Ukraine.

Further research in this direction has, in our opinion, a good prospect given the effectiveness of the achieved results under the condition of combining the efforts of scientists from different fields to ensure the systematic and comprehensive approaches to the formulation and implementation of strategic management at all levels of social production in Ukraine.

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### Summary

It is determined copyright interpretation of backbone interconnection of organizational culture and human resource management as crucial components of strategic management. Approaches studied abroad and domestic scholars on the meaning and place of the organizational culture in achieving the goals of the organization in the market environment are analysed. Different points of view regarding the value specified terms are generalized. Grounded application of specific categorical apparatus is defined in system communications elements of strategic management. A list of actions is offered to implement the long-term nature of modern approaches to the widespread introduction of strategic management practices in Ukrainian organizations.

**Keywords:** system-relationships; organizational culture; strategy; human resource management; strategic management category.

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