

THE CORPORATE CULTURE IN THE FORMATION OF THE COMPETITIVE TOURIST ENTERPRISE

КОРПОРАТИВНА КУЛЬТУРА В СТАНОВЛЕННІ КОНКУРЕНТОСПРОМОЖНОГО ТУРИСТИЧНОГО ПІДПРИЄМСТВА

The results of the research of the main elements of the corporate culture in the formation of the competitive tourist enterprise have been presented in the article. It has been defined that one of the main factors of the increase of the competitiveness of the tourist enterprise is the corporate culture, that represents the complex multi-level system of the relations between the enterprise and the consumer of the services. The concepts of the culture of the enterprises and the organizations have been analyzed in the research. The forms of the influence of the corporate culture on the activity of the enterprise and organization have been defined, the ways of the necessary reformation of the corporate culture of the enterprise on human individuality and the organic combination of one's own interests with the system of the corporate relations have been defined. It has been defined that the corporate culture is an important formation of the effective working team and the decisive factor of the increase of the competitiveness of the enterprise.

Keywords: corporate culture, travel services, competitiveness, psychological climate, tourism organizations.

UDC 331.005.95

DOI: <https://doi.org/10.32843/infrastruct81-8>

Marchenko Oksana

Doctor of Economic Sciences, Professor,
Head of the Department of Economics,
Hotel and Restaurant
and Tourism Business,
Bohdan Khmelnytsky Melitopol State
Pedagogical University

Pikush Oleksandr

Competitor of 3rd level
of higher education (PhD),
Bohdan Khmelnytsky Melitopol State
Pedagogical University

Марченко О.А.

Мелітопольський державний
педагогічний університет
імені Богдана Хмельницького

Пікуш О.В.

Мелітопольський державний
педагогічний університет
імені Богдана Хмельницького

В статті представлені результати дослідження головних елементів корпоративної культури в становленні конкурентоспроможного туристичного підприємства. Визначено, що одним з основних чинників підвищення конкурентоспроможності туристичного підприємства є корпоративна культура, яка представляє складну багаторівневу систему взаємовідносин підприємства і споживача послуг. В дослідженні проаналізовано чисельні наброки вітчизняних та зарубіжних науковців, які досліджували питання впливу корпоративної культури на підвищення конкурентоспроможності туристичного підприємства. Визначенні форми впливу корпоративної культури на діяльність підприємств та організацій, запропоновані шляхи необхідного переформування корпоративної культури підприємств на людську індивідуальність та органічне поєднання власних інтересів з системою корпоративних відносин. Визначено, що корпоративна культура є важливим формуванням ефективною працюючої команди та вирішальним фактором підвищення конкурентоспроможності підприємства. Рівень корпоративної культури відображає рівень організаційного розвитку колективу (наявність команди в організації – високий рівень розвитку колективу). Велике значення для розвитку корпоративної культури має психологічний клімат у колективі. Психологічний клімат на підприємствах індустрії туризму залежить від різних факторів, у тому числі і від стилю і методів керівництва, особистісних якостей керівника. Складні економічні умови та гостра боротьба між організаціями туристичної індустрії висувають нові вимоги до сучасних менеджерів щодо реалізації кадрової політики туристичного підприємства та переорієнтації від управлінського тиску на персонал до надання працівникам прав самоврядування. Такий підхід передбачає консорціум співробітників у прийнятті рішень за рахунок розширення використання організаційного потенціалу та ініціативи співробітників. Формування ефективної робочої команди є одним із вирішальних факторів підвищення конкурентоспроможності організації, її адаптивності та ефективності в наданні турпродукту на світовому ринку.

Ключові слова: корпоративна культура, туристичні послуги, конкурентоспроможність, психологічний клімат, туристичні організації.

Statement of the problem. The research on the formation of the corporate culture at the tourist enterprise is quite topical and necessary, because the new culture, the basis of which is a system of the corporate values, comes on the changes of the hierarchical form of management of the enterprise.

There is the aggravation of the competition between business entities in Ukraine, therefore the enterprises of the various organizational forms are looking for and implementing the effective management methods in their activities for the increase of their competitiveness.

The factor of the increase of the competitiveness of the tourist enterprise and also the efficiency of the tourist product production and management is the corporate culture, which is a complex multi-level system of the relationships between the organization and the consumer of its services.

Analysis of the recent research and the publications. The problems of the formation of the corporate culture are studied in the scientific works of such native and the foreign scientists as Marchenko O. [1; 2; 6], Postol A. [2; 6], Zelich V. [3], Chernyshova A. [4], Nemchenko A. [4], Melnyk A. [5], Davydenko N. [5] and others.

Highly assessing the significant theoretical and methodological developments in the indicated directions, the detection of the impact of the corporate culture on the increase of the competitiveness of the tourist enterprise is necessary.

Objectives of the article. The purpose of the research is the definition of the corporate culture in the formation of the competitive tourist enterprise.

Summary of the main research material. The question of the corporate culture is becoming more and more popular for the research not only by the

scientists, but also by the managers of the enterprises, because the most important source of the competitive advantages of the organizations is not so much financial and material-technical factors as the development and the peculiarities of their corporate culture. The leading enterprises-leaders have already proven that the corporate culture significantly increases the efficiency of management, and therefore it is expedient its study and the acquaintance with its most important components. The topicality of the corporate culture has been increased significantly when it has finally become clear that the success of the enterprise is not only the quality of all its services, but also the personnel.

The development of the concept of the culture of the organization began in the early 1980s in the United States under the influence of three scientific directions such as the research in the field of the strategic management, organizational theory, and organizational behavior research. The corporate culture combines the values and the norms, the peculiarities for the organization, the style and the procedures of management, the concepts of the technological and the social development. The culture defines the limits within which decision-making is possible at each hierarchical level, the possibility of the use of the resources of the tourist organization as a whole, and the regulation of the managerial activities. The behavior of its individual members is formed under the influence if the corporate culture. It is based on the needs of the individual and the needs of the organization. The influence of the corporate culture on the activities of the organization is manifested in the following forms:

- the identification by the employees of their own purposes with the purposes of the organization through the adoption of its norms and the values;
- the implementation of the norms, the administrative aspirations to the achievement of the purposes;
- the formation of the strategy of the development of the organization;
- the unity of the process of the realization of the strategy and the evolution of the corporate culture under the influence of the requirements of the external environment.

The corporate culture has two sides such as the external and the internal. The external side is the implementation of the communication, the mission, the organization and the responsibility, the purposes and the methods. The external side of the corporate culture consists of the relations of the tourist organization with the clients, the business partners, the creative development of the company [1].

The corporate culture is expressed in the company's interaction with the client (consumer). It includes all the elements which characterize the peculiarities of the company's contact with the

external environment such as the ability to declare oneself, to attract the attention, and to cause the sympathy. Of course, it is advertising activity, the work of the specialists of the tourist enterprise with the connection with the public. The presence of the organization's brand has the great meaning in the formation of the corporate culture.

Also the ability of the tourist enterprises competently builds relationships with the partners and the competitors attributes to the external aspect of the corporate culture. Thanks to this work, the authority of the organization among the professionals is formed. In addition, the tourist company should be constantly in the development, in the search of the extraordinary ideas and the solutions both in business and in its accompanying advertising, the presentational and other aesthetic elements. The internal side of the corporate culture is the integration of the employees of the tourist organization, ensuring predictability of their behavior, the expansion of the opportunities with the regulation and the coordination of their activities [1].

The holistic corporate culture is impossible without understanding the mission of the tourist organization, that represents the basic purposes of the company. In fact, the organization's mission is a concentrated expression of philosophy and policy, proclaimed and implemented by the top leadership. In the opinion of some managers at present the mission of the tourist companies is the development and the providing the consumer with the complex, high-quality, ensured with all the necessary components product, that has its own individuality and can be transformed and can be modified the product over time.

In the modern conditions, it is necessary to reorient the corporate culture to the human individuality, the respect for the individual and the organic connection of one's own interests with the system of the collective relations [1]. The level of the corporate culture reflects the level of the organizational development of the team (the presence of the team in the organization is a high level of the team development). In such system, a person is not considered as a functionary, but as a person.

The culture of the service relations acts as the main parameter of the corporate culture. Each company has its own peculiarities of the business relations, the obligations and the norms of the behavior. The concretization of the norms and the rules of the behavior is dictated with the need to change a person's attitude towards the object of the work. The professional duty of the employee in any sphere of the activity should consist in the correspondence in the requirements and the proper attitude to the work.

The psychological climate in the team has the important meaning for the development of the corporate culture. The psychological climate at the enterprises of the tourism industry depends on the various factors, including the style and the methods of

management, the personal qualities of the manager. The different degree of the team cohesion is formed on the basis of the favorable atmosphere at the enterprise. In the vast majority of the cases, the manager is able to influence the formation of the favorable psychological climate by setting the attitude, determining the order of the relationships in the team [2]. In some organizations of the tourism industry, the employees evaluate the favorable atmosphere as the only and the main motivating factor of their activity.

The psychological climate is built on the relationship between the manager and the subordinate. During assessing the relationship of the “manager-subordinate”, the leadership belongs directly to the manager [3]. Despite the general reorientation to the democratic concept of management in the side of the ordinary employees, the leadership tries to use mainly command-administrative methods of the impact on the subordinates, which allow implementing the larger volume of the work than during the democratic style of management [2]. However, relatively low motivation, less originality of thinking, the tense psychological climate in the team, the aggressiveness of the employees stipulate the search for other types of management.

The next element that impacts on the level of the corporate culture is the informativeness of the staff. Only 43% of the employees consider themselves to one degree or another educated in the affairs of the tourist organization. In today's conditions, the preference is given to closed communication models.

The national business culture is the most significant factor that has the direct impact on the formation of the corporate culture [2]. The advantages of the integration, the cooperation, the need of finding the compromise force people to interact who are from the different cultures and the different ways of the solution of the same problems. However, the representatives of the different cultures are more similar in their internal, moral, ethical dimension and they differ mainly in external manifestations, customs, rituals, clothing and other things.

The particular attention is paid to the concretization of the general organizational behavioral standards, as the most important component of the corporate culture [4]. The ethical requirements are reflected in the internal labor regulations, the job descriptions and the contracts. The procedure of the development of the ethical requirements certainly represents the certain work, but the process of the achievement of the same understanding and the interpretation of the norms of the behavior, their usefulness and the necessity for the increase of the level of the corporate culture is much more difficult [2]. The corporate culture is defined as the set of the values and the convictions that determine the norms of the behavior of the employees and the nature of the company's life. Such behavior of the organization's employees

is formed within the framework of the corporate culture, which is the basis for the union and the coordination of the efforts of the organization's staff [5]. Management experts note that the corporate culture forms the model of the behavior of the employees through the upbringing of the sense of the connection to the “corporate family.” Such behavior is formed due to the establishment of the correspondence between the ideas of the employees about their role and the place in the structure of the organization and the offered opportunities.

The norms of the corporate culture are reflected in all activities of the organization and affect the quality of the introduced services. From this point of view, the corporate culture, more than any other parameter, characterizes the organization, the possibilities of its formation and the development, it determines the internal mood, cohesion, labor discipline and psychological comfort of its workers [1].

A lot of the workers of the tourism industry do not feel their influence on the activities of the organization in which they work, and see in it only as the source of their income. The company's staff feel that they are only executors of someone else's instructions, and in these conditions it is difficult to expect actions from them which are aimed at the increase of the efficiency of the company's work.

Conclusions. The world practice of human resources management foresees the reorientation from the managerial pressure on the staff to giving the employees the rights of the self-government. Such approach foresees the consortium of the employees in decision-making due to the expansion of the use of the organizational potential and the initiative of the employees.

The difficult economic conditions and the acute struggle between the organizations of the tourism industry present the new requirements to the modern managers in the implementation of the personnel policy of the tourism enterprise, in the ability to organize, to unite, to mobilize and to inspire the team for the effective work [6]. The formation of the effective working team is one of the decisive factors of the increase of the competitiveness of the organization, its adaptability and the efficiency in the provision of the tour products at the world market.

REFERENCES:

1. Bortnykov Y., Zakharova S., Marchenko O., Verkhovod I., Harbar H. (2023) Innovative tourism and hospitality marketing strategies through the social ethics and social policy prisms. *Cuestiones Políticas*, vol. 41, no. 77, pp. 569–583.
2. Marchenko O., Postol A., Salnikova M. (2024) The Organizational-Economic Mechanisms of the Improvement of the Regional Structure of the Tourism Industry. *The Latest Foundations for the Development of Production, Science and Education – 2024: Series*

of monographs Slovak Publishing House NES Nová Dubnica s.r.o. Monograph 2. Publishing House NES Nová Dubnica s.r.o., pp. 6–14.

3. Zelich V.V. (2017) Rol ta mistse korporativnoi kultury ta yii vplyv na rozvytok pidpriemstva [The role and place of corporate culture and its impact on enterprise development]. *Infrastruktura rynku*, vol. 6, pp. 21–25.

4. Chernyshova A.O., Nemchenko A.O. (2010) Deiaki aspekty korporativnoi kultury orhanizatsii [Some aspects of the organization's corporate culture]. *Naukovi pratsi Kirovohradskoho natsionalnoho tekhnichnoho universytetu. Ekonomichni nauky*, vol. 17, p. 78.

5. Melnyk A., Davydenko N. (2020) The Role and Significance of Corporate Culture in the Activities of Domestic Enterprises. *Modern Economics*, no. 24, pp. 113–118. DOI: [https://doi.org/10.31521/modecon.V24\(2020\)-18](https://doi.org/10.31521/modecon.V24(2020)-18).

6. Marchenko O., Postol A., Marusei T., Babko N., Semendiak V., Salnikova M. (2024) Trends and Characteristics of the Ukrainian Touristic Industry Development in War Conditions and the Prospects for Emerging from the Crisis. *REVISTA DE LA UNIVERSIDAD DEL ZULIA*. 3^a época. Año 15, no. 42, pp. 407–427.

hospitality marketing strategies through the social ethics and social policy prisms. *Cuestiones Políticas*. 2023. Vol. 41. No. 77. Pp. 569–583.

2. Marchenko O., Postol A., Salnikova M. The Organizational-Economic Mechanisms of the Improvement of the Regional Structure of the Tourism Industry. *The Latest Foundations for the Development of Production, Science and Education – 2024: Series of monographs Slovak Publishing House NES Nová Dubnica s.r.o. Monograph 2*. Publishing House NES Nová Dubnica s.r.o., 2024. Pp. 6–14.

3. Зеліч В.В. Роль та місце корпоративної культури та її вплив на розвиток підприємства. *Інфраструктура ринку*. 2017. Вип. 6. С. 21–25.

4. Чернишова А.О., Немченко Т.А. Деякі аспекти корпоративної культури організації. *Наукові праці Кіровоградського національного технічного університету. Економічні науки*. 2010. Вип. 17. Р. 78.

5. Melnyk A., Davydenko N. The Role and Significance of Corporate Culture in the Activities of Domestic Enterprises. *Modern Economics*. 2020. No. 24. Pp. 113–118. DOI: [https://doi.org/10.31521/modecon.V24\(2020\)-18](https://doi.org/10.31521/modecon.V24(2020)-18).

6. Marchenko O., Postol A., Marusei T., Babko N., Semendiak V., Salnikova M. (2024) Trends and Characteristics of the Ukrainian Touristic Industry Development in War Conditions and the Prospects for Emerging from the Crisis. *REVISTA DE LA UNIVERSIDAD DEL ZULIA*. 3^a época. Año 15, 2024. No. 42. Pp. 407–427.

БІБЛІОГРАФІЧНИЙ СПИСОК:

1. Bortnykov Y., Zakharova S., Marchenko O., Verkhovod I., Harbar H. Innovative tourism and