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N. Rynkevich,
ORCID 0000-0002-1229-6051,
Pridneprovsk State Academy
Construction and Architecture, Dnipro

EMPIRICAL RESEARCH OF DEVELOPMENT FEATURES OF THE ORGANIZATIONAL CULTURE OF CONSTRUCTION ENTERPRISES

Problem statement. The problems of development of the organizational culture of enterprises by different types of economic activity are being actualized, taking into account their specificity. This allows for greater flexibility and the ability to respond promptly to changes in the internal and external environment, to strengthen competitive positions in the markets that meet the current conditions of management.

Against this background, the need for theoretical substantiation and the development of practical recommendations to improve the management effectiveness of organizational culture of enterprises in the context of corporate social responsibility have emerged.

Analysis of recent publications on the problem. Over the past decades, foreign and domestic scientists have paid considerable attention to substantiating conceptual provisions and scientific and methodological approaches to improving corporate culture development management. The evolution of development and essence of organizational culture of enterprises from different points of view is investigated, its peculiarities and differences from corporate culture are determined [1-17]. The mechanisms of managing the organizational culture of enterprises under changing environment are substantiated [18-25]. The impact of organizational culture on the efficiency and level of competitiveness of enterprises was evaluated and the relationship between organizational culture and financial results was proved [26-37]. Various methodological approaches have been proposed, which allow to estimate the level of development of organizational culture [38-44].

The author of this article in the previous researches revealed the modern tendencies of development of the organizational culture of the enterprises according to the results of the expert survey [45]; features, barriers and drivers of digital transformation of organizational culture of enterprises have been investigated [46]; systematic existing scientific approaches to defining the meaning of the term «customer orientation» by classification groups, among which the component of organizational culture, which means the key competence of the enterprise, is highlighted; ability of the company; skill; part of organizational culture, set of beliefs [47]; the structural components of the organizational and economic mechanism for managing the organizational culture of enterprises have been determined [48].

Based on this, despite such close attention to the problem identified by scientists, it remains relevant to conduct scientific research in the field of evaluating the development of organizational culture of construction enterprises using economic and statistical methods. All this largely determined the choice of the topic of this study and its focus.

Setting objectives. The purpose of this article is an empirical research of the organizational culture of construction enterprises, identifying trends in its development in modern conditions and improving the methodical approach to assessing the level of development.

Outline of the main results and their justification. In the last decade there is a tendency of deterioration of labor potential in the construction industry. Thus, the analytical estimation of statistics shows that the number of employed workers in construction enterprises decreased by 40.4% in 2010-2018, and their share in the total number of employed workers by all economic activities – by 1.2 percentage points, or from 4.8 to 3.6%. The number of employed workers in construction enterprises decreased by 42.3% and their share by 1.3 pp or from 5.8 to 4.5% of the total.

During this period, the number of employees in construction enterprises decreased by 40.3%, and their share in the total number of employees by all types of economic activity – by 1.3 percentage points, or from 5.3 to 4%. The number of employees in construction enterprises decreased by 42.1% and their share by 1.2 pp or from 5.7 to 4.5% of the total number (Table 1).

Table 1

Dynamics of employed and employees persons at construction enterprises

Years	Number of employed, *thousand people*		Number of employees, *thousand people*	
	from economic entities	*including at the enterprises*	*from economic entities*	*including at the enterprises*
2010	524.0	472.1	477.7	462.8
2013	399.6	371.7	373.2	362.1
2014	318.5	286.1	288.1	278.2
2015	282.5	248.1	247.6	239.2
2016	283.9	247.0	252.8	241.7
2017	293.7	257.8	265.0	251.9
2018	312.3	272.2	285.1	268.0

Compiled by: [49, p. 21, 23].

As can be seen from the analysis, the proportion of staff costs on construction enterprises negligible ends to lowering spare. For the years 2010-20188 this figure

decreased by 0.7 pp or from 3.9 to 3.2% of the total Ukrainian personnel expenditures. Accordingly, the share of labor costs at construction enterprises decreased by 0.8 pp or from 3.9 to 3.1% of the volume of labor costs at enterprises for all types of economic activity (Table 2).

Table 2

Dynamics of personnel costs at construction enterprises

Years	Personnel costs – total, *million UAH*	*Including* labor costs, *UAH million*
2010	11024.4	8066.5
2011	12498.4	9140.3
2012	15197.2	11321.4
2013	13681.4	10008.6
2014	15182.8	11083.7
2015	11628.1	8625.4
2016	12612.7	10402.2
2017	18167.2	14925.3
2018	24325.0	19757.3

Compiled by: [49, p. 85].

In order to identify contemporary problems, barriers, features, tendencies and ways of development of organizational culture of construction enterprises in Ukraine, an expert survey was conducted as a method of empirical research. This amounted to 5.2% of the total number of experts in all economic activities (115 respondents).

It is found that the formation of organizational culture of enterprises is influenced by top managers (1.7% of respondents), the owner of the firm (0.9%); HR department (0.9%) and clients (0.9%). Some experts (0.9%) said that organizational culture cannot be influenced because it is a process that cannot be managed.

It is proved that organizational culture is usually organized by company management (3.5% of respondents). A number of experts (0.9%) noted that organizational culture was formed spontaneously in their enterprises. And some (0.9%) state that they have absolutely no organizational culture.

Most surveyed companies do not impose corporate values and rules (3.5% of respondents). It was found that the corporate values and slogans stated by the company fully (3.5% of respondents) or partially (0.9%) coincide with its real values.

Most experts (5.2%) believe that the organizational culture of companies is effective. Based on the expert survey, key obstacles were identified to change the organizational culture of construction enterprises in the conditions of digitalization of business processes. Among them are: insufficient financial resources (1.7% of respondents); underdevelopment of IT infrastructure (0.9%); imperfection of the organizational structure (0.9%); lack of clear vision and support of the management (0.9%); low level of employee involvement (0.9%).

It was found that the values and principles, on which the organizational culture of the surveyed enterprises is formed, largely or partially, correspond to the personal values and principles of employees (1.7% of respondents each).

Experts say that organizational culture affects the financial performance of enterprises (3.5% of respondents). Successful organizational culture of construction companies can reduce costs and costs (2.6%); increase the level of profitability (1.7%); to increase sales volumes by improving the quality of logistics services (0.9%).

Based on the expert survey, it was found that the surveyed enterprises required complete (1.7% of respondents) or partial (3.5%) transformation of organizational culture. According to the respondents, the modernization of organizational culture should consist of upgrading of employees (3.5%) and introduction of digital technologies in order to optimize business processes (1.7%). However, construction companies do not point to the feasibility of transforming the relationship management system with consumers. This is mostly the case with companies in services, education and science, food industry, wholesale and retail trade.

The formation and development of the organizational culture of enterprises in the field of construction are significantly influenced by endogenous factors, which include the following: organization management (scientific and technical and innovative activities, production, personnel management, marketing and logistics, financial status, communication policy, planning and strategizing); employees of the organization (loyalty to personnel policy, personnel management, mission of the organization, work activity; observance of interests of the organization, confidentiality of information, value orientation). The above factors require the use of certain techniques and tools that can succeed in transforming the organizational culture of enterprises.

Therefore the author during the expert survey was focus on internal factors that influence the development of organizational culture of surveyed companies (Table 3).

It is established that, as a rule, the key companies are not formed on the construction enterprises and the strategic direction of the companies' activity is not defined. Most experts pointed to a lack of consistent and predictable approach to doing business and a clear overlap of goals across all hierarchical levels of the company (Table 4).

In construction companies, insufficient attention is paid to organizational training. For the most part, innovative ideas are not supported, employees are not encouraged to be creative and constantly improve their skills and knowledge (Table 5). It does not meet the modern requirements of the functioning of enterprises. This is especially true in the context of the intensive use of digital technologies, when the personnel must have digital competencies and the organizational culture of enterprises is transformed.

Table 3

Expert assessment of the influence of endogenous factors on development organizational culture of construction enterprises

Assertion	% to the respondents
1. The life of an organization should be guided by:	
constant coordination and discussion of all employees of the organization	66.7
teamwork based on a common idea	33.3
2. The real leader (leader) must first of all:	
possess various resources (image, money, connections, etc.) and enjoy recognition from subordinates	33.3
to initiate the process of creativity	66.7
3. Everyday work should:	
to constantly improve	66.7
performed and changed by each employee in their own way, based on the ultimate goal	33.3
4. Desires and interests of individual employees:	
individual and should be considered by the organization if it wants to achieve its goals	100.0
5. The main task of management:	
clearly structure business processes, create instructions, regulations, regulations and work with subordinates with their help	33.3
to set the general context of team movement and interaction, to provide employees with opportunities for development	66.7
6. Discrepancies and conflicts between employees are:	
threat to the stability of the organization, which interferes with the work	33.3
productive expression of individual opinions and differences of opinion	66.7
7. Communication between employees should be based on:	
open, comprehensive discussion of work issues	100.0
8. Working information and data:	
it is a common knowledge that does not need to be brought out	33.3
must be controlled and restricted	66.7
9. Decisions in the organization should be made on the basis of:	
roundtable discussion that allows you to see the problem from different angles	66.7
potential benefits (profits) and risks	33.3
10. It is preferable to do something:	
focusing on the benefits to yourself and the organization	33.3
in line with the overall goals, objectives, and traditions of the organization	33.3
following the rules and instructions	33.4
11. The working environment should be:	
harmonious, comfortable, and should like the staff	100.0
12. The basic principle of the organization should be:	
«We are one family»	33.3
there are no limits to perfection	66.7

Prepared by the author according to the results of the survey.

Note: 114 experts in various economic fields were interviewed, including 3 (2.6%) in construction. The share of respondents is calculated to the total number of experts of the respective type of economic activity.

Table 4

Answers to the question «What do you think are the goals and principles of the company?»

Assertion	Responses,% of experts		
	So	No	Part
There is a long-term purpose and direction of activity	-	50.0	50.0
Our strategy causes other organizations to change their methods of competition	16.7	50.0	33.3
There is a clear mission that gives meaning and direction to our work	-	50.0	50.0
There is a clear strategy for the future	-	66.7	33.3
Our strategic direction to employees is unclear	33.3	16.7	50.0
Short-term thinking threatens long-term vision	50.0	16.7	33.3
Our approach to doing business is consistent and predictable	16.7	33.3	50.0
Employees from different departments share a common perspective	-	16.7	83.3
It is easy to coordinate projects between different departments of the company	16.7	50.0	33.3
Working with someone from another company department is like working with someone from another company	16.6	16.7	66.7
There is a clear overlap of goals at all levels of the company	-	66.7	33.3

Prepared by the author according to the results of the survey.

Note: the proportion is calculated to the total number of experts of the respective economic activity.

Table 5

Answers to questions regarding the organization of training while working at the company

Assertion	Responses,% of experts		
	So	No	Part
We see error as an opportunity to learn and improve	16.7	-	83.3
Innovation and risk are encouraged and rewarded	16.7	66.7	16.6
Many things are «lost in the system»	16.7	50.0	33.3
Learning is an important goal of our daily activities	16.7	50.0	33.3
Employees are encouraged to be creative	-	66.7	33.3
We can introduce new ideas	16.6	16.7	66.7
New ideas are constantly being evaluated and improved	-	50.0	50.0
It is ready to support the development of new ideas	33.3	50.0	16.7
Innovation is a «painful» issue of our business activity	33.4	33.3	33.3

Prepared by the author according to the results of the survey.
Note: the proportion is calculated to the total number of experts of the respective economic activity.

Based on empirical research, it has been found that construction companies do not implement corporate social responsibility mechanisms in the context of sustainable development. Most respondents noted that companies did not invest in the transformation of organizational culture, did not implement the concept of sustainable development, and did not develop corporate codes. Organizational culture does not meet the goals and principles of sustainable development (Table 6). Consequently, construction managers tend to aim at reducing costs and increasing profitability.

Table 6

Expert evaluation of organizational culture construction companies in the corporate social responsibility system in the context of sustainable development

Assertion	Responses,% of experts		
	So	No	Part
The company is investing in the modernization of its organizational culture	16.6	66.7	16.7
The company implements special programs on the transformation of organizational culture within the Corporate Code	-	83.3	16.7
The company does not pay due attention to the modernization of organizational culture, which leads to deterioration of the financial condition of the company	33.4	33.3	33.3
The company implements the concept of sustainable development, one of the elements of which is organizational culture	-	66.7	33.3
Issues of organizational culture development are clearly presented in the strategic planning process of the company	-	83.3	16.7
Issues of organizational culture development are presented in the company's mission or basic principles of doing business	-	66.7	33.3
When organizational culture development issues are clearly presented in the strategic planning process of the company, the top management team makes cautious farsighted decisions	16.6	33.3	50.0
The staff influences the process of strategic management of organizational culture development	-	83.3	16.7
Organizational culture is an important component of corporate responsibility	16.7	50.0	33.3
The company has a Corporate Code, a key element of which is organizational culture	-	66.7	33.3
Organizational culture is consistent with the goals and principles of sustainable development	-	83.3	16.7

Prepared by the author according to the results of the survey.
Note: the proportion is calculated to the total number of experts of the respective economic activity.

An important element of the organizational culture of construction companies is the channels of internal communication. Experts noted that most often they use e-mail, the corporate website of the company, and sometimes the personal folder of the manager; corporate forum, chat; internal communication tools (video conferences, seminars, trainings); personal blogs, chats. The majority of respondents do not use personal blogs or chats at all (Table 7).

Based on the expert survey, the level of development of organizational culture of construction enterprises was estimated. For this purpose, indicators reflecting the characteristics of organizational culture have been identified and calculated. Thus, changes in the company, consumer orientation and organizational training characterize the adaptability of the organizational culture; strategic planning, goal setting and vision – mission; coordination, agreement and values – in-

teraction; ability development, teamwork, responsibility and authority – involvement. In the Table 8 presents the data of calculation of the level of development of organizational culture of the surveyed enterprises.

Table 7

Definition of internal communication channels and the frequency of their use in construction enterprises

Channels	Intensity of use, % of experts		
	Often	Sometimes	Never
Corporate site of the company	60	20	20
Email	80	20	-
Corporate forum, chat, email	40	60	-
Personal blogs and chats	-	40	60
Internal communication tools (reception hours of executives, information meetings, conferences, roundtables, meetings, conference calls, videoconferences, trainings, training programs, personal communication of employees, corporate holidays)	20	60	20
Manager personal folder (for transferring information)	-	80	20

Prepared by the author according to the results of the survey.
Note: 130 experts in various economic activities were interviewed, including 5 in the field of construction.

Table 8

Calculation of characteristics of organizational culture of construction enterprises

Features	Name and value of indicators, points			Characteristic values, points
Adaptability	Changes in the company	Consumer-oriented	Organizational training	0.33
	0.19	0.34	0.47	
Mission	Strategic planning	Goal setting	Vision	0.33
	0.37	0.38	0.25	
Interaction	Coordination	Consistency	Values	0.33
	0.50	0.27	0.23	
Engagement	Capability development	Teamwork	Responsibility and authority	0.33
	0.20	0.43	0.37	
In general	0.33			

Compiled and calculated by the author on the results of the survey.
Note: 127 experts from various economic activities were interviewed, including 6 experts in the field of construction.

Calculations showed that the assessment of organizational culture surveyed is 0.33 points. According to the scale (Table 9) the level of development of organizational culture of enterprises in the field of construction is low, because it is in the range of 0.26-0.5 points.

Table 9

The scale of assessment of the level of development of organizational culture

Assessment of organizational culture, points	The level of development of organizational culture
0–0.25	Very low
0.26–0.5	Low
0.51-0.75	Average
0.76-1.0	High

Compiled by the author on expert estimates.

To assess the level of development of organizational culture of construction enterprises, the technique of D. Denison was used. The survey includes 60 questions, organized into 4 groups: adaptability, mission, consistency and engagement. When filling out the questionnaire, 60 statements are evaluated on a five-point scale (from 1 to 5 points), after which the respondents' answers are translated into the average value of the evaluation of organizational culture characteristics. The next step is to calculate the arithmetic average of the scores on the survey items, for five questions for each index, as well as the average of the indices for the characteristics of the organizational culture. The average value of indicators of characteristics of culture is calculated. The average value of organizational culture determines the level of its development as a whole.

The calculations show that the organizational culture of construction companies is 0.69 (adaptability is 0.68; mission is 0.70; consistency is 0.72; engagement is 0.67), it is within 0.51–0.75. This means that the level of development of the organizational culture of the surveyed enterprises is average (Table 10).

Table 10

Calculation of characteristics of organizational culture of construction enterprises

Indicators	Assertion	Rating
1	*2*	*3*
The ability to adapt		
The ability to change (0.65)	The organization is very flexible and easy to change under the influence of external factors	0.50
	An organization aware of what is happening to competitors and trying to respond to changes in the external business environment	0.75
	The organization constantly uses qualitatively new ways of doing work	0.75
	Changes in organization are rarely met with employee resistance	0.50
	Various departments within this organization often collaborate to make the necessary changes	0.75
Attention to customers (0.75)	Customer comments and recommendations often lead to changes in the organization	0.75
	The customer's opinion directly influences our decisions	0.75
	All employees of the organization have a deep understanding of the wishes and needs of the client	0.75
	We encourage direct contact with members of the organization	0.75
	The interests of the end consumer are never ignored in our decisions	0.75
Organizational Training (0.65)	The organization encourages and rewards innovation and risk-taking	0.75
	We see failure as an opportunity for learning and improvement	0.50
	There are no major omissions in the organization	0.50
	Learning is an important goal of daily work	0.75
	We try to be sure that «the right hand knows what the left does»	0.75
Mission		
Strategic direction and intentions (0.70)	The organization has a clear mission that gives meaning and direction to our work	0.75
	The organization has a long-term goal and direction	0.75
	The employee understood the strategic direction of the organization	0.75
	The organization has a clear strategy for the future	0.75
	The organization's strategy forces other firms to change their competitive strategies	0.50
Goals and Objectives (0.75)	There is complete agreement about the goals of the organization between employees and executives	0.75
	The organization's leaders set far-reaching but realistic goals	0.75
	Leaders of the organization formally, publicly and openly speak about the goals we are trying to achieve	0.75
	We are constantly monitoring our progress against our stated goals	0.75
	Employees at the organization understand what needs to be done to succeed in the long run	0.75
Vision (0.65)	The organization has a vision for the future	0.50
	Leaders in the organization are forward-looking	0.75
	Short-term goals rarely conflict with the long-term orientation of the organization	0.75
	Our vision of the future inspires and motivates our employees	0.50
	We are able to accomplish short-term tasks without compromising our long-term prospects	0.75
Consistency		
Coordination and integration (0.65)	Our approach to doing business is very consistent and predictable	0.75
	There is a clear alignment of goals across the organization	0.75
	Employees from different organizational units share common perspectives	0.75
	It is easy to coordinate projects in different functional units of the organization	0.50
	It is much easier to work with someone in another organization than it is to work with someone from another company	0.50
Consensus power (0.75)	When there are differences, we work hard to reach a mutually beneficial solution for all parties to the conflict	0.75
	The firm has a strong organizational culture	0.75
	There is a clear agreement on the right and wrong approaches to performing work in the organization	0.75
	It is easy for us to reach agreement even on difficult issues	0.75
	We rarely find it difficult to reach agreement on key issues	0.75
Engagement in value (0.75)	The company has a clear and consistent set of values that determines how it does business	0.75
	This company has a distinctive management style and a clear set of management methods	0.75
	Executives show an example of reinforcing words with cases	0.75
	There is an organization code of ethics that defines employee behavior	0.75
	Ignoring the core values of the organization can lead to trouble	0.75

Ending of table 10

1	*2*	*3*
Engagement		
Authorization (0.65)	Most employees in the organization are actively involved in their work	0.75
	Organizational decisions are usually made at the level where the best information is available	0.75
	The information is widely disseminated in an organization where anyone can access the information they need	0.75
	Each employee believes that he can have a positive impact on the work of the entire organization	0.50
	Business planning in the organization is ongoing and in one way or another attracts every employee	0.50
Development opportunities (0.70)	The organization delegates power to allow employees to act independently	0.75
	People's abilities in an organization are seen as an important source of competitive advantage	0.75
	The organization continuously invests in the training of its employees	0.50
	The level of human capacity of the organization is constantly increasing	0.75
	Problems rarely arise in an organization, so employees have the skills they need to work	0.75
Teamwork orientation (0.65)	Co-operation and collaboration of employees with different functional roles in the organization are actively encouraged	0.50
	Working in an organization means being part of a team	0.50
	Work is organized in the company so that every second employee was able to see the link between their activities and goals of the organization	0.75
	Teams – primary «building blocks» of the organization	0.75
	Organizations rely more on horizontal control and coordination than on a hierarchy position	0.75

Compiled and calculated by the author on the results of the survey.

Due to the fact that completing the Denison's survey and assessing the level of organizational culture is time consuming, the author has proposed an improved methodology. The process of developing an integral methodology for quantitative assessment of organizational culture consists of the following stages: preparation of a questionnaire of 24 statements regarding the characteristics of organizational culture of enterprises; development of methods of analysis and evaluation of organizational culture.

The questionnaire consists of 24 statements based on the techniques of Denison and Hofstede. As a result, a new questionnaire is formed with 24 statements, assessments of which determine the organizational culture profile.

The assessment methodology is quantitative and includes procedures for collecting and analyzing data on the organizational culture of the enterprise. The procedure of organizational culture research consists of the following stages: filling in the questionnaires by experts; collecting and processing of received data; analysis and evaluation of the organizational culture development of the enterprise. The analysis and evaluation of organizational culture is carried out by calculating the obtained indicators with the following steps:

1. Translating respondents' answers from a five-point rating scale to the average of the evaluation of organizational culture characteristics (Table 11).

Table 11

Transfer of points in the answers of the respondents

Answer values (points)	1	2	3	4	5
Evaluation of answers	0	0.25	0.5	0.75	1

Compiled by the author.

2. The average arithmetic estimation of indicators on the items of the questionnaire (total 24) is calculated.

3. The arithmetic mean of two questions for each indicator is calculated (12 in total).

4. The average value of indicators on the characteristics of culture (total 4) is calculated.

5. The average value of indicators of cultural characteristics is calculated. The average value of organizational culture determines the level of its development as a whole.

Calculations on the example of construction companies showed that the Alpha Cronbach's ratio is 0.999. The coefficient of variation is 16.4%. In this regard, it is possible to take the average values for analyzing the organizational culture of enterprises (Tables 12, 13).

Table 12

The arithmetic average of indicators for the points of the questionnaire

Questionnaire points	Rating	Questionnaire points	Rating
1	0.464	13	0.607
2	0.607	14	0.607
3	0.679	15	0.679
4	0.750	16	0.779
5	0.679	17	0.714
6	0.464	18	0.750
7	0.786	19	0.786
8	0.607	20	0.607
9	0.786	21	0.821
10	0.643	22	0.536
11	0.750	23	0.929
12	0.571	24	0.750

Designed and compiled by the author.

Table 13

Assessment of organizational culture characteristics of construction enterprises

Organizational Culture Characteristics / Indicators	Average Values
Adaptability	0.608
The capacity for organizational change	0.536
Focusing on consumers	0.715
Organizational training	0.572
Mission	0.691
Strategic direction and intentions	0.697
Objectives and perspectives	0.715
Vision	0.661
Consistency (consistency)	0.689
Key values	0.732
The ability to consensus	0.729
Coordination and integration	0.607
Engagement	0.739
Delegation of authority	0.786
Orientation to teamwork	0.840
Capability development	0.679
Overall score	***0.682***

Designed and compiled by the author.

Thus, the calculations of the integral index of organizational culture showed that construction enterprises have an average level of its development, since the values are in the range of 0.5 to 0.75.

Conclusions. The results of the study allow us to draw the following conclusions. Enterprises in the construction sector have a fairly clear idea of their purpose and direction (the value of the indicator «Strategic direction and intentions» – 0.697). The mission statement, understood by the management, is understood by all employees and gives their actions purposefulness (Goal and perspective indicator – 0.715).

Companies have a sufficient level of employee dedication, their own approach to doing business (Coordination and Integration indicator – 0.607) and a clear set of key values (Key Value Indicator – 0.732).

Enterprises in the construction industry have a sufficient understanding of their customers' needs and needs (consumer focus indicator is 0.715, but they are not well adjusted to organizational changes and are not adaptable to changes in the environment (Change ability indicator 0.536; Organizational learning indicator – 0.572).

Employees of construction companies have a high level of involvement: they are dedicated to their work (the indicator «Development opportunities» – 0.679; the indicator «Orientation to work in a team» – 0.840).

It should be noted that in modern conditions, construction companies should focus on flexible development and internal focus.

Prospects for further research in this area are to develop a marketing strategy for managing the organizational culture of enterprises of different types of economic activity, taking into account their specificity.

Literature

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Ринкевич Н. С. Емпіричне дослідження особливостей розвитку організаційної культури будівельних підприємств

На даний час актуалізуються проблеми розвитку організаційної культури підприємств різних видів економічної діяльності з урахуванням їх специфіки. Це дозволяє досягти більшої гнучкості й здатності оперативно реагувати на зміни внутрішнього і зовнішнього середовища, посилити конкурентні позиції на ринках збуту, що відповідає сучасним умовам господарювання.

Мета даного дослідження полягає в емпіричному дослідженні особливостей організаційної культури будівельних підприємств, виявленні тенденцій її розвитку в сучасних умовах та удосконаленні методичного підходу до оцінювання рівня розвитку.

У результаті дослідження проаналізовано динаміку кількості зайнятих і найманих працівників у сфері будівництва. Викладено результати проведеного експертного опитування з метою виявлення сучасних проблем, бар'єрів, особливостей, тенденцій та шляхів розвитку організаційної культури будівельних підприємств в Україні. Виконано оцінку рівня розвитку організаційної культури підприємств. Запропоновано інтегральну методику оцінки організаційної культури будівельних підприємств. Апробація даної методики показала, що обстежені підприємства мають середній рівень розвитку організаційної культури (0,69), оскільки значення інтегрального показника знаходиться в межах 0,5–0,75.

Ключові слова: будівельне підприємство, організаційна культура, управління розвитком організаційної культури, експертне опитування, методики оцінки, тенденції, ефективність.

Rynkevich N. Empirical Research of Development Features of the Organizational Culture of Construction Enterprises

Currently, the problems of developing the organizational culture of enterprises of various types of economic activity are being updated taking into account their specifics. This allows you to achieve greater flexibility and the ability to quickly respond to changes in the internal and external environment, to strengthen competitive positions in the sales markets, which corresponds to modern business conditions.

The purpose of this study is an empirical research of the organizational culture of construction enterprises, identifying trends in its development in modern conditions and improving the methodological approach to assessing the level of development.

As a result of the research, the dynamics of the number of employed and hired workers in the construction industry is analyzed. The results of an expert survey are presented to identify current problems, barriers, features, trends and ways of developing the organizational culture of construction enterprises in Ukraine. An assessment of the level of development of the organizational culture of enterprises. An integrated methodology for assessing the organizational culture of construction enterprises is proposed. Testing of this methodology showed that the surveyed enterprises have an average level of organizational culture development (0.69), since the value of the integral indicator is in the range of 0.5-0.75.

Keywords: construction enterprise, organizational culture, organizational culture development management, expert survey, assessment methods, trends, efficiency.

Рынкевич Н. С. Эмпирическое исследование особенностей развития организационной культуры строительных предприятий

В настоящее время актуализируются проблемы развития организационной культуры предприятий различных видов экономической деятельности с учетом их специфики. Это позволяет достичь большей гибкости и способности оперативно реагировать на изменения внутренней и внешней среды, усилить конкурентные позиции на рынках сбыта, что соответствует современным условиям хозяйствования.

Цель данного исследования заключается в эмпирическом исследовании особенностей организационной культуры строительных предприятий, выявлении тенденций ее развития в современных условиях и совершенствовании методического подхода к оценке уровня развития.

В результате исследования проанализирована динамика количества занятых и наемных работников в сфере строительства. Изложены результаты проведенного экспертного опроса с целью выявления современных проблем, барьеров, особенностей, тенденций и путей развития организационной культуры строительных предприятий в Украине. Выполнена оценка уровня развития организационной культуры предприятий. Предложена интегральная методика оценки организационной культуры строительных предприятий. Апробация данной методики показала, что обследованные предприятия имеют средний уровень развития организационной культуры (0,69), поскольку значение интегрального показателя находится в пределах 0,5-0,75.

Ключевые слова: строительное предприятие, организационная культура, управление развитием организационной культуры, экспертный опрос, методики оценки, тенденции, эффективность.

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