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## **PUBLIC ADMINISTRATION OF THE DEVELOPMENT OF CORPORATE CULTURE IN UKRAINE**

*The article justifies the modern dimensions of corporate culture development in public management in Ukraine. Corporate culture development is highlighted in particular different approaches. It is emphasized that the effectiveness of mechanisms in cultural modernization of public administration in Ukraine is a combination of objective (organizational-legal) and subjective (socio-psychological) components in development of corporate culture in public management. Objective components are analyzed, which provide for regulatory, structural, functional and methodological ordering the activities of state structures, taking into account the factors of corporate culture development. Subjective components have been shown to ensure the multidimensionality of communication tools. The basic characteristics of an innovative corporate culture such as knowledge, information, creativity and institutionalization are highlighted. It is proved that innovative corporate culture contributes to changing the status of professional activity of public servants, from managerial-controlling (power-influence), to consciously subordinate to the needs of citizens (power-interaction), and secondly to protect the culture of public administration from destructive influence global values and also the mobilization of public servants; and the public's consciousness towards engagement and mutual responsibility.*

***Key words:** public administration, corporate culture, state mechanisms, priorities of formation of corporate culture, factors of innovative culture.*

**Problem setting.** Corporate culture of public administration is a socio-cultural institution that regulates the activities of state, municipal and public institutions and other communities. However, in the early stages of management, the phenomenon of corporate culture was formed and used, mainly to strengthen aspects of management and optimize production processes. Over time, there has been a trend of strategic influence of corporate culture on the formation of new management models, values and norms, group and interpersonal communication and more. That is why the issue of modern priorities and prospects for the development of corporate culture of public administration in modern Ukraine is relevant.

**Paper objective.** The purpose of this work is to determine the current priorities for the development of corporate culture of public administration in Ukraine.

**Recent research and publications analysis.** Theoretical conclusions and practical recommendations formulated in the research are based on the works of domestic and foreign scientists: V. Anishchenko, S. Haiduchenko, O. Krutiy, V. Spivak, V. Shevchenko and others. However, the development of effective state mechanisms for the development and implementation of corporate culture is still insufficiently studied and needs further elaboration.

**Presentation of the main research material.** The multifaceted influence of corporate culture and its dependence on the factors of internal and external organizational environment, emphasizes the impossibility of inventing the only correct for all conditions algorithm for managing corporate culture of public administration. It is proved that its key basis should be the process of harmonizing the components of organizational culture with the strategic goals of a particular public authority, with its structure and staff, with specific features of public activity and its situational context and with the general philosophy of public administration. Different approaches to the development of corporate culture can be identified in public administration research. Some propose a conceptual model of

public administration, which should be an expression of the desire of government and civil society for cooperation and parity. Others emphasize the factors that are crucial in the promising processes of transformation of corporate culture in the field of public administration. This is the basis for determining the strategic priorities for the development of a new corporate culture of public administration. Thus, O. Krutiy's research on the mechanism of dialogue between institutions of government and the public in modern Ukraine proves that in most cases the interaction is limited to formal contacts between the government and members of the public. Improving this process is possible through the development of conceptual models of dialogue interaction at the socio-institutional and interpersonal levels, in the systematization of modern socio-psychological technologies in the dialogue of public administration on the basis of symmetry, autonomy, mutual understanding and creative development of starting positions [3]. This approach is the basis of a new philosophy and current priorities for the development of corporate culture of public administration.

O. Krutiy proposed a conceptual model of public administration, according to which it is necessary to create objective conditions for the existence of dialogue forms of interaction between government and the public and consolidate them in appropriate legislative, economic, organizational, informational forms. A necessary condition for the viability of the model is the development and implementation of programs for the formation of psychological readiness of subjects for dialogue. Thus, this conceptual model covers two sides of the process of dialogue interaction - at the level of institutional interaction between government and civil society and at the interpersonal level [3]. As the author emphasizes, such a model should be an expression of the desire of government and civil society to cooperate in order to develop a new corporate culture of public administration. This implies the creation of a flexible management system and the use of effective methods of administrative management instead of the usual bureaucratic procedures, which puts forward new requirements for the training of public administration. Creativity, the ability to dialogue forms of interaction and cooperation should be the basis of professional competence of employees and the new corporate

culture of public administration in general. One of the tools for this is the creation of psychological assessment centers (assessment centers), which comprehensively solves the problem of both diagnosis and development of a new corporate culture of public administration [3]. Based on this, we can determine the effectiveness of mechanisms of cultural modernization of public administration in Ukraine, which is a combination of objective (organizational and legal) and subjective (socio-psychological) components of the mechanisms of corporate culture of public administration. Objective components ensure the orderliness and coherence of the activities of such state structures, as well as the substantive refinement of relevant laws and other regulations, taking into account the principles of corporate culture of public administration. Subjective components are to ensure a lot of dimensionality of communication tools.

Given the above, the strategic priorities for the development of corporate culture of public administration in Ukraine include the following: First, improving the organizational and legal component of the mechanism of corporate culture development, which provides for structural transformations in the activities of public authorities, namely to restore the general social character of a permanent body operating at the national level and creating a permanent body to ensure productive social dialogue. The creation of special institutions at the regional level is important for the full development of the corporate culture of public administration in Ukraine. Secondly, for the full functioning of the mechanisms of development of corporate culture of public administration in Ukraine requires adequate change not only in the structure but also in the methodology of public authorities of Ukraine. Thus, it is necessary to create appropriate conditions to ensure the realization of the right of everyone, the transition from the use of punitive functions to comprehensive support and protection. Achieving this goal requires solving a number of important tasks. Third, establishing an effective dialogue between public authorities and the public. Such a dialogue is necessary to improve the socio-psychological component of the mechanism of corporate culture. No less relevant is the development of corporate culture of public administration as a key factor in the mass culture of society, taking into account the changing external environment. This is

especially important in the context of 21st century governance based on social innovation and to limit the destructive impact of global values, norms, standards of interpersonal and group interaction. In this regard, Ukraine was faced with the issue of introducing innovative technologies in the activities of public administration. Some states have already proved in their own experience that the introduction of innovations reduces the cost of maintaining the state apparatus and improves its work. Given the current revision of the functions of government in the context of implementing the idea of a service state, continuous development and innovative transformations in accordance with today's requirements requires a system of public services.

Accordingly, an important aspect of the analysis is the systematic development of problems to ensure the integrity of the organizational and managerial context of the functioning and development of organizational activities of government personnel. In this context, the processes of formation and development of appropriate corporate culture as a strategic factor in stimulating innovation activity of public servants in their professional activities, which is aimed primarily at providing quality services to the public, are especially relevant. Gaiduchenko emphasizes that one of the most important factors for the success of the organization in modern conditions is knowledge, and they are closely related to the development of its culture. Knowledge-based management is becoming one of the factors of culture-based management that meets the requirements of the time and is one of the basic prerequisites for the success of public administration reforms [2]. In addition to the above strategic priorities for the development of corporate culture of public administration, there is a study by domestic authors, which emphasizes four factors that are complex in the long-term processes of transformation of corporate culture in public administration. These are the factors of knowledge, information, innovation and institutionalization, which are considered in the relationship and interaction between the components of the organizational culture of public administration. The managerial, and especially the motivational component are the most significant and thanks to them all components of the corporate culture of public administration are realized. It is known that in order to effectively manage the development of organizational culture, it is necessary

to clearly define the purpose of managerial influence, which is directly related to the mission and strategy of the organization. This may be not only the formation and development of organizational culture, but also its stabilization (maintenance of existing characteristics), for example, in the highest phase of the life cycle of the organization, or, conversely, urgent (unpredictable) changes in organizational culture characteristics that have become destructive. An important reason for the inadequate level of the managerial component of the organizational culture of public management to the requirements of society, of course, is its motivational component. It cannot be said that it is not improved, but this improvement is limited to unpromising methods, without interaction with other regulatory components (knowledge, information, creativity and institutionalization), as well as constructive (value, regulatory, information and communication, competence) components of corporate culture management [2]. Appropriate changes in corporate culture can contribute to the formation of a new social status of professional activity of public servants, change their consciousness - from administrative-controlling (power-influence), to conscious subordination to the needs of citizens (power-interaction). In this sense, the activity of public servants acquires more pronounced professional characteristics, as it is aimed not at the process, but at its outcome, which is assessed by citizen.

In such conditions, one of the central indicators of professionalism of a civil servant or official is innovation activity - the ability to generate new ideas, develop innovations, show creativity and civic responsibility for their activities and more. In order to promote the development of innovative activity of employees, it is necessary to implement in the field of public management of innovative culture, which is based on knowledge. The development of innovative culture of society includes support for national publishing, educational and popular science publications, development of educational and popular science programs in the media, distance learning centers using modern telecommunications technology, modern computer technology for learning and research processes. [2]. Studies of foreign and domestic authors have provided grounds for determining the following characteristics of innovative corporate culture: focus on higher

standards of achievement and quality; talent support; tolerance and respect for the individual, focus on supporting the autonomous actions of employees; atmosphere of encouragement of new ideas and freedom of expression of any opinions; active knowledge management models; openness of organizational communications; willingness to take risks; adhocratic model of leadership at the organizational level, as well as distributed leadership in teams; active participation of external stakeholders in the management process; attention to the end result and intensive feedback [2]. Some authors add the qualities of information culture of public administration to the list of characteristics of innovative corporate culture. These are such additional characteristics, the most modern active models of information management; compliance of the organizational structure with the "letter and spirit" of organizational culture; openness, clarity and support of strategies of the organization's mission at different levels of management and coordination; active and democratic model of legislative creativity; mostly adhocratic type of organizational culture with possible signs of market type; participatory and flexible nature of management forms of both corporate culture and organizational structure. In addition, a separate point of characterization of innovative corporate culture is such a characteristic as civic responsibility, which summarizes the end result of risks and their overall balance in relation to civil society, which, in turn, will emphasize the specifics of public activity.

Thus, in the aggregate, the characteristics of innovative corporate culture will contribute, firstly, to mobilizing the consciousness of public servants and the public to achieve regional and local innovative development goals, and secondly, to protecting public administration culture from the destructive impact of global values. in a society of freedom, equality and justice. This can be destructive. Transformational processes and organizational and structural changes of modern Ukrainian statehood are related to both internal and external factors. However, its key factors are the transformation of the system of public administration and civil society in the socio-cultural context. In order for these processes to be clear and predictable, the prospects of their development in relation to the development of corporate culture of public administration should be considered.

**Conclusions and suggestions.** Thus, the considered modern dimensions of the development of corporate culture of public administration in Ukraine are directly related to the transformation processes of public administration itself, as well as the development of civil society as a social system. The strategic priorities for the development of corporate culture of public administration in Ukraine include improving the organizational and legal component of the mechanism for developing corporate culture, which provides structural transformations in public authorities, changes in methodology of public authorities of Ukraine, the transition from punitive to comprehensive support and protection and establishment of an effective dialogue between public authorities and the public. At the same time, the trend of strategic influence of corporate culture on the formation of new models of consumption of values and norms, group and interpersonal communication, stimulating innovative activity of public servants in their professional activities, which is aimed primarily at providing quality services to the population. Improving corporate culture is the key to the effective functioning of the organization and development of civil society culture.

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