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**DEFINING ELEMENTS OF CORPORATE CULTURE IN MOTOR
TRANSPORT ENTERPRISES**

I.V. Fedotova, Dr Sc (Econ.), V.D. Dmytriienko
Kharkiv National Automobile and Highway University (Kharkiv)

In today's world, the management of business organizations increasingly emphasizes the integration of corporate culture and the cultivation of corporate spirit to attract and motivate employees. Given that corporate culture is a critical factor for the long-term success of an organization, it is essential to study this concept and identify the key elements of corporate culture to manage contemporary business organizations effectively. An analysis of domestic and international literature reveals that modern economic science highlights various elements of corporate culture [1-6]. This diversity leads to uncertainty among organizational managers, who must systematize these elements into a cohesive framework to achieve a positive corporate culture. These elements are not static but rather dynamic, yet their presence is indispensable. Different scholars identify various components of corporate culture, such as a common language, group-specific standards and patterns regulating member behavior, values, rituals, ceremonies, general political and ideological principles, adaptation rules, a sense of belonging to the organization, and methods for achieving goals, among others. As seen from this list, there is currently a lack of systematization, necessitating the organization and grouping of these existing elements.

The authors proposes categorizing the elements of corporate culture into the following groups:

- behavioral stereotypes: common language used by organization members; customs and traditions they observe; rituals performed in specific situations;
- group norms: group-specific standards and patterns regulating the behavior of their members;
- proclaimed values: articulated, publicly announced principles and values pursued by the organization or group (e.g., «product quality», «market leadership»);
- organizational philosophy: the most general political and ideological principles guiding actions towards employees, clients, or intermediaries;
- rules of conduct: behavioral norms within the organization; traditions and limitations that newcomers must assimilate to become full-fledged members; «established order», mythology, rituals;
- organizational climate: feelings determined by the physical composition of the group and the characteristic manner of interaction among organization members, clients, or other external persons, as well as the enterprise's

mythology;

- existing practical experience: methods and technical techniques used by group members to achieve specific goals; the ability to perform certain actions passed down through generations without requiring written documentation.

The formation of corporate culture elements depends on the extent to which all employees perceive these elements and the clearly defined corporate values. Therefore, the more employees in a motor transport enterprise (MTE) embrace corporate values and the more clearly the activity priorities are formulated, the greater the impact corporate culture has on achieving the enterprise's ultimate goals. Consequently, the authors has developed a list of core values for MTEs:

- corporate values, primarily team spirit, professionalism, and the pursuit of excellence;

- business effectiveness and profitability;

- customers, as the success of mte's clients is the foundation of its success;

- an effective team;

- high reputation and reliability, ensured by fulfilling all obligations in relations with clients, employees, and partners;

- market leadership, which involves a creative and innovative approach to mte's business operations;

- relationships with partners, who serve as models of business success and high social status;

- trust from MTE's clients and employees;

- relationships with competitors, which enable continuous development and the acquisition of new competitive advantages.

Thus, the clear and consistent formation of a system of elements and, consequently, an effective corporate culture serves as the foundation that unites the efforts of management and staff to achieve the strategic management goals of a motor transport enterprise.

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