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Monitoring of Corporate Culture Formation of Specialists of Social Institutions

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Abstract: The theoretical approaches to define the scientific definition "corporate culture" in the sociological, economic, psychological and pedagogical contexts have been analyzed. The corporate culture of a social institution is understood as a system of collective norms, beliefs, values and traditions of joint activity of employees, aimed at achieving the strategic goals of the organization. Based on the results of using standardized methods, the conducted monitoring research reflects the role of corporate culture for a high-quality social employees' activity in general, and helps to determine the level of its formation among specialists who work for social services. The diagnostic study was carried out on the basis of seven city centers of social services for families, children and youth from different regions of Ukraine. The object of the study were 78 employees. The diagnostics of formation of corporate culture was performed using the methodology of Ladanov (1997), as well as methods developed by Cameron and Quinn (2011), Denison, Hofstede (2004), Solomandina. The results of the diagnostic analysis have shown a medium level of corporate culture formation among the employees of social institutions.

Keywords: *corporate culture; social institutions; diagnostics; levels; indicators; results.*

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Introduction

In the postmodern world, under contemporary socio-economic conditions, the effectiveness of a social institution is largely determined and depends on the level of development of the corporate culture of its specialists. Speaking about the concept of organization, it has long tried to free itself of the modernist rationality (Scott, 1985). Most of the social institutions in Eastern Europe have just started to form their own corporate culture in the system of corporate governance, which is based on codes of corporate behavior and ethics. The experience of many successful institutions shows that such an important component of the organization's potential as corporate culture provides an opportunity to obtain high labor efficiency, improve competitiveness in the market of social services. We agree with the researchers (Tymoshko, 2009) that the scientific and practical interest in the phenomenon of "corporate culture" has been growing lately. This indicates the desire of modern management when implementing new forms and methods of management to use this potential for harmonization of social and labor relations of employees, formation of corporate identity and a positive socio-psychological climate in the organization.

Supporting the views of O. Tarasova, we see the goal of corporate culture in ensuring the effective functioning of the social institution by improving the management of human resources to ensure employee loyalty to management (Tarasova & Marinova, 2013). It also should be taken into account that staff development is essential to the successful functioning of any organization. This is particularly acute in modern conditions, when scientific and technological progress significantly accelerates the aging of professional knowledge, skills and abilities of staff and this, in turn, has a negative impact on the results of their activity. So, in our vision, corporate culture can serve as a powerful tool to improve the overall level of personnel management in a social institution.

The researchers (Semykina, 2013) believe that corporate culture in Ukraine remains an unused resource, which does not contribute to the development of social organization. In case of most social institutions, their level of corporate culture does not have a proper impact on the state of social and labor relations of employees, their motivation for effective work, which in turn negatively affects the effectiveness of social organization. The researchers (Chernyshova & Nemchenko, 2010) note that the development of the system of social services is part of Ukraine's obligations regarding the implementation of the European Social Charter, which states in part 1.14

that everyone has the right to use social services. The system of social services consists of the state, municipal and non-governmental sectors. The public sector includes Centers of Social Services for Family, Children and Youth (CSSFCY) – institutions that provide social services and are in state ownership, managed by the central bodies of executive power.

Literature review

There is an opinion in the scientific community that corporate culture is inherent in business structures – banks, enterprises, firms, consulting companies, etc. Lately, there have been conducted studies of corporate culture in educational establishments - institutions of secondary education (Willower & Smith, 1986), institutions of higher education (Balendr et al., 2019; Efeoglu & Ulum, 2017). Meanwhile, the essence of corporate culture of social institutions, the assessment of its state of formation is still studied insufficiently.

The scientists have studied problems of theoretical bases, essence and values of corporate culture in an organization (Claver et al., 1998); typologies and structures of corporate culture (Burke, 2007; Cameron, 2012; Hofstede, 2004; Kim Jean Lee & Yu, 2004); postmodern studies on corporate culture (Luigi et al., 2015; Schultz & Risberg, 1992); corporate culture in connection with society studies (Morcillo et al., 2007), organization theory in the postmodern time (Gergen, 1992). The scientists are unanimous in the fact that the culture of the organization is a complex composition of key elements that are often not amenable to formalization, but are shared by members of the team, and therefore, corporate culture is considered as a philosophy and ideology of management.

The purpose of the article is to analyze the essence of the concept of "corporate culture" and to diagnose the state of corporate culture formation of social institutions.

Research Methods

The analysis of the scientific works (Dubych, 2016; Soroka et al., 2019; Thu, 2014; Zvarych et al., 2019) shows that there are two groups of methods of evaluation of corporate culture – qualitative - typology of Moran, Harris, and Routledge (2007), Shain (2001), Wu (2008) - and quantitative. In contrast to the qualitative ones, which although allow to obtain a clear result of the study and to identify the characteristics of culture, they have a drawback of inability to reveal the in-depth features of the corporate culture.

Therefore, we chose one of the quantitative methods of evaluation of corporate culture based on surveys to obtain statistical data on the studied object – the corporate culture. The methods of Denison (Denison et al., 2006), the method of Hofstede (2004), the method of Cameron and Quinn (OCAI) (2011), the method of Solomandina, the method of Ladanov (1997), the method of Levkin, the method of Zakharchin (2011) were considered during the course of the study. Although, using of the Denison's organizational culture model (Denison et al., 2006) as a method of evaluating organizational culture is limited by its mostly business sphere of application, as shown in the "Analysis of organizational culture with Denison's model approach for international business competitiveness" (Flamholtz & Yvonne, 2012; Jofreh & Masoumi, 2013; Wahyuningsih et al., 2019). Their models cover criteria less suitable to the needs of our study, as revealed below.

Instrument

The major research instrument used to diagnose the level of corporate culture formation of employees of CSSFCY was the method of Ladanov (1997) called "The Level of Organizational Culture", adapted to our study.

This method was used in dissertation researches of: Chapkina (2008) for studying the motivational potential of the corporate culture of management; Ovchinnikov (2004) for the analysis of corporate culture in the system of social management; Zankovsky (2012) for the study of organizational leadership in the sphere of corporate culture.

This method was developed in the post-soviet countries and its advantage is the ability to quantitatively compare the corporate culture of different organizations that are similar in activity. At the stage of choosing the most suitable method for our research and substantiating the choice of organizational culture diagnostics method by Ladanov (1997), we took into account the individual features of social institutions, their needs, the specificity of work and the degree of availability of information. We also considered the study of the diagnostics of corporate culture by Zakharchin (2011), who determined the certain stages of such diagnostics: determination of the purpose of diagnosis, formation of its methodological and organizational basis, information retrieval and statistical and analytical processing of the data, study of the existing state of corporate culture, diagnosis (determination of "weaknesses", problems to be solved), optimization of criteria and parameters for assessing the state of corporate culture, modeling of "new" corporate culture (Zakharchin, 2011).

The choice of City Centers of Social Services for Families, Children and Youth (Ternopil, Khmelnytskyi, Izmail, Sumy, Ostroh, Severodonetsk, Rivne) is related to the specifics of the activity of the Department of Social Pedagogy and Social Work of the Ternopil National Pedagogical University. In particular, the teachers of the Department took part in the development and delivery of the project "Social and Professional Adaptation of Military Personnel to Civilian Life" aimed at adaptation of military personnel of the Armed Forces of Ukraine, participants of combat actions in the East of Ukraine. So, servicemen who are released into the reserve have difficulty adjusting to civilian life and often find themselves in difficult life situations. This is due to the specific nature of professional activity related to military service and to a number of negative tendencies that are manifested in the modern military and social environment - the complexity of employment after demobilization. Therefore, there was a need for qualified assistance to ex-servicemen from the specialists of the Centers of Social Services, as well as by the teaching staff of the Ternopil National Pedagogical University named after Volodymyr Hnatyuk. The specialists from a military establishment preparing future officers (the National Academy of the State Border Guard Service of Ukraine named after Bohdan Khmelnytskyi) were also involved in the activity. These Centers of Social Services for Families, Children and Youth were active partners in the project.

Sample and Procedure

Speaking about the methodological aspects of the diagnostics, it should be taken into account that our study was conducted on the national level, because it involved social structures located in 6 different regions of Ukraine (Ternopil, Khmelnytsky, Rivne (West), Izmail (South), Sumy (Center), Severodonetsk (East)). The time period was in June-August 2019.

So, in order to study the level of formation of corporate culture, we conducted a diagnostic study, which in a condensed form can be presented, in particular, in the following aspects. The object of the study were 78 employees of the centers of social services for family, children and youth. In particular, the study involved employees of Ternopil (11 people), Khmelnytsky (12 people), Izmail (7 people), Sumy (16 people), Ostroh (8 people), Severodonetsk (13 people), Rivne (11 people) social institutions. Such a large subject base will be able to reproduce a real situation on this aspect of the diagnostic study, because, firstly, it covers the respondents of the West, South, Center and East of Ukraine. Secondly, the specifics of activity of all centers of social services for family, children and youth are

identical, because they provide approximately the same list of social services stated in the Law of Ukraine "On Social Services" of 07.01.2018 for families, children and youth in difficult circumstances and in need of assistance.

The methodology is presented as a series of 29 statements describing the organizational culture of an organization, grouped into four sections: "work", "communication", "management", "motivation and morale". The division into sections allows us to determine in what field of activity there are tendencies for the deterioration of the corporate culture.

The statements were chosen by I. Ladanov in the course of working with representatives of middle and senior management. All of the statements are significant, so a sum of points lower than four by any statement indicates problems in the specified area of work and in the interpersonal communication of employees of the organization. Timely measures taken will contribute to preventing the enterprise from crisis. Thus, work on "improvement" of the enterprise should begin with an analysis of cases reflected in the specific statements of each member of the team.

In the future, after the testing of the employees, measures should be taken to "improve" the level of the defined sections: "work", "communication", "management", "motivation and morale". Purposeful activity in the areas of increasing indicators by sections can help raise the index of "corporate culture" as a whole.

The degree of influence of the corporate culture on an organization's activity is assessed by three factors: orientation, breadth of reach, and force of influence on staff. The data of testing give an opportunity to evaluate the first factor. A total score of more than 175 points indicates the positive orientation of corporate culture; the other two factors are estimated on the basis of indicators by sections. Corporate culture index is determined by the total amount of points received. The maximum score is 290, the lowest is 0. A high level indicates a strong leader in the organization.

Respondents evaluated each statement, giving it a maximum of ten points, provided they fully agree with it, and vice versa, if they disagree - 0 points. The methodology was adapted to our study, since the initial statements are designed for the enterprise. Therefore, we have adapted some of the statements to a social institution, replacing the "enterprise" with a "social institution / social organization", without changing the substance of the statements.

Results of the Research

According to the adaptation of the diagnostic methodology "Assessment of the level of corporate culture" by Ladanov (1997), the respondents evaluated the proposed statements-indicators of corporate culture on a 10-point scale. After that, was calculated the total amount of points and determined the level of corporate culture on the following scale: 261 - 290 - high enough; 175 - 260 - high; 115 - 175 - average; below 115 - indicates a tendency to degradation. When the total amount exceeds 175 points, it testifies to a positive orientation of the corporate culture. The results of the study of the levels of corporate culture of seven urban CSSFCY are presented in the table. 1.

Table 1 - Levels of corporate culture of employees of urban CSSFCY

Levels of corporate culture	Ternopil	Khmelnyskyi	Izmail	Sumy	Ostroh	Severodonetsk	Rivne
	Abs./ %	Abs./ %	Abs./ %	Abs./ %	Abs./ %	Abs./ %	Abs./ %
High enough	1 / 9,1	2 / 16,7	–	2 / 12,5	1 / 12,5	2 / 15,4	–
High	2 / 18,2	1 / 8,3	2 / 28,6	1 / 6,3	1 / 12,5	–	1 / 9,1
Average	7 / 63,6	7 / 58,3	5 / 71,4	10 / 62,5	5 / 62,5	11 / 84,6	10 / 90,9
Prone to degradation	1 / 9,1	2 / 16,7	–	3 / 18,7	1 / 12,5	–	–
Overall result	11 / 100	12 / 100	7 / 100	16 / 100	8 / 100	13 / 100	11 / 100

Source: Authors' own conception

As you can see from the table. 2, in almost all centers of social services, except Izmail and Rivne, employees have identified a quite high level of corporate culture, this is the opinion mainly of the heads of centers and their deputies. It was found out that most employees are convinced that their centers are dominated by an average level of corporate culture. It is considered so by 63.6 % of the surveyed employees of Ternopil, more than half (58.3 %) of Khmelnytsky and 84.6% of Severodonetsk centers, 71.4% of respondents Izmail, 62.5% of Sumy, 62.5% of Ostroh, and 90.9% of Rivne CSSFCY. Unfortunately, some centre staff expressed the view that the level of corporate culture in their institutions was prone to degradation. Such

results were obtained in Ternopil (9.1 %), Khmelnytskyi (16.7 %), Sumy (18.7 %) and Ostroh (12.5 %) centers.

In addition, the methodology allowed to identify and analyze the features of corporate culture of urban CSSFCY by such criteria as: "work", "communication", "management", "motivation and moral". The average score of 9 - 10 for each indicator showed a harmonious state; 6 - 8 points - major; 4 - 5 - noticeable despondency; 1 - 3 - decline. The results obtained by the criteria "work", "communication", "management", "motivation and moral" are presented in the table. 3.

Table 3 - The level of corporate culture formation of urban CSSFCY according to the criteria "Work", "Communication", "Management", "Motivation and Moral»

State	Urban CSSFCY	Work	Communication	Management	Motivation and moral
		Abs./ %	Abs./ %	Abs./ %	Abs./ %
Harmonious (9-10)	Ternopil	2 / 18,2	3 / 27,2	3 / 27,2	3 / 27,2
	Khmelnytskyi	1 / 8,3	3 / 25	2 / 16,7	2 / 16,7
	Izmail	–	–	–	1 / 14,3
	Sumy	1 / 6,2	2 / 12,5	1 / 6,2	2 / 12,5
	Ostroh	-	2 / 25	2 / 25	1 / 12,5
	Severodonetsk	2 / 15,4	2 / 15,4	1 / 7,7	2 / 15,4
	Rivne	–	–	–	–
Major (6-8)	Ternopil	7 / 63,7	7 / 63,7	7 / 63,7	5 / 45,6
	Khmelnytskyi	2 / 16,7	5 / 41,7	5 / 41,6	1 / 8,3
	Izmail	2 / 28,6	4 / 57,1	5 / 71,4	2 / 28,6
	Sumy	2 / 12,5	5 / 31,3	2 / 12,5	1 / 6,2
	Ostroh	2 / 25	1 / 12,5	–	1 / 12,5
	Severodonetsk	–	1 / 7,7	1 / 7,7	–
	Rivne	1 / 9,1	2 / 18,2	1 / 9,1	2 / 18,2
Noticeable sadness (4-5)	Ternopil	1 / 9,1	1 / 9,1	1 / 9,1	3 / 27,2
	Khmelnytskyi	7 / 58,3	3 / 25	3 / 25	7 / 58,3
	Izmail	5 / 71,4	3 / 42,9	2 / 28,6	4 / 57,1
	Sumy	10 / 62,5	8 / 50	11 / 68,8	10 / 62,5
	Ostroh	5 / 62,5	5 / 62,5	5 / 62,5	5 / 62,5
	Severodonetsk	11 / 84,6	10 / 76,9	11 / 84,6	11 / 84,6
	Rivne	9 / 81,8	9 / 81,8	10 / 90,9	9 / 81,8
Decline (1-3)	Ternopil	1 / 9,1	–	–	–
	Khmelnytskyi	2 / 16,7	1 / 8,3	2 / 16,7	2 / 16,7
	Izmail	–	–	–	–
	Sumy	3 / 18,8	1 / 6,2	2 / 12,5	3 / 18,8
	Ostroh	1 / 12,5	-	1 / 12,5	1 / 12,5

	Severodonetsk	–	–	–	–
	Rivne	1 / 9,1	–	–	–

Source: Authors' own conception

More qualitative information about the overall state of corporate culture of the staff of centers of social services for family, children and youth, provides its average value – in Ternopil – 186,36, Khmelnytskyi – 167,58, Izmail – 173,42, Sumy – 161,93, Ostroh – 169,12, Severodonetsk – 163,38, Rivne – 156,54. Therefore, the overall level of corporate culture should be considered high only in the Ternopil CSSFCY, in all other centers the average level was determined, which indicates a positive orientation of the whole team.

So, it's necessary to analyze the state of corporate culture by its individual criteria. According to the criterion "Work", only the employees of Ternopil CSSFCY consider it a major (63.7 %). The majority of employees in other centres – Khmelnytskyi, Izmail, Sumy, Ostroh, Severodonetsk, Rivne – express a noticeable sadness on this criterion.

According to the criterion of "Communication", a quarter of employees of Ternopil and Khmelnytskyi centers (27.2% and 25 %) pointed to a harmonious level. Major level was shown by 63.7 % of respondents in Ternopil, 41.7% of Khmelnytskyi, 57.1% of Izmail, 31.3 per cent of the Sumy centers. We observed noticeable sadness of the majority of employees in Sumy (50 %), Ostroh (62.5 %), Severodonetsk (76.9 %) and Rivne (81.8 %) centers. According to this criterion, the decline wasn't revealed by the employees of Ternopil, Izmail, Ostroh, Rivne and Severodonetsk CSSFCY.

Such indicators can be observed by the criterion of "Management". In particular, in Ternopil, Khmelnytskyi and Izmail centres the major level dominates. It is pleasant to note that part of the respondents (Ternopil – 27.2%, Khmelnytskyi – 16.7%, Ostroh – 25 %) attributed it to the harmonious. Employees of Sumy, Ostroh, Severodonetsk and Rivne centers believe that the management is not properly organized, and therefore it corresponds to the level of "noticeable sadness".

The most controversial data were obtained by the criterion of "Motivation and moral", as some respondents pointed to the harmonious and major state. The vast majority identified noticeable sadness and even decline.

Let us present a qualitative description of the results. Thus, the analysis of the results of the diagnosis of corporate culture of employees of social services centers for family, children and youth regarding the criterion of "Work" indicates that they are overworked, because the list of social

services that they provide encompass social support, counseling, intervention and support of families in difficult circumstances, social adaptation of persons who have served their sentence. At the same time, employees of the centers noted that for each of them there are from 7 - 8 and more families and about 10 - 12 customers who require individual work of a specialist. The employees-beginners noted that the management focuses on the scrupulous verification of documentation, explaining that the work should be carried out in accordance with the State Standards of Social Services. The greatest assessment criteria received the indicator of "The work is interesting to me and I like it" in Khmelnytskyi (5,8), "In our centre the staff is given the opportunity to develop" – in Sumy (6), Severodonetsk (6,7), "All who wish, can develop and work on themselves" in Ostroh (6,4), Ternopil (6,9) and the smallest "In our center has been established a reasonable system of promotion to new positions" – in Ternopil (5,2), Khmelnytskyi (4,6), Izmail (4,6), Ostroh (4,7), Sumy (4,6).

Regarding the criterion of "Communication", the respondents noted that the centers have developed clear instructions and rules of conduct for all employees; business meetings are constantly held, employees of the centers report on the work done, discuss social and preventive measures to prevent families, children and youth from falling into difficult life circumstances. The highest average score for this criterion was the indicator "We have cultivated a variety of forms and methods of communication" – in the Rivne center (7), Sumy (7.4), Severodonetsk (7.1), Ostroh (7.7), Izmail (7). The lowest indicators on the criterion of "Our workload is optimal" – Khmelnytskyi (4,6), Severodonetsk (4,9), Rivne (4,7).

The analysis of indicators of corporate culture on the criterion of "Management" showed that the center is trying to make timely management decisions. In some centers (Sumy, Khmelnytskyi, Severodonetsk) they are collegial, not collective. When assessing the performance of employees often a subjective factor emerges. In almost all centers, employees noted that quite often there are conflict situations that management decides on the basis of subjective factors. Quite often, the heads of the centres try not to pay attention to conflicts, especially if they are interpersonal in nature. The highest average scores were given to the indicator "We have practiced delegating authority to subordinates" in Khmelnytskyi centre (6,6), Ternopil (6,9), Izmail (7,1), Severodonetsk (6,2). Employees of the centers explained this by the fact that quite often the team work is performed by one person, and the promotion and remuneration is distributed equally, which does not motivate employees to effective teamwork. The lowest indicators are

presented by the criterion of "Conflict situations are solved as fairly as possible" – in Severodonetsk (4,9) and Khmelnytsky (4,8) centers.

The analysis of the results of the diagnosis of the personnel of the centers of social services for family, children and youth on the criterion of "Motivation and moral" shows that the management is trying to encourage the initiative of its employees, contributes to the maintenance of harmonious relationships between employees. That is why it can be argued that the relationship of subordinates with the management of the centers is generally positive. The highest average score on this criterion acquired indicator "We are paying attention to the individual differences of employees" – in Khmelnytskyi (6,6); "Our center is dominated by cooperation and mutual respect" – in Ternopil (6,9) and Ostroh (6,4); "The relationship of employees with management is highly estimated" – in Izmail (7). The lowest assessment of the employees of the centers received the criterion of "We have no complaints about the employees' salary system" - in Rivne (2,6), Severodonetsk (4,3), Sumy (3,7), Ostroh (4,3), Khmelnytskyi (4). It should be noted that this indicator has become the lowest in comparison with all other indicators. We attribute this to the fact that the salary of the majority of employees of social services centers barely reach the minimum subsistence level. In addition, it is worth noting another factor – the objective complexity of the work because of customers with whom employees work. These factors lead to such negative phenomena, as a result of which the employees of the centers suffer from constant stress and burnout syndrome.

Discussion

The diagnose of the level of corporate culture of personnel of social institutions requires defining the categorical apparatus. Let us consider the most common scientific approaches to interpretation of the term "Corporate Culture" (table. 2).

Table 2 - Scientific approaches to defining the term "Corporate Culture"

Definition of the term "Corporate Culture"	Authors
"The system of collectively shared values, beliefs, traditions and norms of behavior of employees, which is expressed in symbolic means of spiritual and material environment of people working in this organization" (Tarasova, 2013)	Tarasova (2013)
The system of basic values and norms of organization that determine the rules of behavior of its staff, business style, rituals, symbols. By its content, corporate culture is "a system of values,	Chaika (2005)

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rules and norms of behavior in a particular organization, it is a system of relationships and communication of people who work in it " (Chaika, 2005).	
The system of material and spiritual values, interacting with each other and reflecting the individuality of the organization, manifested in the behavior, interaction and communication of workers with each other and with the environment (Spivak, 2001).	Spivak (2001)
The company's system of values, rules, relations and norms of behavior, which are known and supported by the members of the team, that is, the service code, which is maintained and according to which all employees of the company operate (Rudkovsky, 2015)	Rudkovskiy (2015)
A conditional system that provides a set of rules and standards (regulations) that determine the interaction and consistency of team members, management, structural units and key factors of the organization's development (Mazur, 2008).	Mazur (2008)
The subsystem of "organizational culture" of the organization, which reflects the set of certain values, norms and behaviors that are declared, shared and implemented in practice by the heads of organizations and their subordinates (staff), proving its effectiveness in the process of adaptation to the needs of internal development of the organization and the requirements of the environment (Semykina, 2013).	Semykina (2013)
One of the organizational subsystems (technological and administrative) that performs the function of adaptation of the organization to the environment and identification of its employees; a set of attitudes, symbols, rituals and myths that serve the interests of the organization and each employee, transferred from mouth to mouth as a life experience (Lipatov, 1997)	Lipatov (1997)
A set of assumptions, beliefs, values and norms that are endorsed by all members of the organization that contribute to its competitiveness (Zhogan & Savchuk, 2009)	Zhogan and Savchuk (2009)
"A set of basic provisions, formed independently, learned or developed by a certain group, as it learns to solve the problems of adaptation to the external environment and internal integration, which proved to be effective enough to be considered valuable, and therefore transferred to new members as the correct way of acceptance, thinking and attitude to specific problems" (Shain, 2001)	Shain (2001)
A specific form of existence of system interdependence, which includes a hierarchy of values that dominate among the employees of the organization, and a set of ways to implement them, prevailing in it at a certain stage of development (Chernyshova & Nemchenko, 2010)	Chernyshova and Nemchenko (2010)

One of the ways to carry out organizational activity through the use of language, folklore, traditions and other means of transmission of basic values, beliefs, ideologies (Morgan, 1986)	Morgan (1986)
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So, as you can see from the data in table. 2, most authors note that corporate culture is a system, some argue that it is a specific form, a set of provisions or means. Having summarized all the above statements, we will consider the *corporate culture of social institutions as a system of collective norms, beliefs, values and traditions of joint activity of employees aimed at achieving the strategic goals of the organization.*

We emphasize that under the methodology of evaluation of corporate culture foreign researchers (Thu, 2014) mean a system of consistent actions aimed at the study of corporate culture to obtain information about the state of formation and identify its advantages and disadvantages.

Conclusions

In the course of the study it was found that despite the difficulties experienced by the employees of the centers (low salaries, inability to obtain adequate funding, difficulties in solving complex problems of domestic, social nature, unwillingness of customers to actively cooperate with the specialists of the centers), in general, the teams of the centers are satisfied with the level of corporate culture (the average level prevails).

On the basis of generalization of research by Rudkovskiy (2015), we came to the conclusion that "Corporate Culture" is essential for the effectiveness and development of social organization. This conclusion follows from several facts. First, it is the corporate culture that determines the organizational affiliation of employees, forms loyalty and dedication to the work and organization. Secondly, it creates a sense of social security and stability, and therefore employees have a perception of their organization as reliable. Thirdly, the established rules of conduct, moral and ethics form a favorable microclimate of the organization, which is especially important for new employees. Fourth, corporate culture forms the responsibility of employees, which is a decisive factor in the performance of tasks. Fifthly, on the basis of corporate culture, it becomes possible to effectively form a team spirit in cases where the task involves collective participation. So, we can summarize: that the study allows us to state that the level of corporate culture by all indicators needs improvement. The mechanisms and practical ways to improve the level of corporate culture will be the focus of our further research.

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