

IŠŠŪKIAI VADYBOS MOKSLE IR STUDIJOSE

Tezių ir straipsnių rinkinys

Nr. 4

Klaipėdos universiteto
Socialinių ir humanitarinių mokslų fakultetas

Iššūkiai vadybos moksle ir studijose

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FORMATION OF CORPORATE CULTURE IN TOURISM ENTERPRISES

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Relevance. Current trends in the tourism industry require innovative approaches to doing business and a focus on improving the quality of tourism services. The dynamic business environment requires a quick response and the ability of tourism enterprises to adapt to changes. One of the effective factors of an innovative approach to management in tourism enterprises is the formation and development of corporate culture.

In the modern concept of managing a tourism enterprise, corporate culture is an effective tool for effective management that contributes to achieving positive performance results by aligning the interests of management and staff. The corporate culture formed by the company allows involving employees in the management process, reveal their personality, apply an individual and creative approach, promotes a qualitative change in the minds and behavior of people, changes the nature of interaction between managers and staff of enterprises and the formation of organizational values and norms.

The image of a tourism enterprise, its individuality, efficiency and competitiveness depend on the level of corporate culture. Therefore, the study of the peculiarities of the formation and management of corporate culture in modern conditions is becoming relevant and requires further research.

Research problem. The process of forming the corporate culture of a tourism enterprise as an effective management tool and strategic resource aimed at ensuring the realization of the enterprise's mission and improving the quality of services and tourist services.

The aim of the study is to substantiate the peculiarities of corporate culture formation in tourism enterprises in the context of modern challenges.

Research methodology. The study used dialectical and abstract logical methods, methods of systematic approach, observation, analysis, synthesis, induction, deduction, etc.

Results. Corporate culture belongs to the class of phenomena that have a multifaceted interpretation. In particular, the American psychologist E. Shane (1978) characterizes corporate culture as a set of basic principles that a certain group of people independently forms, assimilates and develops to adapt to the external environment and internal integration. These principles are effective and valuable and are passed on to new group members so that they learn the right way of perceiving, thinking and treating specific problems.

A. Zerkal (2022) notes that corporate culture is the rules and norms of behavior based on material and spiritual values, ethical, cultural and social needs of employees to achieve the company's goals.

According to A. Voronkova et al. (2008), corporate culture is a specific background of an organization's activities, especially expressed during dynamic changes in the structure or nature of activities, which contributes to the strengthening of the performance vector. This impact depends on the degree of control over the organization's conscious values.

According to I. Kozlova (2023), corporate culture is a system of values, beliefs, norms of behavior and rules of communication that must be followed to effectively solve tasks through coordinated actions and interaction between all team members.

It is important to note that the above definitions are largely alternative and mainly constitute a list of elements that contribute to the development of an enterprise at the personnel level.

Corporate culture is an effective management tool and a strategic resource that ensures the realization of the company's mission. It shapes values, contributes to a positive team environment, employee adaptation and enhances their economic and social initiative. In addition, corporate culture facilitates the culture of relationships in the workplace and motivates employees to achieve maximum productivity. By determining the attitude of employees to their professional duties, it helps to improve internal communication processes, ensures employee loyalty and helps to maintain team spirit in the team, which significantly affects the final results of activities.

The main values of corporate culture are people and information. Formation of the corporate culture of an enterprise is a process of modeling and regulating the behavioral characteristics of employees based on the values formed at the enterprise. Khadar (2018) notes that the organization's support of its responsibilities to the employee and

involvement in decision-making play an important role in reflecting the level of employee satisfaction with the organization and their mutual obligations.

The development of the tourism industry in recent years has largely been influenced by external and internal destructive factors that generate relevant risks and threats. Under their influence, the tourism industry must constantly adapt to new challenges, find and improve appropriate protective mechanisms that will help ensure its integrity and sustainability both at the national level and at the level of individual tourism entities (Chvertko & Kyrlyuk, 2021).

To be effective, a company's management needs to focus on changing management and organization methods, providing information support, taking into account the peculiarities and elements of the national business culture, increasing staff motivation, and ensuring social protection based on the principles of corporate activity (Fig. 1).

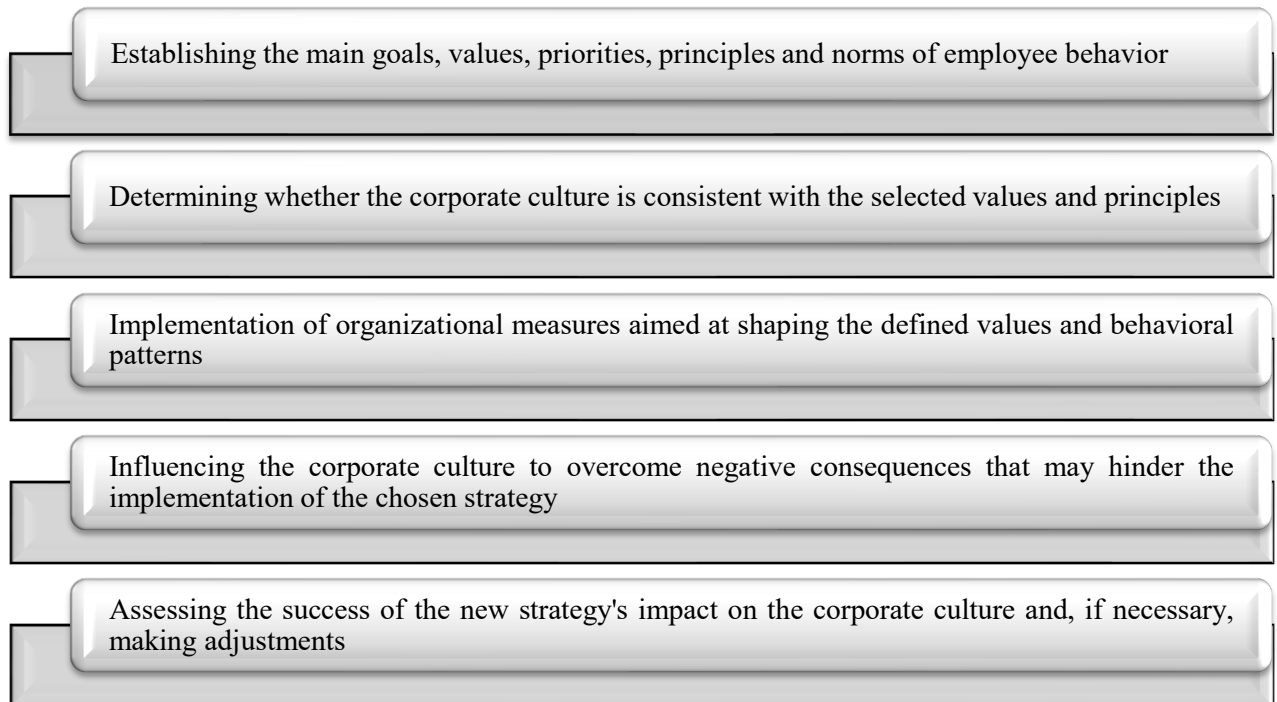


Fig. 1. Areas of effective corporate culture development

The restrictions caused by the spread of the Covid-19 pandemic and Russia's full-scale invasion of Ukraine have caused an unprecedented crisis in the domestic tourism industry. This situation requires tourism business entities to develop a management strategy and management aimed at improving the quality of services and tourist services. Given that the behavior of consumers of travel services has changed with the development of digital technologies, travel companies should be guided by these trends. Access to the Internet has significantly affected the way people interact and traditional means of communication. The strategic activities of tourism industry entities should be aimed at instantly meeting the requirements of service consumers, forming and selling competitive services by diversifying and expanding their sales areas.

Overcoming the current negative trends in tourism, which have been shaped by restrictions resulting from the spread of the COVID-19 pandemic and russia's full-scale armed attack on Ukraine, requires adapting the corporate culture of tourism companies to the new realities. For tourists and employees of the tourism industry, such values as safety, support and the possibility of constant communication have become a priority. An important factor in the successful operation of tourism enterprises is the social and psychological climate in the team. Therefore, many companies' managers are implementing practices to provide psychological support to employees. In particular, leading Ukrainian companies provide employees with access to professional psychological assistance («Open Doors», «Rozkazhy meni» abo «UkrIednist» or «UkrIednist») (Kozlova, 2023).

Depending on the nature of the impact on the company's bottom line, strong and weak corporate culture are distinguished.

Strong corporate culture	Weak corporate culture
<ul style="list-style-type: none"> •strong corporate philosophy and a clearly defined mission •proper recruitment and placement of personnel, their training, professionalism and responsibility for the quality of work •employees' perception of themselves as a subject whose professional activity affects the overall performance of the enterprise •effective use of working time, conscientious attitude to their work duties •a leader who is trusted by others •personal responsibility for the overall result of the company's joint activities •special attention is paid to customers and service •all employees have a sense of involvement in the company's affairs, a desire to support its success and authority through their work •promotion based on ability •the presence of team-supported ceremonies, rituals, and customs •general emotional uplift regarding work and the future, a sense of satisfaction and belonging, open communication 	<ul style="list-style-type: none"> •formal approach to the performance of duties •lack of interest of employees in the results of their work, apathy, indifference, depersonalization of problems, conservatism •"mental" staff turnover, i.e. employees are physically present, but intellectually and emotionally "absent", perform only the most necessary tasks, and work poorly •low level of personal responsibility •high staff turnover •confrontation between separate groups in the team, isolationism •lack of team spirit and a sense of belonging to the company •distrust of managers at all levels •interpersonal problems, conflicts in the team, antipathy •the presence of rumors and gossip

Fig. 2. Signs of strong and weak corporate culture
Source: compiled by the authors based on (Miloshevych, 2017)

For the successful development of a tourism company in a crisis, it is important that the management system is focused on building a strong corporate culture that reflects its values and strategic priorities. The formation of a strong corporate culture will provide the company with a number of advantages, including: attracting and retaining highly qualified specialists, creating a positive image among customers and partners, ensuring the sustainability of management practices and internal processes, reducing unproductive time, reducing conflict, improving business relations; increasing the economic efficiency of the business.

Conclusions. In times of crisis, the formation of corporate culture to ensure the effective operation of tourism enterprises is a particularly important and integral component of the mechanism of strategic management of tourism enterprise activities. The corporate culture of a tourism enterprise is an internal resource that allows tourism enterprises to form a safe operating environment and obtain the necessary flexibility to ensure their resilience to external and internal threats.

The main directions of forming an effective corporate culture are: setting goals, values, priorities, principles and norms of employee behavior; determining the compliance of corporate culture with the selected values and principles; implementation of organizational measures aimed at forming certain values and patterns of behavior, etc.

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