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**THE INFLUENCE OF ORGANIZATIONAL  
CULTURE ON HR MANAGEMENT  
ВЛИЯНИЕ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ  
НА УПРАВЛЕНИЕ ПЕРСОНАЛОМ**

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*Abstract. The article is devoted to the study of the influence of organizational culture on HR processes in the organization. It has been established that effective organizational culture contributes to the growth of economic and social efficiency of HR management, the development of optimal management methods and personnel policy, the improvement of social and labor relations and the achievement of the effectiveness of the organization as a whole; organizational culture has a direct impact on individual areas of personnel policy: recruitment, selection, promotion, motivation, personnel assessment; organizational culture, effectively reflected in personnel policy, helps to reduce transaction costs.*

*Аннотация. Статья посвящена исследованию влияния организационной культуры на кадровые процессы в организации. Установлено, что*

*эффективная организационная культура способствует росту экономической и социальной эффективности управления персоналом, разработке оптимальных методов управления и кадровой политики, совершенствованию социально-трудовых отношений и достижению эффективности деятельности организации в целом; организационная культура оказывает непосредственное влияние на отдельные направления кадровой политики: подбор, отбор, продвижение по службе, мотивацию, оценку персонала; организационная культура, эффективно отраженная в кадровой политике, способствует снижению транзакционных издержек.*

Organizational culture today is the most important factor that affects the potential of competitiveness and development of the company. The accepted norms, principles and approaches to the development and decision-making should clearly define the organizational behavior of each employee of the company, so they can either increase the efficiency of the company's work process, or, conversely, reduce the effectiveness of the organization as a whole.

The influence of organizational culture on HR management is considered in three main aspects.

Firstly, organizational culture is a tool for attracting highly qualified personnel to the organization. At the recruitment stage, the applicant, when deciding on the choice of an employer, assesses how the goals, traditions of the organization, its values coincide with his own life principles and attitudes. If there is a coincidence in most parameters, then the choice is positive. If, in the future, the values and norms of behavior indicated during hiring are supported by measures to maintain them, the commitment and loyalty of the organization's personnel are formed.

Secondly, organizational culture is an effective tool for shaping the attitude of the organization's personnel to high quality in work and high labor productivity. The creation of such an organizational culture that contributes to the increase of staff dedication, ensures its efficiency and competitiveness is one of the most important strategic tasks of the organization's management and personnel service.

Actions that do not correspond to the values and goals of the organization's employees will meet resistance from the staff. Actions that correspond to the values of employees will be accepted by the staff more readily.

Thirdly, organizational culture acts as a tool for the formation of employee commitment to the organization. If the organizational culture is based on respect for employees, guarantees of decent earnings, encouragement of personal achievements, systematic professional development of staff, then this approach strengthens staff loyalty, which, in turn, directly affects the reduction of staff turnover [1].

Organizational culture is an adaptive tool, therefore it is subject to constant change and development. Changing the organizational culture is an objective

requirement in a rapidly changing external and internal environment of the organization. At the same time, the result of the rapid rejection of the existing culture is the emergence of a cultural vacuum, which is characteristic of any process of cultural destruction.

Often experiments with the deliberate destruction of the existing culture in the organization (usually practiced by newly arrived leaders) lead to the fact that it passes into the sphere of informal contacts that are not controlled by the leadership. Then the negative effects of its functioning are further enhanced, acquiring the property of high unpredictability.

In this regard, the most appropriate way to transform organizational culture is its gradual, step-by-step change, which has an evolutionary character. Recently, many organizations have been changing their organizational culture by supplementing and modernizing it in accordance with changes in the external and internal environment.

In relation to the culture used in the organization, the question of its effectiveness rightly arises. An effective organizational culture contributes to the formation of conditions for the smooth functioning, development and improvement of the competitiveness of the organization in order to increase its manageability, innovation and stability in modern conditions.

An effective organizational culture contributes to the growth of the economic and social efficiency of personnel management, the development of optimal management methods and personnel policy, the improvement of social and labor relations and the achievement of the effectiveness of the organization as a whole.

Traditional indicators of economic efficiency are the financial results of the organization's activities, expressed in profit growth, increased productivity of employees, reduction of transaction costs, etc.

Organizational culture, which has been effectively reflected in the personnel policy, helps to reduce transaction costs in the following areas:

- reduction of recruitment costs due to the fact that the organizational culture serves as an additional filter and an effective criterion for the selection of candidates;
- formation of the organization's reputation while reducing marketing and advertising costs, since the labor collective itself transmits the positive image of the organization to the external environment;
- strengthening team cohesion through the formation of trusting relationships, the provision of formal and informal mutual assistance, etc.;
- reduction of transaction costs associated with interaction with counterparties and losses from leakage of confidential information of the organization [2].

Social efficiency includes the entire spectrum of staff satisfaction with work in this organization, the presence of a well-developed motivational policy, the absence of staff turnover, a favorable socio-psychological climate in the team, strengthening group cohesion, loyalty and commitment of employees to the

goals of the organization. At the macro level, the social effectiveness of the organization's work is manifested in reducing social tension in society, reducing unemployment, creating conditions for the development of human potential, the development of the social protection system, social security and insurance, as well as pension provision for employees.

The mechanisms of the influence of organizational culture on the organization's activities consist in the fact that employees predict the development of the situation and, in accordance with this forecast, evaluate and build models of their behavior. By implementing these models, the organization's staff reinforces certain trends and thus creates situations adequate to them. At the same time, the content of organizational culture for most employees is determined by the degree of personal significance of professional and labor activity.

Organizational culture has a direct impact on certain areas of personnel policy.

Thus, during the selection of personnel in the organization, special attention has recently been paid not only to the professional suitability of the candidate, his knowledge and experience, but also to the correspondence of his personal characteristics to the type of culture of the organization. The selection of employees is based on three criteria: compliance of the applicant with the nature of the organizational culture (understanding and acceptance of the mission, goals and values of the organization, attitude to colleagues, directly to work, motives for work, adoption of the management style of the organization); basic professional competencies, as well as personal qualities and abilities. The definition of the competencies necessary for this position is a universal mechanism for selecting personnel in accordance with the organizational culture and serves to strengthen it [3].

When promoting within an organization, the features of staff career growth depend on the basic parameters embedded in the organizational culture: the practice of selecting candidates for vacancies from among their own employees, "growing" their staff or recruiting from external sources; promotion criteria, the possibility of "jumping" through the steps of the career ladder, etc. The personnel strategy and policy of the organization allow you to study dynamic aspects of the employee's entry into the organizational culture, to assess the long-term prospects of his work in the organization.

The implementation of the motivational component of the personnel policy assumes that the productivity of personnel increases by increasing the personal interest of the employee in the results of his work. If an employee works inefficiently, then this indicates an assessment of his own work behavior as optimal for existing labor relations. The task of the organization's management in this case is to orient the employee's efforts to serve the goals and mission of the organization, i.e. to use appropriate methods and methods of motivation. Organizational culture contributes to the versatile disclosure of the employee's

abilities in case of his successful socialization into this culture. The parameters of the adopted organizational culture will serve as the main formative and developing factor for the personnel of this organization.

During evaluation and certification, the staff is most often evaluated according to two criteria: production efficiency and personal qualities of the employee. As personal qualities, the characteristics of an employee are considered, the set of which varies depending on the specifics of the organization's activities, specific positions and features of organizational culture. In this regard, two areas of evaluation are practiced: labor evaluation and personnel evaluation. The effectiveness of applying different approaches to evaluation varies in different types of organizational cultures. This is explained by different criteria, parameters and requirements imposed on employees, their personal qualities, competencies and performance results. Personnel evaluation systems are associated with values that are consciously or subconsciously involved in management systems. The purpose of personnel certification and evaluation is to determine the effectiveness, quality of work and increase the efficiency of using the labor potential of the organization in accordance with the requirements of its organizational culture [4].

In organizations with a well-thought-out and structured organizational culture, with any personnel evaluation systems, it is always necessary to go to the criteria of this culture. Professional and personal qualities and abilities of employees strengthen or weaken a particular type of culture.

The development of communications within the framework of intra-company communication, as a direction of personnel policy, depends on the internal motives and values of employees, therefore, communications are not only a process of information exchange, but also an exchange of behavioral models that characterize belonging to a certain organizational culture. External communications help the organization adapt to changes in the external environment, and internal communications serve as an important conductor of organizational culture through formal channels of information dissemination and through informal communication between employees. Effective communication is a prerequisite for an organization to achieve its goals. While developing its culture, the organization should integrate organic communications into it, contributing to the strengthening of its culture. The main issues that the organization needs to solve are which communications are priority: internal or external, ascending or descending, verbal or non-verbal, as well as to determine the degree of openness and accessibility of information for employees.

In modern conditions, the level of competitiveness of an organization increasingly depends on the degree of its superiority in the field of practical management, including effective personnel management. Practice shows that organizational culture is considered as an effective tool for making effective management decisions and, in particular, as a tool of personnel policy. The result

of a weak personnel policy, an ineffective staff motivation system, insufficient awareness, lack of an in-house training system and career opportunities for employees, heterogeneity of the organizational culture of the organization, as well as the consequence of attracting employees who do not conform to its culture to vacant positions, may be a violation of personnel safety standards, manifested in various forms of employee resistance to norms, values and requirements organizations. An effective organizational culture contributes to the formation of employee behavior that meets the goals of the organization, creates a favorable socio-psychological climate and social comfort. It is a powerful strategic tool that allows you to orient all structural divisions of the organization and its individual employees to common goals.

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### **TYPES OF ANALYTICS: HOW TO APPLY THEM IN A BUSINESS ВИДЫ АНАЛИТИКИ: КАК ИХ ПРИМЕНЯТЬ В ЛЮБОМ БИЗНЕСЕ**

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