

**CORPORATE CULTURE AS AN EFFECTIVE TOOL OF SUSTAINABLE  
DEVELOPMENT OF THE ORGANIZATION**

**КОРПОРАТИВТІК МӘДЕНИЕТ ҰЙЫМНЫҢ ТҰРАҚТЫ ДАМУЫНЫҢ  
ТИІМДІ ҚҰРАЛЫ РЕТІНДЕ**

**КОРПОРАТИВНАЯ КУЛЬТУРА КАК ЭФФЕКТИВНЫЙ ИНСТРУМЕНТ  
УСТОЙЧИВОГО РАЗВИТИЯ ОРГАНИЗАЦИИ**

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**Abstract:** A corporate culture reflecting the organization image and that facilitates the establishment of mutual understanding between it and the environment, distinguishing one economic entity from another and predetermining their successful functioning has been explored. It was revealed that corporate culture allows to provide high profit of the enterprise through the improvement of management. Domestic business faces the need to use effective corporate organization management. Its principles and factors, depending on corporate culture, are based on the company's strategy and structure. Livestock facilities, greenhouses, enterprises for processing agricultural products, irrigation facilities, which need power supply, are being intensively built in Kazakhstan. In this regard, the reliability of power supply in rural areas is an important component of the country's industrial potential. KEGOC JSC together with regional electric grid companies will develop the appropriate infrastructure for agricultural sector and as the system operator of the PES of Kazakhstan is aimed at increasing the efficiency of its activities and a high final result. In JSC "KEGOC" successful management of the enterprise is connected with the implementation of the principles of corporate culture.

**Аңдатпа:** Бір шаруашылық субъектіні екіншісінен ерекшелендіріп, олардың жұмыс істеуі мен нарықта қалуын алдын-ала белгілейтін, қоршаған орта арасындағы өзара түсінушілікті қалыптастыруға ықпал ететін ұйымның имиджін көрсететін корпоративтік мәдениет қарастырылған. Корпоративтік мәдениет басқаруды жетілдіру арқылы кәсіпорынның жоғары пайдасын қамтамасыз етуге мүмкіндік беретіндігі анықталды. Отандық бизнес корпоративтік ұйымдарды тиімді басқару қажеттілігімен қақтығысады. Кампанияның стратегиясына және құрылымына негізделетін корпоративтік мәдениетке байланысты оның қағидаттары мен факторлары қарастырылған. Қазақстанда мал шаруашылығы кешендері, жылыжай фермалары, ауылшаруашылық өнімдерін қайта өңдейтін кәсіпорындар, электр қуатымен қамтамасыз етілетін суару қондырғылары қарқынды салынуда. Осыған байланысты ауылдық жерлерде электрмен жабдықтау сенімділігі - еліміздің өндірістік әлеуетінің маңызды құрамдас бөлігі болып табылады. «KEGOC» АҚ өңірлік электр желілік компаниялармен бірлесіп аграрлық сектор үшін тиісті инфрақұрылымды дамытады және Қазақстанның БЭЖ жүйелік операторы өз қызметінің тиімділігін арттыруға және жоғары түпкілікті нәтижеге бағытталған. «KEGOC» АҚ кәсіпорынын табысты басқару корпоративтік мәдениет қағидаларын жүзеге асырумен байланысты болып отыр.

**Аннотация:** Рассмотрена корпоративная культура, отражающая имидж организации и способствующая установлению взаимопонимания между ней и окружением, отличающая один хозяйствующий субъект от другого и предопределяющая успех их функционирования. Выявлено, что корпоративная культура позволяет обеспечить высокую прибыль предприятия

Corporate culture includes a number of components: an idea of the mission (purpose) of the organization, its role in society, the main goals and objectives of the activity; values (concepts of permissible and unacceptable), through the prism of which all actions of employees are evaluated; models of behavior (response options) in various situations (both ordinary and non-standard); style management of the organization (delegation of authority, the adoption of important decisions, feedback, etc.). The existing communication system (exchange of information and interaction between structural subdivisions of the organization and with the outside world, accepted forms of circulation "boss-subordinate" and "subordinate-boss") is of no small importance in the organization; norms of business communication between members of the collective and with clients (other institutions, representa-

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tives of the authorities, the media, the general public, etc.); ways to resolve conflicts (internal and external); accepted in the organization of traditions and customs (for example, congratulation of employees on their birthday, joint trips to nature, etc.); Symbols of the organization (slogan, logo, style of clothes of employees, etc.).

At the same time, these components should be accepted and supported by all members of the collective (or the overwhelming majority).

Some managers view corporate culture as a powerful strategic tool that allows to orient all departments of the organization and individuals to common goals, mobilize the initiative of employees, provide loyalty and facilitate communication [2].

The formation of a corporate culture should be carried out purposefully and consistently. Domestic business is aware of this.

Depending on the nature of the impact on the final results of the organization's activities, positive and negative corporate cultures are singled out. Negative corporate culture, on the contrary, hinders the normal functioning of the organization and the fulfillment of its mission.

Distinctive features of negative corporate culture: apathy and disinterest of employees in the results of their work; lowering the level of personal responsibility; a formal approach to the performance of official duties; high turnover of staff, isolationism (both between structural units and the outside world); presence of rumors and rumors around the organization, undermining its credibility and reputation among potential consumers, partners, the general public [3].

The division into positive and negative cultures occurs according to several criteria, presented below (table1).

Table 1- Positive and negative corporate cultures

Positive corporate culture	Negative corporate culture
democratic	authoritarian
stable	unstable
integrated	disintegrated
person-oriented	functionally oriented

It should be noted that each of the above-mentioned corporate cultures has its advantages and disadvantages. So, there are situations when the cultivation of a democratic person-oriented corporate culture can lead to serious problems (in particular, during critical and critical moments for the organization, when more rigid leadership and strict control is required). Therefore, one of the key conditions for the successful operation of the organization is the flexibility of all elements of management, including corporate culture, the ability to react promptly and adequately to the changes occurring (both in the external and internal environment), the optimal combination (combination) of different styles leadership with the predominance of one, the most appropriate emerging situation.

In highly organized institutions during periods of stable development, the most preferable is a democratic, integrated, personally oriented corporate culture [4].

According to the author, a positive corporate culture should contribute to improving the efficiency of work, optimizing all production processes, the continuous development of the organization and its personnel, the creation of comfortable conditions and a friendly atmos-

phere in the team, increasing the public significance and status of the organization in the relevant field of activity [5].

**Results and discussion.** Joint Stock Company Kazakhstan Electricity Grid Operating Company KEGOC is a company established in Kazakhstan, providing services for the transmission of electric power, technical dispatching of supply to the grid and electricity consumption and services for organizing the balancing of electricity production and consumption in Kazakhstan.

At present, KEGOC JSC has 78 electrical substations with voltage 35-1150 kV with the total installed capacity of 36,660.05 MVA transformers and 35-1150 kV power transmission lines with a total length of 25,596.58 km. In general, the territory of Kazakhstan is adequately covered by the electric power infrastructure, but taking into account the annual development of various sectors of the country's economy, in particular the industrial-industrial and agrarian sector, the company will constantly develop the power grid infrastructure.

In recent years, livestock complexes and hothouse farms, various enterprises for processing agricultural products and water-

irrigation facilities are being built on the territory of Kazakhstan, the implementation of which is impossible without adequate power supply. Therefore, the availability and reliability of electricity in rural areas is also a particularly urgent task today, along with the development of the industrial potential of the country. Proceeding from this, KEGOC JSC together with regional electric grid companies will develop the electric grid infrastructure, including taking into account the development of the agricultural sector in the regions. In this connection, JSC KEGOC, as a system operator of the UPS of Kazakhstan, is aimed at a continuous increase in the efficiency of its activities, which is impossible without a well-coordinated team of like-minded professionals aimed at results and quality management.

Successful management of an organization depends on a corporate culture based on firmly entrenched and widely shared principles, which are appropriately established by strategy and organizational structure. When an organization has a strong culture, employees know how top management wants them to react to a situation, and employees also consider the management's expected response the right one, and they know that they will be rewarded with a commitment to the values of the organization [6].

Culture basically determines the proper way of behavior in the organization. Corporate culture consists of general principles and values, cultivated by management and then disseminated, and fixed by various methods, ultimately forming the employee's perception, behavior and understanding. Corporate culture establishes co-factors for everything that an enterprise does. Since industries and situations vary considerably, there is no "single" template of corporate culture that would satisfy the needs of all organizations.

The Code of Business Ethics establishes the general values, principles and rules of conduct of employees of this company, in order to create ethical, conscientious behavior of employees and the company as a whole, in relations with employees, business partners, the state and society, developed on the basis of moral and ethical values, missions and the company's policies, its goals and objectives.

The principles of civilized business conduct are the basis of the company's activity and are built on mutual respect, honesty, objectivity and compliance with the requirements of the current legislation. Each employee of the company not only makes a significant contribution to the development of the company, but is its person and guarantor of reputation

from business partners, the state and society. Maintaining and developing a corporate culture, an atmosphere of trust, respect, decency and rejection of any manifestation of unethical behavior, identifying and preventing potential risks and solving ethical problems is one of the company's priorities [7].

The high professionalism of the Company's employees is the key to its successful operation. That is why the company creates all the necessary conditions for comfortable work and realization of the potential of each of us, strives to ensure that all employees are distinguished by adherence to its interests, high professionalism, conscientiousness, desire and ability to work in a team, aspiration for development and professional growth.

Interaction in the company is based on mutual respect and tolerance towards each other, regardless of the position held.

The company supports the exchange of experience and information with colleagues, rendering assistance to each other in achieving the best result, rational use of their own working time and time of their colleagues.

The company does not allow any form of neglect or insult to one another, discrimination, persecution on the basis of national, sexual, age, cultural or other grounds. In the event of a conflict, staff should arrange for its resolution through open negotiations.

Employees of the Company are its main and most valuable resource. The company strives to create an atmosphere that promotes the disclosure of the best professional and human qualities of employees. At the same time, the company expects employees to follow the rules and objectives, adherence to the values of the Company. The company values individuals who are capable of achieving greater goals, despite possible difficulties or temporary inconveniences.

The company creates conditions for the professional development of employees, for the exchange and dissemination of best practices, knowledge, ideas, projects and developments. The subsequent dynamic development of KEGOC, the achievement of significant production and financial successes, allowed the company to provide material assistance, compensation payments, medical insurance (health insurance) for the employees, assistance in resolving housing issues, which are appropriately established by internal documents.

Since July 2012, the Company has been carrying out a comprehensive work to introduce a dual system of training production personnel at the enterprise. To improve the level

of professional knowledge, skills and skills of young personnel of production personnel, assist in their professional development, retain the competencies of experienced employees of production personnel, adapt to the corporate culture, assimilate traditions and rules of conduct, KEGOC has introduced and operates a mentoring system. The Company expects from the employee to perform conscientiously the duties, goals and tasks set, compliance and implementation of the company's policies, regulations, regulations, instructions and other internal regulations. In solving controversial and complex situations, employees are guided by procedures and standards of behavior, as well as logic, common sense, and the highest ethical principles.

Corporate culture is inextricably linked with the motivation of the staff, as its proper formation influences the favorable atmosphere within the company itself, as well as maintaining a comfortable business environment in the office. According to statistics, up to 85% of the motivation of each employee depends on the stability of the company, the place that a person occupies in the organization, what opportunities for career growth, whether a person values colleagues and leadership. The main goal of creating a corporate culture is to form a strong team, where each employee is happy to do a common cause.

Corporate culture is formed on the basis of the mission of the enterprise, the company's philosophy, development plans, management styles of the enterprise, the motivation and incentive system of the collective, the system of punishments and incentives. Not always the motivation of employees should be purely material, but it should be taken into account: if, mission, goals and image, as well as corporate values are directly related to stimu-

lating non-material motivation. That is, people can be just pleasant to work in a company, because it is stable, there is a comfortable office, etc.

**Conclusions.** The difficulty in forming a corporate culture lies in the fact that this system can not be managed directly, since it includes values, traditions and unwritten rules, that is, informal moments. Therefore, in order to streamline these elements, it is necessary to clearly define the mission of the company, the basic values, and bring it all to each employee.

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