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Valentyna Chychun, Candidate of Economic Sciences,
Associate Professor,
https://orcid.org/0000-0001-8691-8338
Halyna Polianko, Senior Lecturer,
https://orcid.org/ 0000-0002-6556-681X
Nataliya Maksymiuk, Candidate of Phylological Sciences,
https://orcid.org/ 0000-0002-3970-2016
Chernivtsi Institute of Trade and Economics of SUTE, Chernivtsi

THEORETICAL FUNDAMENTALS OF THE CONCEPT OF CORPORATE CULTURAL CULTURE AS A FACTOR OF CONFLICT PREVENTION AT THE ENTERPRISE

Summary

Topicality. Conflicts can arise within enterprises, regardless of the type of activity, forms of ownership and location for various reasons quite often. Their negative impact on the enterprise can appear through a decrease in its efficiency and the orientation of efforts to overcome

conflicts, which slows down the development of the enterprise. Therefore, there is a need to find ways to improve corporate culture as one of the conflict prevention factors in the enterprise.

The aim of the research. The purpose of the article is finding out the ways of improving the corporate culture of the team and reducing the risk of conflict in the enterprise. It is important to determine the nature and causes of conflicts in enterprises to understand the nature of their origin. It is also important to identify the lack of corporate culture with the causes of conflicts. On the basis of the received data to reveal ways of increase of corporate culture.

Methodology. To determine the essence of the concept of "conflict" and for identifying the causes of conflicts in enterprises the method of analysis was used. The deductive method was used to determine the relationship between the lack of corporate culture and the causes of conflicts, which made it possible to suggest possible measures to eliminate them.

Results. The research identified the following causes of conflict: irrational allocation of the resources and significant workload on employees; distortion of information and its subjective perception: incomplete information or inaccurate facts lead to rumors, which in turn leads to misperception of the situation, and then to the conflicts; insufficient cohesion of the workforce, incompatibility of employees; low wages; inaccurate description by the head of his subordinate of official duties or burdening with additional, not included in the list of the official duties on a gratuitous basis; imposing views, advice and recommendations on a person when he does not need them; discrepancy between the company's goals and the values and goals of employees; the emergence of contradictions and differences in goals and values. It was found out that various material values, colloquial expressions, behavior and uncontrolled emotions can cause conflicts in the enterprise. Therefore, in order to increase the corporate culture, it is necessary to hold meetings and acquaint employees with the goals of the enterprise, the culture of behavior, motivate employees, raise the corporate spirit; to form awareness of seriousness and unwillingness to pay due attention to this work; take personal participation in the process of working to change the corporate culture; be aware of the need to share the values of the team, the company as a whole; show the willingness of the team to build strategic goals of the company; to design a new culture with diagnostics of the existing one.

Practical meaning. The results of this research can be used by enterprises where there are frequent conflicts or to prevent them. It can also be used by managers to enhance corporate culture.

Prospects for further research. Further study requires resolving conflicts that arise on religious and political grounds.

Keywords: culture, corporate culture, conflict, manifestation of corporate culture.
Number of sources – 9, number of drawing –1.

Formulation of the problem. Conflicts within the enterprise are quite common phenomena that occur for different reasons, have different nature of origin and duration, but the result is the same - a negative impact on the enterprise, reducing its efficiency and as the result focusing on overcoming conflicts rather than finding ways enterprise development. Therefore, there are various ways and tools to reduce the risk of conflict, one of which, in our opinion, is to increase corporate culture as a factor in preventing conflicts in the enterprise. We will try to reveal it in this article.

Analysis of recent research and publications. Scientists have devoted many publications that have described the nature, causes and ways to enhance

corporate culture as one of the important factors in reducing conflict. The essence and causes of conflicts were described by: Kuzmin S.A. [9], Skulish E.D. [9], Okhremenko O.R. [9], Petrinko V.S. [14], Svidruk I.I. [15], Mironov Yu.B. [15].

Considerable attention to the study of corporate culture of the enterprise in modern economic conditions was paid by: Chichun V.A. [15], Otenko O.P. [10], Chepelyuk M. [10], Gromko L. [4], Oliynyk T.I. [11], Kryvytska N.V. [11] described the mechanism, features of the formation of corporate culture.

In the scientific work Apostolyuk O. [1], Palekha YI [12], Dyachenko TO [5], Zelich VV [6] They described the directions and ways to improve the corporate culture of the enterprise in their research.

Formulation of the goals of the article. The purpose of the article is to identify ways to improve the corporate culture of the team in order to reduce the risk of conflict in the enterprise, but this should accomplish a number of tasks:

- to determine the essence, causes of conflicts in enterprises;

- identify the relationship between the lack of corporate culture and the causes of conflicts;

- suggest ways to improve corporate culture to reduce conflicts in the enterprise.

Presenting main material. There is always a risk of conflicts between participants who interact at different levels and have different views at the enterprise. Conflicts man arise between the management, managers, specialists and employees. Sometimes conflict situations lead to positive changes - problems that have not been addressed before are resolved, and sometimes can lead to staff reductions, reorganization and reduced productivity. The subject of the conflict may be an objectively existing or imaginary problem that is the cause of a conflict and conflict of interest, where each party is interested in resolving this problem in their favor.

There is a significant number of definitions of the concept of conflict. Regarding conflicts at the enterprise, the most successfully described by scientists, using different approaches, according to the motivational approach Svydruk I.I. [14], Mironov Yu.B. [14]. The conflict is described as a conscious incompatibility of individual intentions and interests of the opposing parties. A great role is given to subjective, motivational factors in the development of conflict interaction. The second approach to the definition of conflict - cognitive, described by K. Levin, his supporters believe the causes of conflict in the incompatibility of cognitive systems and cognitive strategies of the parties that contradict each other, i.e. in the conflict of values, ideas, goals, desires. The main direction in the research of conflicts is the activity approach, based on the stratometric concept of intra-group activity, proposed by Petrinko V.S., he believed that conflict is a form of expression of contradictions that contribute to the development of intra-group activity [13]. The organizational approach considers

conflicts that reflect the rivalry of the parties for the possession of scarce resources, which unfold at the level of senior management in vertical and horizontal sections. Otenko I. and Chepelyuk M. [10] within the framework of this approach proposed a model of organizational conflict, which is based on the relationships established between people in the process of activity. The sociological approach views conflict as a collision of objective and subjective contradictions. The classics of this approach are Petrinko V.S. [13], Kuzmin S.A. [10], Skulish.E.D [10], Ohremenko O.R. [10], Shamara O.V. [10] and others. It should also be noted that new approaches to the study of conflict are emerging today. Among them is the game theory, which involves modeling the conflict, where two players must make the best decision, guided by information about each other.

Svidruk I.I. and Mironov Yu.B. have a slightly different approach to defining conflict, they point out that it may be a problem of power, possession of certain values, the problem of primacy or compatibility [14]. The object of conflict can be any element of the surrounding material world and social sphere, which can serve as a subject of personal, group, public or state interests. In order to become an object of conflict, this element must arise at the intersection of the interests of different social actors who seek sole control over it.

All the above approaches give grounds to believe that conflict is a contradiction that arises at the intersection of interests, values, desires and ideas of business entities, because "conflictus" translated from Latin means "collision". The question "why" is solved by different authors completely differently and depends first of all on the general methodological orientation of the researcher. Therefore, in our opinion, a conflict is a conflict of interest, which arose as a result of conflicts of values, interests, different views and observations in connection with the interaction of certain individuals in certain circumstances, due to incompatibility of individual intentions of opposing parties. Conflict develops from a situation that has arisen due to contradictions. A conflict situation is a combination of human interests that creates the basis for a real confrontation between certain social actors. The main feature of a conflict situation is the emergence of the subject of the conflict, but there may be a temporary lack of open active struggle. That is, in the development of the conflict, the conflict situation always precedes the conflict, and is its basis.

The researchers believe that the causes of conflicts in the team may be the following aspects:

1. Information. Information that one party considers acceptable, the other defines as unsatisfactory. This situation may arise, for example, when the information provided to employees by managers is incomplete or untimely. This factor contributes to greater interest of employees in the process of enterprise activity, increasing their initiative.

2. Structure. Conflicts may be related to the age and gender structure of the company's staff, unequal access to certain resources. The result is a further redistribution of these resources, the generation of new ideas due to the intensification of the communication process between different groups of employees.

3. Values. Principles, values, traditions of employees may differ, which leads to misunderstandings, which escalate into conflict. This gives impetus to the creation of the basic foundations of corporate culture.

4. Relationships. Involuntary relationships are a potential cause of conflict. Other components are people's expectations, their interest in establishing friendly relations. This problem encourages the implementation of the principles of team building in the organization.

5. Behavior. This factor is based on the choice of tactics of human behavior in the event of conflict, namely avoidance, adaptation, competition, compromise or cooperation [14, p. 173]. The choice is often unconscious and can reveal and realize the hidden potential of employees.

In our opinion, another of the most important causes of conflicts that have the greatest relationship with corporate culture are:

- discrepancy between the company's goals and the values and goals of employees;

- imposing views, advice and recommendations on a person when he does not need them;

- irrational allocation of resources and significant workload on employees;

- distortion of information, its subjective perception: incomplete information or inaccurate facts lead to rumors, which in turn leads to misperception of the situation, and then to conflicts;

- insufficient cohesion of the workforce, incompatibility of employees;

- low wages;

- inaccurate description by the head of his subordinate of official duties or burdening with additional, not included in the list of official duties on a gratuitous basis;

- the emergence of contradictions and differences in goals, values.

The role that culture plays in resolving the above causes of conflict is manifested through values, attitudes toward each other, behavior, views, differences between the company's goals and the values and goals of employees, the emergence of contradictions.

Culture (from the Latin "culture" - cultivation, education, development) is a specific way of organizing and developing human life, which is reflected in the products of material and spiritual labor, in the system of social norms and principles, spiritual values, in the set of people's attitudes to nature, among themselves and to

themselves, says the scientist. [12, p. 86-87]. In many literary sources, under culture describe human activity in its various manifestations, including all forms and methods of human self-expression and self-knowledge, the accumulation of man and society as a whole skills and abilities. Culture can be seen as a manifestation of character, competencies, skills, abilities and knowledge that are manifested in the process of activity, so it can exist in different areas of human activity. The company also has a culture that is present in the team, usually defined as corporate.

Burlakova A. notes that an important factor in the enterprise is rational collectivism, polite attitude to the individual and a positive socio-psychological climate in the enterprise [2, p. 86-89]. Due to this, it is not only important for the team to be united in the implementation of the basic functions of the enterprise, friendly, conflict-free, but also to encourage healthy individualism, provide opportunities for creativity and full disclosure. Without establishing an acceptable limit, a balance between collectivism and individualism, there can be no comfortable environment for employees, successful operation of the enterprise in conditions of rapid change and the need for constant innovation. That is, values, ideas, desires and interests are intertwined, not collide so, that is, what it is the culture in the team.
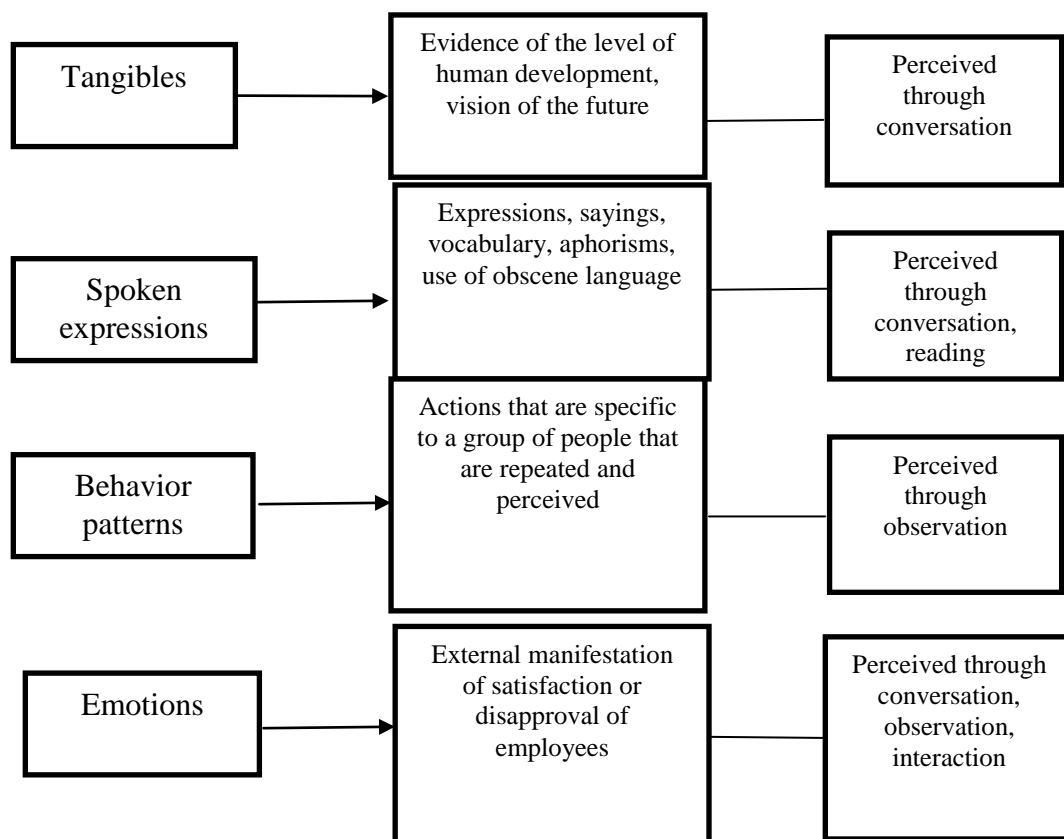
Volyanska-Savchuk L.V., Modina D.V., having studied the history of culture nascence, determined that initially the concept of "organizational culture" was used, but now it is more common to use the concept of "corporate culture" [3, p.305]. At the same time, quite often the culture of the team is considered an important factor in the organization of production, they see the production aesthetics, cleanliness and order. Sometimes the emphasis is on the outer side of culture - traditions, symbols, customs that have developed in the enterprise. That is, in the relations between the members of the team there are commonalities, respect for the traditions, customs and values of others.

Oliynyk T.I., Kryvytska N.V. believe that corporate culture is a system of material and spiritual values, interacting manifestations inherent in this company, reflecting its individuality and perception of themselves and others in the social and material environment, which is manifested in behavior, interaction, self-perception and the environment [11]. In our opinion, corporate culture is a system of material and spiritual relations in the team, which is manifested in behavior, interaction, perception of themselves and the environment and has a positive impact on the organization of production, production aesthetics, cleanliness, therefore reduce the possibility of conflicts. enterprise.

Based on the fact that each company has a corporate culture that influences its activities, defined by the internal environment, namely: corporate culture consists of company values, employee values, rules and regulations that shape the behavior of staff and ensure order in their work [13, p.66]. At the same time, they influence the

activity of the enterprise, making it effective, ensuring maximum satisfaction of personal interests of managers, employees and contractors of the enterprise, including the state. That is, each participant must put their interests next to others who must express a desire to cooperate with each other, not to fight to achieve the goal of the enterprise and help achieve the goal.

Corporate culture, its level can be manifested through the components of manifestation, through which you can identify its level (Drawing 1).

Tangibles	Evidence of the level of human development, vision of the future	Perceived through conversation
Spoken expressions	Expressions, sayings, vocabulary, aphorisms, use of obscene language	Perceived through conversation, reading
Behavior patterns	Actions that are specific to a group of people that are repeated and perceived	Perceived through observation
Emotions	External manifestation of satisfaction or disapproval of employees	Perceived through conversation, observation, interaction

Drawing 1. Manifestation of corporate culture in employees *
* Developed by the author independently on the basis of [1; 2; 10].

If we analyze Drawing 1 and taking into account the nature and causes of conflicts in the enterprise, it can be determined that various material values, colloquial expressions, behavior and uncontrolled emotions can be the causes of conflicts in the enterprise. Therefore, increasing the corporate culture in the enterprise can have a positive effect on reducing the risk of conflict in the enterprise. After all, corporate culture today is a tool of management, one of the progressive methods of managing

the workforce, which allows you to instill certain values, traditions, beliefs, normative patterns of behavior gently and unobtrusively. It leads to organizational unity and favorable conditions for enterprise operation.

Therefore, in order to increase the corporate culture, it is necessary:

- periodically hold meetings and acquaint employees with the goals of the enterprise, the culture of behavior, motivate employees, raise corporate spirit;

- to form an awareness of the seriousness and unwillingness to pay due attention to this work;

- take and be aware of personal participation in the process of working to change the corporate culture.

- be aware of the need to share the values of the team, the company as a whole;

- explain to the team the nature of corporate culture;

- to introduce the implementation of corporate values over the focus on achieving specific goals;

- to show the readiness of the team to build strategic goals of the company;

- to form strategies of organizational development of the enterprise;

- to provide more important work to determine the purpose of the company, the formulation of its values.

- to design a new culture with diagnostics of the existing one.

Measures which are used to support the development of corporate culture should be developed and implemented systematically and the result of the implementation of these measures should be the formation of a single image of corporate culture [9]. The list of measures to support the development of corporate culture at the enterprise, which will be implemented by the department of corporate culture, is: to initiate a conference of the workforce, which will be submitted for approval and discussion of the regulatory framework for corporate culture; to carry out explanatory works and to organize at the enterprise actions for training of labor collective on bases of corporate culture, in particular norms and rules of business ethics and behavior; norms and rules of appearance. To control the appearance of employees of the enterprise, to apply methods of punishment for violators; effectively apply not only in the festive, but also in the everyday life of the workforce the core elements of the corporate culture of the enterprise (corporate colors, symbols, logo of the enterprise); actively promote among employees of the enterprise invisible elements of corporate culture of the enterprise (mission, main purpose of activity, development strategy, basic principles of daily work, basic values and corporate holidays of the enterprise). It will also significantly reduce the risk of conflict, as there will be a unity of perception of a common goal, which is due to the uplifting spirit and increase responsibility for the actions taken by the employee. He will start treating

other employees as members of his family, will clearly understand the sequence and consequences of his actions, will not want to disappoint his superiors, who strive for the best and take into account their interests.

Therefore, Palekha Y.I. emphasizes that blind work, which entails unpleasant surprises, inefficiency of the chosen methods, destruction of existing useful organizational mechanisms and patterns of behavior [12] and it is impossible to disagree with this. He also believes that the expectation of radical changes in the absence of a basis for the transition to new values. Nikiforenko V.G., Kravchenko V.O. confirm the fact that the lack of understanding of the nature of corporate culture as a strategic management system, which is more effective, in their opinion, to gradually transform, rather than destroy and rebuild [9]. And the inconsistency of the ideal and material levels of corporate culture - the lack of a clear logical projection of values for long-term goals, norms of staff behavior, the nature of the company's business processes and brand promotion in the market [15]. Therefore, the above actions will increase the corporate culture and reduce the risk of conflict.

If the situation still has a negative result, the conflict has arisen, then it should be consistent to resolve it. Conflict resolution is a complex multi-stage process which is based on the diagnosis of conflicts and is manifested in the prevention, containment, regulation of conflicts [15]. Conflict management is characterized in the development of strategies for conflict behavior, in the suppression or stimulation of conflicts, in reducing the level of conflict destruction. The process of conflict management largely depends on the position taken by the participant of the interaction, on his own interests as well as on what means he uses to prevent the escalation of the conflict.

Corporate culture is designed to perform a number of functions that create the conditions for successful conflict resolution [6]. As for the modern corporate culture it should be noted that managers have long realized that a negative corporate culture cannot be and the impact of corporate culture on business profitability is positive.

In the event of a conflict, in addition to measures to improve corporate culture, it is necessary:

1. Respond quickly. Unfortunately, some situations cannot be resolved without the participation of a manager or supervisor. If they are ignored, the disputes between employees can negatively affect the entire team and even damage the company's reputation. Other employees may be unintentionally involved in the conflict. This can lead to reduced productivity.

2. It should be made clear that conflicting behavior is unacceptable and differences should not interfere with work.

3. Listen to both sides. If you have to intervene, you should not take the situation as you have been told. First of all, it is necessary to listen to the opinion of

both parties personally and on this basis to make decisions about how events may develop.

Most employees want to be heard, so ask each person involved to explain their side of the story. Before deciding whether to meet disagreeing parties together or separately, try to assess the level of hostility between them.

4. Whatever you do, do not take anyone's side. This only will worsen the situation. You have to be as objective as possible.

5. To successfully resolve a conflict, it is important that your company trained managers in dealing with conflict behavior. Poorly trained managers can worsen the situation which will lead to layoffs and even increased staff turnover.

6. Identify the real problem. Often the real cause of the dispute is hidden behind emotions. By the time the problem was brought to the attention of the manager, the quarreling employees could have already moved on to conflicting behavior.

7. To go beyond this emotional wall ask each employee to articulate the problem calmly. Understand the essence to find an effective solution that will help avoid such incidents.

6. Find a solution. Employees don't have to be best friends. They just need to do their job. Sometimes the only way to effectively smooth things over is to reorganize teams and minimize working contacts between conflicting employees. It can also be helpful to give employees involved in the situation time to cool down before they work together again.

Keep in mind that the goals of the company come first, and if the conflict continues, it can seriously affect productivity. One toxic worker can harm the whole company, so you should not hold on to him if he interferes with the work of the team.

7. Give an example. Building a culture where you respect each other and work well together is the best way to prevent conflict. By speaking to your employees honestly and respectfully, you create an environment that promotes honesty and communication. When you are open and honest, employees are more likely to follow suit.

Most of your company's culture is based on how everyone interacts with each other. And if managers and leaders will treat each other and subordinates with respect - conflict behavior will occur less often.

Conclusions from this research and prospects for further exploration in this direction. Thus, conflict is a contradiction that arises at the intersection of interests, values, desires and ideas of business entities. The causes of conflicts in the enterprise can be: different age, gender structure of the enterprise staff; discrepancy of principles, values, traditions of employees; irrational distribution of responsibilities and resources; distortion of information, its subjective perception and others.

The role that culture plays in resolving the above causes of conflict is manifested through the convergence of values, attitudes toward each other, behavior, views, differences between the company's goals and the values and goals of employees, the emergence of contradictions. Therefore, in our opinion, the increase of corporate culture in the enterprise can have a positive effect on reducing the risk of conflict in the enterprise. To do this, it is necessary to hold meetings and acquaint employees with the goals of the enterprise as well as with the culture of behavior, motivate employees, raise corporate spirit; to form awareness of seriousness and unwillingness to pay due attention to this work; take personal participation in the process of working to change the corporate culture; be aware of the need to share the values of the team, the company as a whole; explain to the team the nature of corporate culture; etc.

If a conflict has arisen, in addition to measures to enhance corporate culture, it is necessary to respond quickly, make it clear that conflicting behavior is unacceptable and differences should not interfere with work, listen to both sides, try to find a solution by minimizing working contacts of conflicting employees.

The question of overcoming conflicts that arise on religious and political grounds, which can be resolved only by specialists with significant psychological experience requires further researches.

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