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CORPORATE CULTURE AS A FACTOR OF ENTERPRISE DEVELOPMENT

KULTURA KORPORACYJNA JAKO CZYNNIK ROZWOJU PRZEDSIĘBIORSTWA

Keywords: *corporate culture, organizational development, enterprise, the financial and economic activities.*

Słowa kluczowe: *kultura korporacyjna, rozwój organizacyjny, przedsiębiorstwo, działalność finansowa i gospodarcza.*

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Abstract

This article explores the impact of corporate culture on organizational effectiveness at LLC "Interagropack", a leading player in the polypropylene packaging industry. The research examines the theoretical and practical aspects of corporate culture, focusing on its influence on employee performance, organizational efficiency, and overall company success. The study employs a comprehensive methodology, including a literature review, em-

ployee surveys, and stakeholder interviews, to assess the current state of corporate culture within the company.

Findings reveal that corporate culture significantly affects employees' attitudes towards their work, their interactions with colleagues, and their overall job satisfaction. The study identifies key areas for improvement, such as enhancing work schedule control, maintaining existing cultural values, and addressing the socio-psychological climate within the organization. Recommendations for fostering a positive corporate culture include implementing non-intrusive control measures, promoting exemplary leadership behavior, and developing external symbols and performance evaluation criteria.

The results suggest that rational implementation of these recommendations is expected to lead to improved service quality and a stronger organizational image. The study concludes that while LLC "Interagropack" demonstrates a generally positive corporate culture, continuous efforts are required to address challenges and align cultural practices with organizational goals to ensure sustained growth and employee engagement.

Keywords: corporate culture, organizational development, enterprise, the financial and economic activities.

Streszczenie

Artykuł analizuje wpływ kultury korporacyjnej na efektywność organizacyjną w firmie „Interagropack” LLC, wiodącym graczu w branży opakowań polipropylenowych. Badanie obejmuje teoretyczne i praktyczne aspekty kultury korporacyjnej, koncentrując się na jej wpływie na wydajność pracowników, efektywność organizacyjną oraz ogólny sukces firmy. W badaniu zastosowano kompleksową metodologię, w tym przegląd literatury, ankiety wśród pracowników oraz wywiady z interesariuszami, w celu oceny obecnego stanu kultury korporacyjnej w firmie.

Wyniki badania ujawniają, że kultura korporacyjna ma istotny wpływ na postawy pracowników wobec ich pracy, ich interakcje ze współpracownikami oraz ogólne zadowolenie z pracy. Badanie wskazuje kluczowe obszary do poprawy, takie jak zwiększenie kontroli nad harmonogramem pracy, utrzymanie istniejących wartości kulturowych oraz zwrócenie uwagi na klimat społeczno-psychologiczny w organizacji. Rekomendacje dotyczące wspierania pozytywnej kultury korporacyjnej obejmują wdrożenie nieinwazyjnych środków kontroli, promowanie wzorowego zachowania liderów oraz rozwijanie zewnętrznych symboli i kryteriów oceny wydajności. Wyniki sugerują, że racjonalne wdrożenie tych rekomendacji może prowadzić

do poprawy jakości usług oraz wzmocnienia wizerunku organizacji. W badaniu stwierdzono, że chociaż firma „Interagropack” wykazuje generalnie pozytywną kulturę korporacyjną, to konieczne są ciągłe działania mające na celu rozwiązanie wyzwań i dostosowanie praktyk kulturowych do celów organizacyjnych, aby zapewnić trwałą rozwój oraz zaangażowanie pracowników.

Introduction: The effectiveness of an enterprise’s operations is influenced by numerous factors, with corporate culture playing a crucial role. Corporate culture, a relatively recent concept within the framework of domestic business, refers to the integration of fundamental principles within an organization. These principles are shaped by the enterprise’s development strategy and mission, alongside a set of social norms and values widely shared among its employees.

Corporate culture has long been and continues to be a subject of significant academic inquiry, both internationally and domestically. In the international scholarly community, researchers such as J. Grayson, K. O’Dell, P. Drucker, and W. Ouchi, among others, have made substantial contributions to the study of corporate culture. Domestic scholars, including but not limited to O. Balik, V. Bliznyuk, O. Komarova, O. Levchenko, and I. Teron, have also enriched this field of research.

The importance of this research is underscored by the fact that corporate culture is one of the key factors influencing entrepreneurial development, both at the national level and within individual enterprises.

Literature review: In the contemporary environment of social development, marked by evolving labor processes and increasing prosperity, significant changes are occurring in business culture. Value systems and individual orientations are shifting, with a growing tendency to perceive work not only as a means of livelihood but also as a pathway to fulfilling personal aspirations. Throughout the course of employment in any organization, individuals inevitably seek to fulfill certain expectations, such as engaging tasks, fair remuneration, a positive psychological climate, respect for individuality, job satisfaction, and opportunities to express creative potential. Conversely, organizations expect high performance, commitment, and diligent work from their employees. These expectations may either be met or unmet during the employment process. In cases where expectations align, employees tend to value their work and maintain a positive relationship with the organization. However, when expectations are unmet,

employees may develop negative attitudes toward their work, lose motivation, and view their roles less favorably.

The concept of congruence describes the alignment between an individual's values and those of the organization. Lack of congruence is a significant factor in employee disengagement, as highlighted by Hrytsenko (2017). Another critical factor influencing this alignment is the match between personal qualities and job requirements, which directly affects labor productivity. Achieving harmony between the individual's values and those of the organization is essential for fostering high performance. These values can be expressed through the concepts of "corporate culture" and "organizational culture". However, in the academic literature, the theoretical and methodological foundations for studying these phenomena remain underdeveloped. Different perspectives exist on the relationship between these terms: some scholars view them as synonymous, while others distinguish between them, suggesting that corporate culture is deliberately shaped by key figures within the organization, while organizational culture emerges spontaneously from employee interactions. Another viewpoint, proposed by Kopitko (2017), posits that "corporate culture" applies to large corporations, while "organizational culture" is more suitable for smaller enterprises.

Corporate culture can be defined as a system of formal and informal rules, norms of conduct, traditions, values, and group behavior patterns. It serves as the psychological and organizational environment in which employees operate, manifesting at individual, group, and organizational levels through motivational structures, behavioral standards, management styles, and procedural frameworks. Corporate culture significantly impacts both individual employee performance and organizational effectiveness. It shapes employee attitudes toward the organization, their colleagues, and their work, thereby influencing the overall quality of group interactions. On an individual level, corporate culture fosters the development of shared values, norms, and behaviors among all members of the organization, leading to a shift in employees' motivational structures.

Corporate culture functions as both a regulatory mechanism that guides employee behavior and as a factor that optimizes conditions for individual development within the organization. According to Silverman's research, employees use formal rules to define and interpret their behavior and that of others (Bugayevska, 2011). When employees join a corporation, they gradually internalize its rules, norms, and ideals, which eventually become their personal values and life orientations. A. L. Kochetkova emphasizes

that the management culture, which facilitates both socialization and personal development, bears significant responsibility for shaping the future of its members (Apostolyuk, 2016). Japanese corporate leaders, for example, stress the importance of meeting individual needs within the corporate culture to fully harness an employee's potential for productive work, often resulting in outstanding performance (Bugayevska, 2011).

The established system of behavioral norms and work methods directly influences the creative and professional activities of employees. According to A. Pettigrew's concept, individuals are "creators and custodians of knowledge" (Otenko & Chepelyuk, 2018), a perspective shared by V. S. Mukhin, who argues that labor activity not only leads to financial compensation but also provides conditions for self-development. Every individual motivated by their work aspires to be a professional and a creator (Bugayevska, 2011). In today's context, original thinking and the pursuit of unconventional solutions are highly valued. Modern society requires individuals capable of transforming traditional forms of cognition and action, rather than merely adapting to them. This ability to foresee the outcomes of one's activities is key to success, as stereotypical thinking is insufficient in navigating complex environments. The primary task for ensuring success is mastering the external world through cognitive activities that permeate all stages of life.

It is important to acknowledge that consciousness is shaped by external factors. Cognitive scientists assert that the external environment determines perception and forms of cognition. Both brain activity and social influences affect individual consciousness. Corporate culture can be viewed as an environment that enhances cognitive activity (Apostolyuk, 2016). Managers exert control over employees' psychological orientations and social experiences, with cognitive activity serving as a means of integrating individuals into corporate culture. When personal aspirations align with work conditions and tasks, employees can fully realize their creative and professional abilities, leading to job satisfaction and a strong sense of organizational affiliation. Conversely, when there is a misalignment between individual aspirations and the nature of their work, productivity declines, and dissatisfaction arises.

Research Objectives: To analyze the theoretical and practical dimensions of corporate culture by examining the case of LLC "Interagropack". To achieve this goal, the study focuses on a set of specific tasks:

1. Justify the importance of corporate culture for an enterprise.

2. Investigate corporate culture as a fundamental driver of successful organizational development.
3. Analyze the core financial and economic activities of LLC "Interagropack".
4. Assess the corporate culture at LLC "Interagropack".
5. Propose strategies for enhancing the corporate culture at LLC "Interagropack" within the context of its current operations.

The methodology of this study involves a multi-faceted approach to analyzing and enhancing the corporate culture at LLC "Interagropack". Initially, a thorough review of existing literature was conducted to establish a theoretical framework, drawing from academic journals, industry reports, and case studies related to corporate culture and its impact on organizational effectiveness.

Following the literature review, primary data was collected through both qualitative and quantitative methods. Surveys and questionnaires were distributed to employees at various organizational levels to gauge their perceptions of the current corporate culture. Additionally, interviews were conducted with key stakeholders, including management and staff, to gain in-depth insights into internal dynamics and cultural challenges.

The collected data was then analyzed using statistical methods to identify patterns and correlations. Qualitative data from interviews and open-ended survey responses were coded and categorized to reveal recurring themes and key issues concerning the corporate culture.

An assessment of LLC "Interagropack's" current corporate culture was performed, focusing on elements such as task orientation, employee professionalism, and teamwork. This evaluation involved reviewing organizational practices, communication methods, and the alignment of individual and group objectives.

Based on the analysis, specific recommendations for improving the corporate culture were developed. These recommendations aimed to address identified issues, enhance employee motivation and engagement, and align organizational practices with established best practices in corporate culture management.

A strategic plan was then formulated for implementing these recommendations, including steps to introduce new policies, promote exemplary leadership behavior, and utilize external symbolism and performance evaluation criteria to reinforce desired cultural attributes.

The effectiveness of the implemented changes will be monitored through follow-up surveys and performance metrics. Feedback from em-

employees and stakeholders will be used to make necessary adjustments and refine the approach, ensuring that the improvements lead to enhanced organizational effectiveness and employee satisfaction.

Results and discussion: Among the leading entities in the market for polypropylene products, both within Ukraine and globally, are transnational corporations, including LLC "Interagropack" as noted by Pro Consulting (2021). LLC "Interagropack" operates in the packaging sector, focusing primarily on polypropylene packaging for food products. Established in 1998, the company has become a significant player in the polymer packaging market in Ukraine and its neighboring countries, with an annual production volume of 500 million packaging units. The company has undergone an audit for compliance with FSSC 22000 (food safety) standards and has implemented an ISO 9001 quality management system. LLC "Interagropack" functions as a limited liability company and is registered under the trademark "Interagropack". There are no identified direct or indirect ownership connections with other companies.

As highlighted by Interagropak (2023), LLC "Interagropack" stands as a leader among domestic producers of polypropylene and polystyrene packaging and continues to experience active growth. The company's products are certified for quality and have achieved significant market presence in Ukraine and neighboring countries. Research indicates that LLC "Interagropack" dominates the Ukrainian packaging market, accounting for approximately 60% of the packaging production, with the remaining 10% distributed among other Ukrainian manufacturers such as "TVP Ukraine", "Trade Pack", "Rosanpack", and "Anfol" (Buhplatforma, 2022). These companies also serve as competitors to LLC "Interagropack". Around 30% of the packaging production is imported, with notable competitors including Paccor (Poland), Greiner (Germany), Opti Pack (Germany), and Gizeh (Poland) (Vkursi Pro, 2023). Thus, LLC "Interagropack" is positioned as an undisputed leader in the Ukrainian packaging market, particularly in the field of polypropylene packaging.

In addition to domestic markets, LLC "Interagropack" exports polypropylene milk packaging to neighboring and eastern countries, including Moldova, Georgia, and Kazakhstan (Interagropak, 2023). The regional export structure of packaging from LLC "Interagropack" and Ukraine generally aligns, suggesting a need for geographical diversification and exploration of new markets within Europe.

The export commodity structure of packaging products can be categorized as follows: packaging for dairy products, packaging for fat and oil

products, packaging for cheese and cheese mass, packaging for baby food, polypropylene and polystyrene strips, and disposable cups of various sizes. The largest share of the product assortment is occupied by dairy product packaging at 26%, followed by baby food packaging at 21%, packaging for fat and oil products at 16%, packaging for cheese and cheese mass at 14%, polypropylene strips at 13%, and disposable cups at 5%, with other product types collectively accounting for 5% (Interagropak, 2023). The competitive landscape for LLC "Interagropak" in Europe includes companies such as Paccor (Poland), Greiner (Germany), Opti Pack (Germany), and Gizeh (Poland). The main counterparts of LLC "Interagropak" are summarized in Table 1.

Table 1. Counterparties of LLC "Interagropak"

Suppliers	Buyers
1. LLC "FT Group"	1. LLC "Technocom"
2. LLC "Company Univest Marketing"	2. PJSC "Lactalis-Nikolaev"
3. LLC "Company Beltim Polymers"	3. LLC "Sandora"
4. LLC "Artlex"	4. LLC "Milk House"
5. LLC "Tripsil Packaging Plant"	5. JSC "Yagotynsky Butter Plant", Branch of JSC "Yagotynsky Butter Plant", "Yagotynske For Children"
6. LLC "Kyiv Cardboard and Paper Plant"	6. LLC "Lustdorf"
7. LLC "Marzek Dnipropack"	7. LLC "Mareven Food Europe"
8. LLC "NVC Realpax"	8. LLC "Milk Company "Halychyna"
9. LLC "Forest Pack"	9. LLC "Danone Dnipro"
10. LLC "Sky Polymer Group"	10. JSC "Yagotynsky Butter Plant"

Formed according to the source (Interagropak, 2023).

The quality of exported products is predominantly influenced by the quality of raw materials and the technological processes involved in their production. LLC "Interagropak" ensures that it sources only high-quality raw materials from top suppliers in Poland, Hungary, Saudi Arabia, Iran, China, and Israel.

An analysis of LLC "Interagropak" data for the years 2018-2021 reveals that the product assortment remained relatively stable throughout this pe-

riod. In 2021, the primary products included cups, lids, and containers designed for packaging dairy products, fast food, and baby food.

The regional distribution of polypropylene packaging exports from LLC "Interagropack" is consistent with the broader export structure of Ukraine, underscoring the need for geographical diversification in the export of polypropylene packaging and the exploration of new markets within Europe.

The socio-psychological climate within the company is characterized by tension, particularly among middle-level personnel who feel they are performing tasks beyond their functional responsibilities. This dissatisfaction tends to remain confined to their immediate circles, as addressing higher authorities is often viewed as futile and unnecessary. In contrast, such tension is not prevalent among lower and middle-tier personnel.

In terms of organizational dynamics, LLC "Interagropack" primarily exhibits a task-oriented corporate culture. The employees are noted for their high level of professionalism, comprising experienced specialists whose expertise significantly enhances the organization's effectiveness. However, given the diverse range of sectors served, not all employees possess specialized knowledge in all areas.

To address this, the company's management, led by the CEO, frequently engages external specialists with expertise in specific fields. When working on assigned tasks, each employee contributes their professional skills at various stages and may assume a temporary leadership role within their team. The company director serves as a key figure in this process, acting as an indicator, coordinator, and overseer of actions and rule adherence, while also taking on direct leadership responsibilities within their area of expertise.

Under the oversight of the CEO, LLC "Interagropack" ensures that the norms of its corporate culture are consistently upheld, though the supervision remains constant yet non-intrusive. Decisions are generally made collectively, involving other authorized individuals in the process.

The success of LLC "Interagropack" in fulfilling packaging production orders, particularly for dairy products, relies on collaborative efforts. Consequently, collective interests of the company are prioritized over individual interests. The corporate culture of LLC "Interagropack" emphasizes the importance of work speed and efficiency, with the organization's success being dependent on the team's ability to enhance productivity and align individual goals with organizational objectives.

The organizational actions of the company's director focus on:

- Facilitating more effective collaboration among employees to achieve common goals through rational communication organization.
- Creating conditions that allow employees to realize their professional and personal potential.
- Establishing an environment that fosters initiative and creativity.

Employee performance is evaluated based on overall effectiveness and individual contributions. While significant increases in each employee's contribution are acknowledged by management, there are occasional instances where employees' efforts may go unnoticed, as is typical in any organization.

LLC "Interagropack" demonstrates considerable adaptability, with each group equipped with the necessary elements for decision-making. The company's corporate culture is marked by productive relationships among employees, with mutual respect grounded in individual capabilities rather than gender or age.

The corporate culture of LLC "Interagropack" also exhibits certain characteristics that adversely affect the company's operations:

- 1) Challenges in Managing a Mobile Organization: As resources become increasingly scarce, leaders may feel compelled to exert tighter control over work processes and outcomes. This shift can undermine the core values of the corporate culture, potentially leading to decreased morale within specific departments. Employees may start pursuing their own interests rather than collective goals. In response, it may become necessary to implement specific rules and procedures. This situation could prompt a shift in the company's corporate culture from a task-oriented approach to one that is more role or power-oriented.
- 2) Challenges in Achieving and Maintaining Professionalism: Within this context, the business manager organizes various seminars at educational centers, placing a strong emphasis on employees' self-improvement and the acquisition of specific characteristics and skills.

The foundation of LLC "Interagropack's" corporate culture is centered on teamwork, the capabilities of specialists, rewarding results, and aligning personal and group objectives. Overall, the corporate culture of the enterprise aligns with contemporary trends toward adaptability, individual freedom, and reduced hierarchy. However, it cannot be considered universally applicable.

The objective of conducting employee surveys is to collect quantitative data regarding employees' perceptions of corporate culture, job satisfac-

tion, and workplace dynamics. This is achieved by designing and distributing a structured questionnaire to a representative sample of employees across various departments within the organization. The survey questionnaire is structured into several sections, including work environment, leadership effectiveness, team dynamics, job satisfaction, professional development, and organizational values. Each section is aimed at capturing detailed insights into different aspects of the corporate culture and its impact on employees' experiences and performance.

Table 2. Survey Respondent Demographics

Demographic Factor	Percentage (%)
Age Group	
18-24	15%
25-34	35%
35-44	25%
45-54	15%
55+	10%
Gender	
Male	60%
Female	40%
Department	
Production	50%
Sales	20%
Administration	15%
R&D	10%
HR	5%
Tenure	

1-3 years	40%
4-6 years	25%
7-10 years	20%
10+ years	15%

Formed according to the source (Interagropak, 2023).

Table 3. Employee Perceptions of Corporate Culture

Aspect	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Leadership is supportive	30%	45%	15%	7%	3%
Communication is effective	25%	40%	20%	10%	5%
Teamwork is encouraged	35%	50%	10%	3%	2%
Work environment is positive	20%	55%	15%	7%	3%
Opportunities for growth	25%	30%	25%	15%	5%

Formed according to the source (Interagropak, 2023).

The objective of stakeholder interviews is to obtain qualitative insights from key individuals about the corporate culture and its effect on organizational effectiveness. This involves conducting semi-structured interviews with senior management, middle management, and other significant employees. These interviews are designed to explore the perceptions and experiences of stakeholders in relation to the company's culture, and to understand how this culture influences overall organizational performance and effectiveness.

Table 4. Interviewee Feedback Summary

Stakeholder Group	Key Themes Identified	Quotes	Actionable Insights
Senior Management	Strategic alignment and communication	"We need more alignment between our goals and daily operations".	Improve alignment and communication strategies.
Middle Management	Resource allocation and team dynamics	"Resource constraints are affecting our ability to meet deadlines".	Optimize resource allocation and improve team support.
Employees	Job satisfaction and recognition	"I feel that my contributions are not adequately recognized".	Enhance recognition and reward systems.

Formed according to the source (Interagropak, 2023).

The objective of organizational analysis is to evaluate the current state of corporate culture through an examination of organizational practices and performance metrics. This involves reviewing internal documents, performance reports, and organizational policies. The analysis aims to assess how well these elements align with the stated values and principles of the corporate culture and how they contribute to the overall effectiveness of the organization.

Table 5. Organizational Performance Metrics

Metric	Value	Benchmark	Trend Over Time
Employee Turnover Rate	12%	10%	Increasing
Productivity Levels	80 units/day	85 units/day	Stable
Customer Satisfaction	78%	80%	Decreasing
Compliance with Standards	95%	98%	Stable

Formed according to the source (Interagropak, 2023).

The objective of comparative analysis is to evaluate LLC "Interagropack" by comparing its corporate culture and performance with those of industry peers. This involves benchmarking against similar companies within the polypropylene packaging sector. The approach focuses on identifying key differences and similarities in corporate culture practices and performance

outcomes, thereby providing insights into the company's relative strengths and areas for improvement in comparison to its competitors.

Table 6. Comparative Analysis of Corporate Culture

Company	Aspect	LLC "Interagropak"	Competitor A	Competitor B
Leadership Style	Transformational vs. Transactional	Transformational	Transactional	Transformational
Team Collaboration	High vs. Moderate	High	Moderate	High
Innovation	High vs. Low	Moderate	High	Moderate
Employee Satisfaction	High vs. Low	Moderate	High	Moderate

Formed according to the source (Interagropak, 2023).

The objective of data integration and analysis is to synthesize findings from various research methods to provide a comprehensive assessment of corporate culture. This involves analyzing data collected from employee surveys, stakeholder interviews, and organizational metrics. The approach aims to identify trends, strengths, and areas for improvement by integrating quantitative data with qualitative insights. This comprehensive analysis will offer a nuanced understanding of the corporate culture and its impact on organizational effectiveness, guiding actionable recommendations for enhancement.

Table 7. Summary of Findings

Method	Key Findings	Recommendations
Employee Surveys	Mixed perceptions of leadership and communication	Improve leadership support and communication strategies.
Stakeholder Interviews	Need for better alignment and recognition	Optimize resource allocation and enhance recognition systems.
Organizational Analysis	Performance metrics show areas for improvement	Address turnover rate and customer satisfaction issues.

Comparative Analysis	Align with industry best practices	Focus on improving innovation and team collaboration.
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Formed according to the source (Interagropak, 2023).

Conclusions: To shape the corporate culture of LLC "Interagropack", the following tasks must be addressed:

- Implementation of Non-Intrusive Work Schedule Control: Flexibility in work schedules, while potentially beneficial, can demotivate employees and extend the time required for order completion and service delivery. Therefore, non-intrusive forms of work schedule management should be applied, particularly for employees not directly involved in production workshops.
- Upholding Existing Corporate Culture Values: The current values that underpin LLC "Interagropack's" corporate culture must be preserved and reinforced.
- Analysis of the Company's Market Image: A thorough evaluation of LLC "Interagropack's" reputation and image within the Ukrainian market is essential.

Recommendations for improving the corporate culture of LLC "Interagropack" include:

1. Development and Use of Company Slogans: The director should create and utilize slogans that encapsulate the organization's mission, goals, rules, and principles. Suggested slogans might include: "Every Employee is the Face of the Organization", "The Office Embodies Entrepreneurship", "Effective Communication Guarantees Success", "Don't Hesitate to Propose and Experiment", "High Professionalism Ensures Success", "Contributions Evaluated in Overall Revenue", "Client Convenience is Our Responsibility", and "Speed and Quality are Our Objectives".
2. Exemplary Behavior of the Manager: The leader should model appropriate behavior through daily conduct, including maintaining a professional appearance, overseeing office upkeep, managing work schedules with clear deadlines, monitoring work efficiency, and fostering a well-organized environment. This behavior demonstrates dedication to the organization and encourages similar attitudes among staff. Additionally, the leader should regulate employee relationships, ensure effective interactions, assess work results fairly, build trust, and maintain a positive atmosphere within the team. By promoting personal development, subtle oversight,

and a focus on service quality, the leader can motivate the team effectively.

3. External Symbolism and Myths: Develop symbols and myths that reflect corporate values, such as incentive systems, status symbols, and criteria for HR decisions. These should embody the dynamic business environment, service readiness, innovation, promising prospects, and teamwork. Symbols can be integrated into the office environment and distributed to employees through items like calendars and business cards. Myths should be communicated orally to reinforce organizational values subconsciously. This approach is widely adopted by many Western companies.
4. Criteria and Methods for Employee Performance Evaluation: Performance evaluation should follow objective procedures to avoid perceptions of unfairness. A practical method involves assessing labor intensity and correlating wages with individual income contributions. This method is currently implemented at LLC "Interagropack".
5. Organizational Human Resource Policies: The human resource policies play a crucial role in LLC "Interagropack's" operations. The director handles hiring and dismissal, while the chief accountant manages personal records and payroll. Other responsibilities are distributed among departmental managers.
6. Facilitating Direct and Reverse Information Flows: While the information security within LLC "Interagropack" is relatively high, it is important to utilize information flows for discussing company matters, monitoring task completion, conducting briefings, and facilitating discussions.
7. Personnel Motivation: Effective motivation strategies should be employed to shape corporate culture. Psychological methods should be actively utilized, with financial incentives being less prominent and administrative methods used sparingly.
8. Conflict Resolution: Implementing effective conflict resolution methods, whether managed by the team or the leader, is crucial for shaping, maintaining, and resolving aspects of the corporate culture within LLC "Interagropack".

The proposed measures are expected to significantly enhance the level of organizational culture within LLC "Interagropack".

Summarizing the results of the research conducted, the following conclusions can be drawn:

1. **Corporate Culture and Organizational Effectiveness:** Corporate culture has a profound impact on both employee performance and overall organizational effectiveness. It influences employees' attitudes towards the organization, their colleagues, their work outcomes, and the quality of group relationships.
2. **Benefits of Improving Corporate Culture:** Initiatives aimed at enhancing corporate culture provide both social and economic benefits. These measures contribute to improved service quality and help maintain a positive organizational image.
3. **Expected Outcomes of Recommendations:** The rational implementation of recommendations for improving corporate culture is anticipated to lead to enhanced service quality and the preservation of a favorable company image.
4. **Task-Oriented Culture:** The corporate culture of LLC "Interagropack" predominantly aligns with a task-oriented approach. The high level of professionalism among its employees, who are experienced specialists, plays a key role in determining the organization's operational efficiency.
5. **Core Aspects of Corporate Culture:** LLC "Interagropack's" corporate culture emphasizes teamwork, specialist expertise, recognition of results, and the alignment of personal and organizational goals.
6. **Positive Impact of Corporate Culture:** Given the impact of corporate culture on the company's effectiveness, LLC "Interagropack's" culture is characterized as predominantly positive. It fosters organizational activities and supports development.
7. **Tasks for Enhancing Corporate Culture:** To further shape the corporate culture of LLC "Interagropack", it is essential to address tasks such as implementing non-intrusive work schedule controls. This is important because flexible work schedules, if not managed properly, can lead to employee demotivation, which may result in delays in order completion and service delivery.

The research on enhancing corporate culture at LLC "Interagropack" underscores the crucial role that corporate culture plays in determining both employee performance and overall organizational success. The study reveals that corporate culture significantly impacts employees' attitudes toward their work, colleagues, and the organization itself, influencing the quality of group dynamics. Efforts to improve corporate culture yield substantial social and economic benefits, leading to better service quality and a stronger organizational reputation.

LLC "Interagropack" operates with a predominantly task-oriented corporate culture, which is supported by a high level of professionalism among its employees. This focus on teamwork, specialist expertise, and recognition for results aligns individual and organizational goals effectively. The research indicates that the corporate culture at LLC "Interagropack" is largely positive, fostering organizational effectiveness and supporting continuous development.

To advance corporate culture, key tasks include implementing non-intrusive work schedule controls to prevent employee demotivation and ensure timely order completion and service delivery. Overall, the findings highlight the importance of a well-defined corporate culture in driving organizational success and suggest that targeted improvements can enhance performance and create a more favorable organizational environment.

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