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METHODICAL PRINCIPLES OF THE IMPLEMENTATION OF THE INSTRUMENTATION OF THE INNOVATIVE CULTURE OF PERSONNEL MANAGEMENT

Abstract. The article materials are accented to the identification of the concept of the innovative culture of personnel management and the possibility of implementing universal project management methods in its formation. The urgency of the research is determined, first of all, by the need for a constant dynamic correction of techniques and instrument management personnel in order to build an innovative culture of personnel management at domestic enterprises. When writing, analytical and statistical methods are used during the detection and processing of domestic and foreign statistical data, the method of expert assessments in the formation of structural models, historical and logical methods in the extrapolation of the state of the past years for the future.

The article materials emphasize the definition and characteristics of the concept of «Innovative Culture of Personnel Management». It is determined that the practical implementation of the instrument of the personnel management of the enterprise needs to use innovative techniques. Among these techniques, it is crucial to underscore Gantt charts, the Dupon method and Game Theory, personal marketing management, and others. Particular attention is focused on a graphical display of a Gantt chart, which reflects the time interval from the time of decision-making on the introduction of innovative methods in managing personnel to increase labor productivity and the growth of other enterprise performance indicators. It is noted that when making decisions on the expediency of changing the existing personnel management culture at the enterprise, it is worth using neural network models based on which it is possible to reveal a causal relationship between the decision and the reaction of the entire organizational system or a separate personality.

It is detected that one of the main methods of investigation of the probable results from the introduction of an innovative culture of personnel management at the enterprise is to identify strengths and weaknesses in the process of implementing changes. The study of the LIFT methodological approach that uses the tools of ballroom assessments of the groups of attractiveness indicators of decisions on introducing an innovative personnel management culture and indicators that determine their risks are distinguished.

The probability and expediency of using GAP analysis for the comparative characteristics of actual and potential development opportunities are researched and analyzed. It is stated that the use of this information will distinguish at the expertise stage the possibility of practical implementation of an innovative culture tool in full or fragmented scope to determine the means and techniques that will give the greatest effect to develop the intellectual and labor potential of the enterprise.

It is proposed to use GAP analysis when implementing an innovative personnel management culture for the restoration strategy and maintaining employees' mental health, forcing the enterprise's loyalty system, introducing the foundations of corporate and organizational culture of the enterprise.

Keywords: personnel management, innovative culture of personnel management, mental health, personnel loyalty, corporate culture.

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МЕТОДИЧНІ ЗАСАДИ ІМПЛЕМЕНТАЦІЇ ІНСТРУМЕНТАРІЮ ІННОВАЦІЙНОЇ КУЛЬТУРИ УПРАВЛІННЯ ПЕРСОНАЛОМ

Анотація. Акцентовано увагу на ідентифікації поняття інноваційної культури управління персоналом і на можливість імплементації універсальних методів управління проектами у її формування. Актуальність дослідження визначається, насамперед, необхідністю постійного динамічного коригування методик та інструментарію управління персоналом з метою побудови інноваційної культури кадрового менеджменту на вітчизняних підприємствах. Використано аналітичні та статистичні методи при виявленні та опрацюванні вітчизняних та іноземних статистичних даних, метод експертних оцінок при формуванні структурних моделей, історичний і логічний методи при екстраполяції стану попередніх років на майбутнє.

Акцентовано увагу на визначенні та характеристиках поняття «інноваційна культура управління персоналом». Визначено, що практична реалізація інструментарію управління персоналом підприємства потребує використання інноваційних методик. Серед яких

доцільно виділити інтерпретовані діаграми Гантта, метод Дюпона і теорію ігор, персональний маркетинг кадрового менеджменту та інші. Особлива увага зосереджена на процесному графічному відображенні діаграми Гантта, що відображає часовий проміжок від моменту ухвалення рішень про впровадження інноваційних методик в управлінні персоналом до підвищення продуктивності праці та зростання інших показників ефективності діяльності підприємства. Зауважено, що при ухваленні рішень про доцільність зміни наявної культури управління персоналом на підприємстві варто використати нейромережеві моделі, на основі яких можна виявити причинно-наслідковий зв'язок між ухваленням рішення і реакцією всієї організаційної системи чи окремої особистості.

Виявлено, що однією з основних методик дослідження ймовірних результатів від упровадження інноваційної культури управління персоналом на підприємстві є виявлення сильних і слабких сторін у процесі реалізації змін. Виокремлено дослідження методичного підходу LIFT, що використовує інструментарій бальних оцінок груп індикаторів привабливості рішень щодо впровадження інноваційної культури управління персоналом та індикаторів, що визначають їхні ризики.

Досліджено та проаналізовано ймовірність і доцільність використання GAP-аналізу для здійснення порівняльної характеристики фактичних і потенційних можливостей розвитку компанії. Зазначено, що використання зазначеної інформації дозволить виокремити на стадії експертизи можливості практичної реалізації інструментарію інноваційної культури в повному обсязі чи фрагментарно, визначити засоби і методики, що дадуть найбільший ефект для розвитку інтелектуального і трудового потенціалу підприємства.

Запропоновано використовувати для використання GAP-аналізу при впровадженні інноваційної культури управління персоналом стратегії відновлення та збереження ментального здоров'я працівників, форсування системи лояльності на підприємстві, запровадження основ корпоративної та організаційної культури підприємства.

Ключові слова: управління персоналом, інноваційна культура управління персоналом, ментальне здоров'я, лояльність персоналу, корпоративна культура.

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Introduction. The creation of a concept of personally-oriented approach in the system of personnel management methods is determined by the general trend of the organization of production in which an employee is perceived not only as a factor of production but also as a creator of the entire structure of the production process, including strategic forecasting and planning, organizing and analysis, motivation and control of the enterprise. The team's management and work in it constantly need new techniques and innovation decisions, given the features of generations of workers, their age, features of perception of information, responding to stressful situations, etc. Formation and implementation of new methods for personnel management but universal project management will expand opportunities to create theoretical and practical recommendations for introducing an innovative culture of personnel management at domestic enterprises.

Analysis of previous research and publications. Due to the fact that in modern conditions, there is a complication of processes of social adaptation of employees, reducing their loyalty to business and labor productivity, there are negative tendencies in the structure of employment and labor quality, then enterprises begin to pay considerable attention to the introduction of specific and universal models and management methods in the corporate strategy of enterprises. A significant contribution to the study of theoretical and scientific and practical problems of personnel management of enterprises Ukrainian scientists: S. Bandur, D. Boginia, S. Vovkanich, M. Dolome, S. Zluppko, V. Kutsenko, E. Libanova, V. Miklovada, V. Onikienko, V. Pykunov, M. Pyatulich, S. Pisarenko, V. Steshenko, M. Tugan-Baranovsky, O. Khomra, M. Shalenko and foreign researchers: G. Becker, M. Blaug, M. Grosman, J. Minsman, T. Schulz and others. Each researcher made its contribution to the formation of the theoretical and methodological approach to the formation of a personnel management tool. Still, the formation of an innovative culture of

management requires a permanent and dynamic adjustment of recommendations and measures to implement personnel management policy at domestic enterprises.

The purpose of the article. The purpose of the study of the article shows the methodological principles of formation and interpretation of the innovative culture of personnel management due to the need to structure and deepen knowledge about the possibility of intellectual management of enterprise employees based on universal project management techniques.

Methodology and research methods. When processing the article's materials, statistical and expert methods are used to identify and analyze the definition of «Innovative Cultural Management Culture», form a list of techniques, the universal structure of which can be adapted to personnel management. The comparison method for selecting GAP analysis strategies, induction and deduction method — for the formation of summary judgments on the effectiveness of using the proposed methods when establishing an innovative personnel management culture at domestic enterprises.

Research results. In Ukraine, the formation of an innovative culture of personnel management faced certain legal and institutional barriers. First of all, obstacles are related to the financing by the state of the development programs of business universities, with the lack of motivation for the formation of personnel development programs and the presence of obstacles to the formation of social responsibility of both hired worker and employer. Innovative management culture is primarily a paradigmatic nature and aims to strategic transformations [1].

A significant role of an innovative approach in management is the emergence of freedom in decision-making that is considered the main norms of human behavior, determined by the social whole. Inner freedom gives knowledge, the result of which may be an innovation, an innovative decision, or an innovative culture of one or another sphere [2].

The study found that the concept of «innovative culture of personnel management» was not a separate subject of research by scientists-economists for a long time since it was fully identified with human resources management and did not consider universal methods of forward-looking analysis and staff planning. It turns out that the form of organization of culture, which has some innovative components, is rare. If artifacts, standards, and implementation methods are changing, then the main assumptions of organizational culture are difficult to transform. Organizations have problems with reforming such assumptions as:

- refusal to build innovative management strategies because of the variability and uncertainty of the environment.
- the division into superiors and subordinates, the latter are sometimes allowed to participate in the management of the enterprise;
- avoidance of risk, especially when the initiator of innovative decisions is an employee;
- absorption of uncertainty by inhibiting information flow instead of enriching knowledge and implementing them;
- task orientation [3], etc.

In general, the innovative culture of management is considered to include processes of creative thinking aimed at the application and usage of optimization, systematic and rational decisions in the organization of business and its management [4].

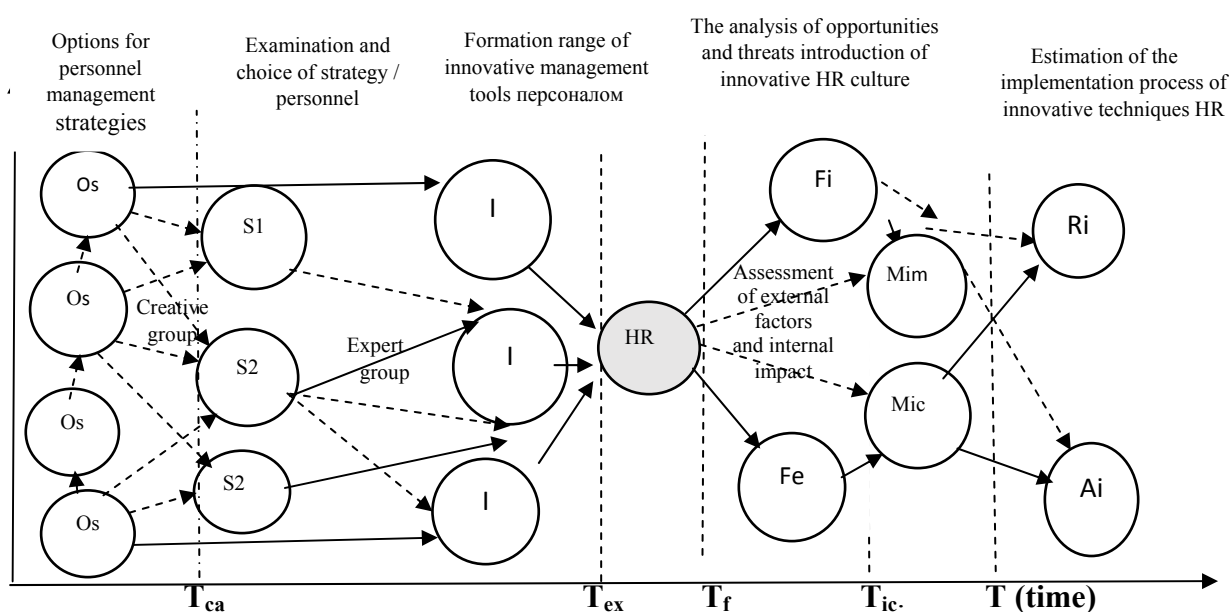
It should be noted that the main concepts of personnel management at the present stage of business development are Michigan and Harvard conceptual models. Michigan's model is determined by the need to integrate human resources management into the overall business strategy [5]. Integration occurs at all levels of management and at all stages of organization development, which ultimately leads to the growth of employees' self-efficacy and increases the efficiency of business development.

The basis of the Harvard model is to implement a comprehensive and forward-looking analysis of human resources management concepts, taking into account the degree of satisfaction of the interests of all stakeholders of the personnel management process. The purpose of the Harvard model is to form a system of loyal staff, a high level of satisfaction with the workplace, and as a consequence, the growth of global and local business efficiency [6].

Personnel management is expedient to perceive as a comprehensive process consisting of staff planning on quantitative and qualitative criteria, selection and professional adaptation, assessment of employees and managers, their motivation, prospects for learning, development, and formation of psychologically easy and favorable interpersonal relations in the organization.

Since the concept of human resources management is constantly subject to evolution, practical implementation of enterprise personnel management requires the use of innovative universal design techniques. A couple of the significant ones are an interpreted Gantt chart, the Dupon method and Game Theory, personal marketing of staff management [7; 8].

The Gantt chart aims to divide the project idea implementation into separate tasks considering the time limits for their implementation. Such projects may include introducing reforms to implement or change the Code of Corporate Ethics, the application of corporate training programs and personnel training, and the generation of changes in the enterprise's organizational culture. A type of Gantt diagram is the schedule of Adamesky, which is a graphical method of planning and control (Fig. 1).



Os — options for personnel management strategies; HR — personnel management; Fi, Fe — factors of internal and external influence on the process of implementing an innovative culture of personnel management; I — innovative management tools; M_{im} — Means of innovative methods of personnel management, M_{ic} — methods of innovative culture of personnel management; R_i , A_i — relative and absolute indicators for assessing the effectiveness of the process of implementing the tools of innovative culture of personnel management. innovative commercialization process; T_{ca} — time to choose alternative strategies; T_{ex} — time of examination of personnel management strategies; T_f — time of formation of personnel management tools; T_{ic} — time of formation of innovative culture of personnel management.

Fig. 1. Gantt chart on the example of the stages of implementing the innovative culture of personnel management (author's development)

When describing the Gantt chart or Adamesky schedule, it is necessary to create a coordinate system and to describe separate axes as follows: on the horizontal axis place the unit time, and on the vertical axis — the appropriate measures or actions carried out by specific individuals to manage the personnel of the enterprise or organization.

The depicted Gantt chart specifies two time-intervals of T_{ca} and T_{ex} , which outlines the time for the process of choosing options for the management strategies of the company and the time required to select one, which generally takes into account the national and specifics of employees, the characteristics of organization and type of activity. An expert group of personnel management specialists is responsible for specific actions at time intervals. The end of the time interval T_{ex} is marked by selecting a particular set of tools for the innovative culture of personnel management, which will correspond to all of the indicated enterprise parameters. The next step is to evaluate the

adaptability and validity of the proposed methodology for improving the effectiveness of the enterprise through the implementation of the package of proposed tools of management changes.

After describing the coordinate system, the duration of individual actions is checked. When creating a workflow schedule, it is recommended to start with determining the attitude of stakeholders and the time required for individual actions. The approximate analog of the Gantt chart is a grid planning aimed at describing the set of necessary operations and the duration of their implementation in the overall management strategy [9, p. 452].

The lack of antagonistic decisions will determine the specifics of the use of the Game Theory since the gain for one side of the «game» in personnel management is not a loss for another. Usually, losing moments in the present time are compensated by additional benefits or income in the future.

It is expedient to use the following criteria to determine the effectiveness of the proposed directions of innovative management culture:

- Wald's maximum criterion (according to which the measure that meets the conditions of «minimum effect and is maximum» will be considered optimal). For the analysis of alternative variants of employee behavior it is necessary to determine the list of priority measures to determine the directions of implementation of plans for the implementation of the program of innovative personnel management.

$$W = \max_i \min_j a_{ij}, \quad (1)$$

where a_{ij} — i -th strategy of employee behavior in the implementation of innovative changes in personnel management at the stage of implementation of a new management culture j ;

- criterion of extreme optimism (maximum criterion), according to which the best of favorable results is chosen)

$$K = \max_i \max_j a_{ij}. \quad (2)$$

With the implementation of several measures simultaneously project innovation culture is elected this that best perceived work strategically and provide the best results;

- neutral criterion (according to which there is the same probability of reaction of employees to different changes in personnel management strategy);

$$K_n = \max_j \left(\frac{1}{m} \sum_{j=1}^m a_{ij} \right); \quad (3)$$

- Savage's minimax criterion (according to which such strategy of introduction of innovative culture of personnel management will be chosen, risk of realization of which will acquire the minimum value under the influence of the most adverse factors);

$$S = \min_i \max_j r_{ij}, \quad (4)$$

where r_{ij} — risks of strategy implementation and under conditions j ;

- Hurwitz's pessimism-optimism criterion (according to which the values of extreme pessimism and optimism are averaged in the assessments of alternatives to the chosen strategies)

$$H = \max_i (\gamma \min_j a_{ij} + (1-\gamma) \max_j a_{ij}), \quad (5)$$

$0 < \gamma < 1$ — factor, elected from subjective considerations.

If $\gamma = 1$, then the Hurwitz criterion becomes the maximum criterion, and if $\gamma = 0$, — the criterion of extreme optimism. There are no simple recommendations for choosing the value of the coefficient γ , so in most cases it is assumed that $\gamma = 0.5$ [10].

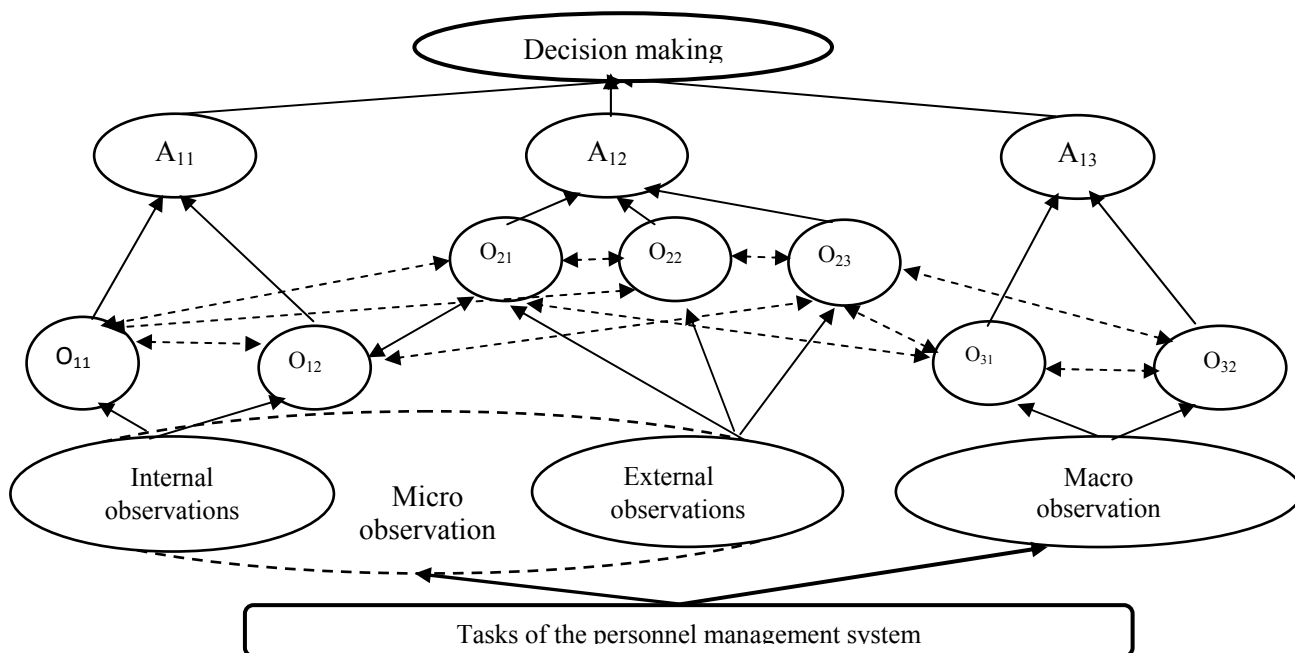
The usage of Game Theory allows you to objectively describe the set of behavioral behavior of a certain age, social group and generation when introducing innovative measures in personnel management.

The use of personal marketing in personnel management is predetermined by developing the organization's strategic goals for the formation of organizational culture with a worker as a person, as a driving force of production, a change generator, and the basis for the formation of the

principles of the creative industry. Marketing measures of personnel management can be directed to potential employees. In this case, the company’s main message is the information about vacancies, selection criteria, the main aspects of the motivational system, and the principles of responsibility, which are determined by acquired powers. The basis of unsuccessful and effective motivation of personnel management practices is determined as the incorrect segmentation of the labor market and determining the potentially needed employee, poor selection and hiring procedure [11, p. 118—119].

Personally identified marketing determines the needs and expectations of employees and their ability to match the company’s means. The selection of an employee with a high degree of motivation allows us to combine management and employee needs in the workflow, which in exchange for position and interest in the workplace best implements its ability to highly efficient and creative work.

There is a need for clear and adaptive systems for evaluating the effectiveness of the implementation of changes in the field of human resources management [12]. Forecasting and assessing the success of the implementation of the innovative personnel management culture can be carried out by applying neural network models that provide multivariate solutions and evaluation systems and a high degree of their adaptation. Compared with the Gantt chart, neural network models are concentrated on the input and output block, that is, on obtaining the result rather than on conducting the forecasting process. When solving the problem, a set of decisions arising in the Personnel Management (RIJ) and specific observations that will be a basis for their adoption (Fig. 2) are used.



where A_{ij} — alternatively, order and decisions of the j -defined scope surveillance; O_{ij} — option and, of decisions of the j -defined scope of observation

Fig. 2. A neural network model of implementation of the innovative methodology of personnel management.

Source: composed by the author based on [13, p. 108].

Functional connection between different solutions provides multi-variation of conclusions and, accordingly, the thoroughness of the task. The primary method of studying probable results from the implementation of an innovative culture of personnel management at the enterprise is to identify strengths and weaknesses in the process of implementing changes («Methodology for evaluating the implementation of new ideas»). The specified technique consists of four evaluation stages:

1. Creation of the decision utility map in the field of personnel management for all interested persons. Map of decision utility has a matrix form where types of useful effects are indicated for each stakeholder and stages of change implementation or components of forming a new personnel management paradigm [14].

2. Determination of an alternative value of implementing the methodology of an innovative culture of personnel management.

3. Development of a business strategy.

The basis for building a profitable business is to solve the tasks of partner relations inside the team and beyond to ensure the implementation of prospects and efficiency of business, motivation and loyalty of employees to their place of work, the formation of a list of possible expenses for the goals implementation and the choice of personnel management strategy.

4. Assessment of potential barriers and ways to overcome them.

Implementation of the program of innovation culture by personnel management is uniquely determined by the presence of institutional, organizational cultural barriers, mental and behavioral differences. These barriers arise in the environment of interested parties: employees, employers, shareholders, investors while making a set of industrial or managerial decisions, etc.

Considering the variety of methods for implementing innovative changes in personnel management, it is worth concentrating on the tools for their implementation [15, p. 15].

One of the techniques that can be applied to the system of personnel management methods and be used, if necessary, as an expert assessment of the expediency of introducing an innovative management culture is the LIFT methodology. It is determined by comparing estimates in points by sets of attractiveness indicators to introduce an innovative culture of personnel management and indicators that determine their risks.

In this case, each of the attractiveness indicators is estimated at a five-point scale (1 — low, 2 — satisfactory, 3 — sufficient, 4 — good, 5 — high). The evaluation results are entered in a matrix that will determine the attractiveness ratio for stakeholders of the decisions on human resources innovations and risk levels from their adoption. All points are summarized by all indicators.

If the final amount of points after calculations is 40 or more, the project is considered a priority and can be implemented immediately by these conditions for the development of personnel management of the enterprise.

If the value of the final amount is within 25—40 points, this means that the plan of proposed solutions for innovation in personnel management is promising but requires additional research.

If the ultimate sum is smaller than 25 points, then the idea of using innovative solutions in personnel management on the investigated enterprise can be considered problematic and will require additional efforts and adaptation [16].

When studying the influence of the implementation of innovative managerial decisions in dynamics, another set of methods can be used to optimize the chosen strategy in personnel management. For example, GAP analysis will provide a comparative characteristic of the present and potential development opportunities.

The use of this information will distinguish at the examination stage of the possibility of practical implementation of an innovative culture tool in full or fragmented, determine the means and techniques that will give the most significant effect to develop the intellectual and labor potential of the enterprise.

The basis of GAP analysis is the construction of graphics that will reflect the ability to design the company's development trends and choose the optimal option of the innovative culture of personnel management. [17, p. 110].

The main variables of this graphic model are the period of changes implementation in personnel management on the investigated enterprise (T) and the expected effect of their practical implementation (S) (*Fig. 3*).

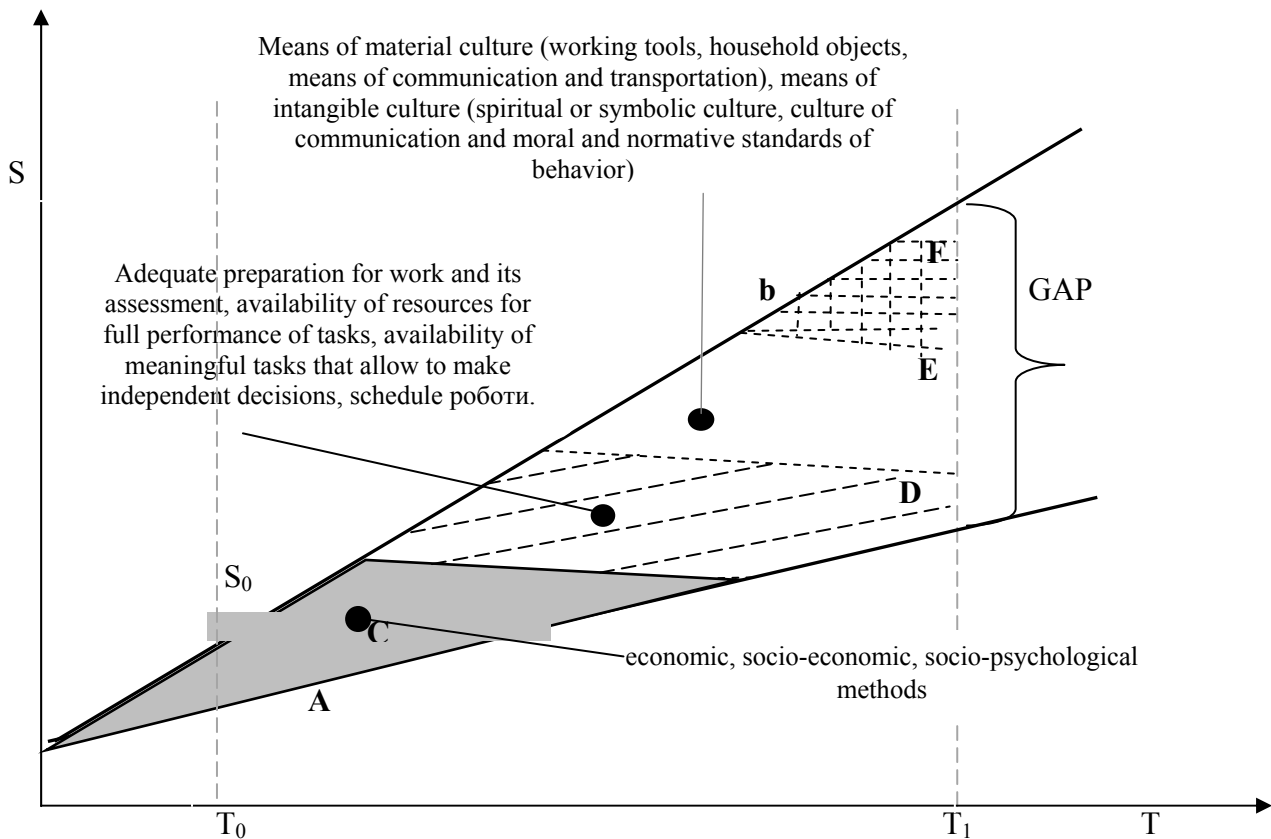


Fig. 3. Graphic Model GAP-analysis

Source: generalized by the author based on [17, p. 113].

Indicator T_0 defines the current state of enterprise development, and line **A** is a trend of strategic development, which is compiled based on extrapolation of previous results. Line **A** is within the points S_0 (strategic effect) and T_1 (strategic period). Its direction ends at the point at which the implementation of an innovative management culture will be completed.

Measures that promote the realization of the latest management methodology are indicated by the letters **C**, **D**, **E**, **F**. Their graphic location allows to visually combine the current level of development with acquired as a result of implementing changes in personnel management (potential):

Line **B** shows a tendency of change in the organization when implementing an innovative management culture program. In this case, four strategic directions allow to form and maintain this tendency:

- Duration of the time lag from the beginning of the reform of the personnel management structure until the effect of changes;
- measure and degree of risk that determine the likelihood of achieving strategic goals of the planned change program;
- The optimal level of expected economic efficiency.

Line **C** reflects the formation of a system of maintaining employees' mental health by creating favorable working processes and working relationships. Favorable working processes result from the creation of a calm, comfortable working atmosphere, which will contribute to creativity and creativity, reducing stress and tensions in the workplace.

The guidelines for the protection of employees' mental health are stated in the Directive 89/391/EEC of the EU Council of June 12, 1989, on the implementation of measures to increase security and health workplace. The Directive (also known as the Framework Directive) is the first EU legislative initiative in the field of protection of health and safety at the workplace. The detailed goals of these guidelines are as follows:

- taking into account the mental health of personnel in the workplace (prevention, taking measures, and return to work) in the context of the Framework Directive and the relevant rules and practices in this area;
- raising awareness of the importance of mental health and management of employees' anxiety;
- consideration of the necessary procedures for managing mental health issues in the workplace for employers, trade unions, employees, heads of scientific institutions on personnel management and practitioners;
- presentation of practical examples of these measures through thematic research;
- ensuring link to other significant sources of information about the basic principles, research, and policies in this area [18].

The formation of mental and favorable working relations aims to create mutual respect and intemperance in the team both in the horizontal and vertical communication methods. The means of correction of working relations are the management and prevention of conflict situations, the establishment of communication between administration and employees, the formation of a benevolent workspace. Mental health affects how people think, communicate, study, and develop. Positive perception of personality mental welfare increases their resistance to stressful situations and forms positive self-esteem. These features are components of effective participation of an employee in the life of the community and society, in professional life, and in interpersonal relations [18].

Risk factors that determine the probability of mental health issues can be divided into such groups as: personal and social (hereditary predispositions, previously acquired life experience, self-dependent decision-making ability), workplace quality factors (authority and responsibility, workload, the control degree, corporate culture, the possibility of career growth, the psychological climate in the organization, type and terms of employment contract), socio-economic factors (labor market conditions, social and international safety) [19; 20].

Taking into account the mental health of employees and its support is a strategy of socially responsible business, which is intended to form an integral competence and interrelations between managed and managing systems.

Line **D** on the chart reflects the strategy of forming loyalty to the company. It is determined by choosing a set of tools that will improve the emotional level of employees of the enterprise, to solve the problem with the presence of people in an alarm and stressful state, to reduce the turnover of personnel, to increase the level of loyalty (affiliation) to the company. The formation of emotional loyalty in domestic areas of personnel management is a relatively new and progressive phenomenon.

Today, loyalty programs can be an element of the motivational system for employees. In this case, employees' achievements can be rewarded. For example, additional points obtained may be exchanged for gifts from the online product catalog. A loyalty program can be applied as a one-time action or have a permanent implementation strategy. The introduction of a loyalty system permanently will form clients, employees, or contractors a positive image of the company and brand attractiveness.

On the other hand, the program addressed to employees can be used as a basis for building a positive image of the employer (so-called personal branding), to reduce the flow of personnel and attract new, talented workers [21].

Line **E** on the graph reflects the formation of the company's corporate culture. It is a higher level of aggregation of a favorable attitude to the organization of employees and a fair and loyal attitude to their staff. The documentary registration of the corporate ethics code outlines the parity of the powers and responsibilities of each person participating in the creation and implementation of the management process [22, p. 46].

Line **F** indicates the initiation of an innovative management culture based on a person-oriented approach in the management, technologies of mediation and conflict prevention, the creation and implementation of a leadership concept in the conditions of breaking expectations,

physical and mental health during various environmental changes (wars, strikes, pandemic, epidemic, social voltage).

Therefore, GAP analysis reveals the essence of the communication of fundamental and applied research and commercial efficiency of crafted material, intellectual and financial resources during the commercializing of their results. Such a connection is the basis of the strategy for assessing the commercialization efficiency of any innovation investment project.

The use of interpreted methods for evaluating the initiation of an innovative personnel management culture will allow proceeding to the formulation of progressive system principles of its implementation:

- innovative management culture is a deliberate and beneficial change in the current state of activity of any organization, collective and personality;
- innovative changes should find a practical application, and it is a priority of their implementation;
- innovative management culture is a means of achieving the organization's development goals.

Conclusion. The proposed methodological basis for the formation and initiation of an innovative culture of personnel management based on universal project management methods determines an additional set of variable components that can be investigated and taken into account when making managerial decisions. The proposed form and content of GAP analysis can be detailed and expanded depending on the depth of structural shifts in personnel management, type, and scale of activity.

It is expedient to assert that the combination of traditional and non-traditional methods of analysis of management culture will allow making changes in the formation of a personnel management culture in the short term, taking into account the permanent reform of the organization's activities, the emergence of force majeure, and other factors, the influence of which is unpredictable or little predicted.

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