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**THE ORGANIZATIONAL CULTURE IN THE HUMAN RESOURCES
MANAGEMENT OF A MEDICAL INSTITUTION**

Culture is the basis of the life cycle and the organizational potential of any organization. The values, norms, and attitudes that are accepted and shared by the majority of employees make a competitive advantage that cannot be 100% reproduced [1]. Organizational culture can be the reason for both increasing and decreasing the efficiency of a medical institution. According to international experience, organizational culture in the market conditions is increasingly becoming a critical factor in the active (or vice versa) development of an enterprise [7].

The relevance of the organizational culture is greatly enhanced when considering the organizations' development in the context of globalization and interaction of national and business cultures. Nevertheless, above all, we are interested in a culture that promotes the growth and sustainable development of an organization [8]. Today, organizational culture is gradually becoming a dominant factor not only in the group identity of the individual but also in the socialization of the individual inside the organization and the community as well.

In the 50-60's of the twentieth century, the concepts of «organizational culture» and «organizational morality» began to appear in the papers of various scholars, wherein some elements of the concept of «social responsibility» were observed. However, the term was more widely used in the early 1990s in the studies of well-known Western management specialists, including J. Grayson, K. O'Dell, P. Drucker, V. Ouchy, et al. Most scholars interpreted social responsibility as a derivative of a healthy organizational culture and as an individually conscious attitude of the enterprise to its product/service and all stakeholders [4, 10].

Local researchers' papers, such as G. Zakharchin [3], M. Kalnitskaya [6], O. Kharchyshyn [5], most commonly define the organizational culture as a set of norms, rules, customs and traditions that are supported by the subject of

organizational power and that set the general framework for the employee behavior, organizations that align with its strategy.

In particular, one of the most meaningful definitions of organizational culture is provided by N. Zhovnir: «... a system of organization of labor, which is formed and implemented for effective use of available labor resources that operate based on established rules and procedures of the internal organization of the enterprise in order to fulfill current production tasks, enterprises' competitiveness, manufactured products, meeting needs and interests, and maximize profits» [2, pp. 45-47].

Based on this definition, let us summarize the organizational culture's concept as a set of rules, norms, traditions adopted by the management and staff of an organization, and which are expressed in the values declared by the organization, in the behaviors and actions set by the staff. It should be noted that despite the considerable amount of research on the development of organizational culture by international experts, recognized by the authorities in this field. Even though the Western approaches to the organizational culture of the enterprise are very diverse, these studies are most often not suitable to apply in national organizations. It is explained by the specifics of the Ukrainian economy and the mentality that carries systemic transitional defects.

Let us outline the structure of organizational culture. E. Shane [9] proposes to consider the organizational culture at three levels. The first-level – «surface» or «symbolic» – includes such visible external facts as the applied technology, the use of space and time, the observed behavior of employees, language, slogans, and the like. Any organization should adhere to these «superficial» manifestations of organizational culture because they are closely linked to the organization's image and reputation.

The second, «deeper» level, examines the values and beliefs shared by members of an organization. The third, "deep" level, includes the fundamental foundations of relationships within the organization and between the external environment and the organization [9]. Thus, when it comes to the role of organizational culture mechanisms in human resources management, it should be noted that it is an

organizational culture that provides the formation of moral and ethical values and attitudes of the organization's personnel. It also encourages the realization of the intellectual potential of human resources for effective management, which is especially important for medical institutions in the period of reformatations.

Therefore, the first sign of the organizational culture's effectiveness of a medical institution should be considered the degree of compliance of staff values with the values of the institution and the expectations of stakeholders. The experience of the world's leading medical institutions demonstrates that an organizational culture is always a useful tool for managing human resources and one of the primary sources of competitive advantage for healthcare providers.

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