

CURRENT DEVELOPMENTS IN MANAGEMENT OF HUMAN RESOURCES


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ABSTRACT

Modern socio-economic life requires research on the basic factors of development on the mission and values of the company, business reputation, brand, motivation, anti-crisis measures, corporate culture, effective communications as a set of human capital investments, which can be both the greatest value and the greatest risk, and their quality acts as a renovation element of enterprise management. In today's market situation, business reputation should become an integrative integrity and an important strategic asset, which is due to the growing importance of creating competitive advantages for the company through intangible assets, the growing importance of non-price competition, the role of personal ties, institutional and social investments, direct sales, knowledge and consumer confidence becomes the guarantor of a successful business.

Key words: *crisis communications management, optimization of business process, business reputation, corporate culture, goodwill, crisis communications, positioning, brand value, uncertainty, economic security, anti-crisis measures.*

INTRODUCTION

Nowadays managers need more than ever the ability to anticipate risks, change strategy, make decisions and get results in the face of rapid technological and social change. The most important tool used by a manager is communication with other people, their sense of commitment and desire to promote the growth of the company, which forms a holistic system of values of employees and the company, and allows you to achieve dream horizons and grow, helping each other develop their personal abilities.

Scientists highlight different areas of formation of the system of value-semantic sphere of the individual in modern conditions and in the near future, which will move towards the humanization of socio-economic life of society. But this issue requires further research, especially on corporate culture, mission and values of the company, business reputation, brand, motivation mechanism, anti-crisis measures as a renovation element of enterprise management.

New technologies are increasingly being replaced by other functionalities - human capital, which embodies experience, analytical skills, professionalism, corporate culture, ethics of relationships and most importantly - inspiration for accomplishments.

Effective communication of intellectually capable people related by one idea is able to introduce innovative technologies, increase labor productivity and meet the rapidly growing needs of consumers.

1. COMMUNICATION MANAGEMENT

Communication management is a well-coordinated and well-established system of personnel that provides effective interaction, action or inaction in accordance with the goals and taking responsibility for performance within the organization.

Corporate social responsibility in the modern sense is a pillar of corporate sustainability. This can be seen as a corporate response to sustainable development, represented by strategies and practices that address the key issues of sustainable development in the world. This requires planning a series of activities and focusing on long-term efforts to build and maintain friendly relations and understanding between the organization and its public.

Reputation management, as well as communication management, operates with all the tools of public relations - public relations. This helps to maintain a constant dialogue with the target audiences. The constant desire for information openness also applies to the field of public relations. Signs of non-transparency are corruption, the judiciary, economic policy, accounting and disclosure standards, and regulation. Reputation is the most valuable asset and today it is designed to solve such an important task as overcoming opacity. Public relations - the establishment of two-way communication to identify common ideas or common interests and achieve mutual understanding based on truth, knowledge, and full awareness.

Public relations functions:

- establishing mutual understanding and trust between the organization and the public;
- creating a "positive image" of the organization;
- preservation in strengthening the reputation of the organization;
- creating a sense of responsibility and interest in the organization's employees;
- expanding the sphere of influence of the organization by means of appropriate propaganda and advertising.

Public relations can perform its functions in the following areas of human activity:

- public relations;
- government relations;
- international and interethnic relations;
- relations in industry and finance;
- mass media.

Oral speech is the oldest means of communication between people and, despite competition from the written side, remains today the most powerful way to maintain public relations.

Unfortunately, modern managers and public figures lack the ability to speak at collective events, official meetings, although it is one of the professional requirements in public life. Preparing a speech by a public relations specialist is a common practice in governments, business circles or enterprises. Reputational components of corporate culture and business reputation in management are the main criteria and evaluation indicators of the object, which focus the main efforts in the formation of reputation and management of employees. Every employee and the whole team take part in the formation of corporate reputation and culture of behavior in business.

Today, corporate culture is one of the key tools for business success in conditions of high labor mobility, market competition, rapid social development and change of informal institutions in people's minds - habits, values, mentality. Corporate culture can not only change, but also requires changes adequate to the changes in the external environment if the company wants to succeed or maintain a leading position in its industry [1].

The main factors of innovative development are the human factor, knowledge and culture. Transformational processes in the economy should be carried out by people who have the skills of a leader, the right system of values, rules, norms of behavior, traditions and business models, united by the concept of corporate culture. Corporate culture is one of the complex material and spiritual phenomena, the study of which faces a number of problems that increase the growing interest in considering it as an internal source of organizational change and a finely planned management tool.

2. CORPORATE CULTURE

Corporate culture is the motivated behavior of a group of people within an organization, built on the experience, skills, knowledge, traditions and spiritual values accumulated over many generations.

Corporate culture belongs to the class of phenomena that have a multifaceted interpretation and different definitions in the context of constant development and transformation. Each country has its own beliefs, languages of communication, symbols, habits, values and history that shape the national culture, which in turn influences the development of business culture.

Culture is constantly present and has a significant impact on decision-making in management during business meetings, communication between employees, partners, consumers, the public, negotiation, use of social media, Internet communications. The company's culture is also reflected in the dress code, number of working hours, work

schedule of the institution, keeping business records, payments to employees, behavior when working with customers, social and environmental awareness of staff. Corporate culture develops organically over time under the influence of the aggregate traits of people who work in companies. Corporate culture is the beliefs and behaviors that determine the effectiveness of interaction between employees and managers of the company, their work with customers and partners. The culture of the organization is characterized by constant changes and adaptation to the new requirements of modern society.

Every properly motivated ordinary worker and top manager must be able to bring new value, propose changes, innovative solutions, invent the best way to implement them. The meaning of the word "culture" follows from two main types of human activity: material and spiritual. The first is an activity related to the transformation of nature for the benefit of man, the second is an activity to improve the spiritual forces of man, his mind and system of thinking.

Material culture is everything that relates to human relationships with the environment, meeting its needs, ensuring the continued existence, the technological side of life. Under social culture means the relationship of people to each other, the system of statuses and social institutions. Spiritual culture is the subjective aspects of life, ideas, attitudes, values and behaviors that focus on them. Corporate culture is closely interrelated with business ethics, business philosophy, organizational behavior. Today, culture is becoming a priority factor in business success, because it sets guidelines for behavior: within the organization, in the interaction between employees in the workplace (work culture), outside the organization, in the interaction between various institutional actors and business partners. Development of modern job responsibilities, instructions, rules of record keeping, legislative acts should contain rules of Internet communications, protection of automated enterprise management systems [2].

Management needs to constantly unite and retain staff, monitor their satisfaction and work hard to study the needs and means of influencing employees.

The motivating role of corporate culture is manifested if the goals and values are accepted by employees and shared by them, supported at all levels of the organizational hierarchy. On the contrary, imposed values that are alien to employees, norms and rules that diverge from real practice lead to demotivation. The motivating role of corporate culture is manifested in the creation of specific feelings and states of employees of the organization:

- pride in their organization and involvement in it;
- sense of need and demand;
- desire to follow the best examples and practices, to strive to follow them, to adopt their experience;

- a state of involvement in the goals and objectives, directions of development, which creates a sense of transparency, clarity and prospects and forms confidence and security;
- a sense of the importance of their role, their contribution, through social approval and recognition of the organization in the external environment.

Corporate values are the dominant guidelines, worldviews, attitudes, which set, above all, moral and ethical group norms and are a tool for countering the impact of destructive, disorganizing processes within the team. The result of the implementation of the motivating function of corporate culture is manifested in the degree of loyalty and commitment of employees of the organization. In this regard, the formation of employee values is a strategic task of any manager. The motivating factors of corporate culture include the following: the possibility of self-realization and the availability of ways to do so within the organization; availability of career growth, transparent and effective system of professional growth and change of job status; availability of staff rotation; transparent and accessible information system. Built communication, established communication flows. In modern conditions, it is the factors of corporate culture that most often determine the sense of pride of employees for their industry, a sense of involvement and a sense of usefulness of their work.

If a person does not accept the norms and values or pretends to accept them, then its adaptation in the organization is almost impossible. Such employees must resign for the common good. If employees accept all the norms and values or accept the most important ones, then the adaptation process should be considered successful. Understanding the importance of the adaptation process, organizations have developed certain methods of its implementation, which depend on what kind of adaptation they belong to.

The motivational mechanism that operates in the organization must be tuned to the fullest realization of the needs of the employee, but the growth of each employee in contrast to his needs is not unlimited. To do this, the manager must have a good idea of what the needs of his employees and how to organize the life of the organization as a whole, as well as its individual units, so that these needs are met in the real situation of the organization. A properly constructed motivational system must provide a certain type of production behavior of the employee or group of employees to whom this system of motivation is applied: routine or innovative. It is necessary to identify the priority needs of employees of the organization, which they would like to meet through their participation in this production process. Comparing the identified needs and the potential tangible and intangible capabilities that the organization has to meet these needs, you can determine a specific motivational mechanism for influencing the employee, where you need to agree on rotations, internships, mentoring experienced mature masters.

Motivation systems must be understandable to employees, appear fair to the majority and be realistic for use in practice. They must be based on the main goals of the business organization and meet the basic principles of its organizational culture, develop dynamically and help ensure compliance with the requirements of the external environment.

The company's mission and values are its core, which allows you to competently select, motivate and retain employees, as well as develop business in the right direction.

There are values that are important to absolutely everyone and have universal significance, such as peace, freedom, well-being, respect and love. Their presence helps people to understand each other, to cooperate, to provide help and support. The lack of common values (objective or subjective) or the contradiction between them divides people into camps, turns them into opponents, competitors, opponents. That is why modern theory and practice of management pays serious attention to this issue. Hence another definition in relation to the company - a set of values that are declared and cultivated by the management unit, as well as supported by most of the staff.

Mission is the meaning of existence, what we, the company and the whole world live for and why we need each other, and what benefits everyone brings to society. Common values unite people, pointing to similar interests. They explain why we work in this place, and the mission directs, makes clear what benefits the company brings to customers, shareholders and employees, what is the responsibility to them and society. If the employee shares these goals and principles, if they coincide with his personal beliefs, then he will be comfortable in this atmosphere; if not, the results achieved are likely to be low.

The mission of the leader is to develop the personality of each worker, his talents, bring him to success and evaluate his achievements as a component of the project, teamwork, because the person grows - the team becomes stronger, the competitive advantage of the company grows. We must not forget the following things: qualification, work experience, education, experience. Friendly relations do not always lead to an acceptable level of productivity according to the position held. Lack of employee experience is not a problem today if he shows a good result. After all, it is the productivity of professional activity and a positive assessment of the tasks set to increase the efficiency of the entire company.

To work productively - it must be safe, comfortable and cozy; sometimes you need rotation, career growth, active leisure, constant positive changes. In this case, the staff will not look for a better fate in other companies. People learn throughout their lives, and if they receive effective training in their company, which will provide them with material and career growth in the future, they will begin to appreciate the opportunities provided to them. Such events can take place at enterprises under the condition of competently formed corporate values.

Of course, there are people who are indifferent to corporate values, visions and missions: mostly those employees who perform monotonous, routine work in accounting, security, cleaning, but a sense of belonging to the company's activities should be cultivated by everyone. Contradictions between the employer's own ideals and values must be eliminated.

The desire of the Japanese to work with maximum efficiency is not hidden in some mystical features of their national character, but in the use of well-thought-out, clearly organized and at the same time flexible and adaptive labor management system, which acts as one of the key elements of the Japanese production management system in general.

Conclusions. The concept of reputation management should focus on authenticity, price and quality parameters, extraordinary presentation and memorable design, which will allow "sarafan radio" to disseminate information about the company, management and products addressed to the target audience. Reputational characteristics should be interesting, extraordinary and even provocative in their target audience, which will cause an irresistible desire to share content in the chain of social contacts. Reputational characteristics must be as densely and qualitatively developed as possible, which would be sufficient to create a holistic image of the subject of reputation.

The economy is at the center of human activity: globalization and technological change have a negative impact on the environment, political stability and human health, the structure of their knowledge and skills, the degree of competitiveness. The growth of the level of profit, the innovation component is accompanied by a decrease in the total share of the labor force with a simultaneous increase in the intellectual and cultural component of its quality. Constant investment in innovative projects increases the demand for skilled labor, which will increase the requirements for security, education, retraining. The greatest value will soon be not experienced staff (the experience of many in 10-20 years will become obsolete), but those who will have the skills to quickly master new competencies.

Strengthening the role of intangible assets in the development of the organization, the development of a balanced hiring strategy in accordance with corporate values will reduce the professional incompetence of the staff and unite properly motivated employees. Prospects for the formation of a motivational mechanism now consist of encouraging employees to work in teams on projects with a mandatory outline of their personal contribution, unlimited commitment to company values, non-traditional methods of motivation and corporate culture. Problems of labor quality and personnel management need to be addressed in the context of building a socially oriented national economy, long-term development strategies at all levels of government, because competitiveness and development of knowledge-intensive industries without young, active and highly skilled labor in modern conditions is not viable.

Quarantine has shown in practice how important it is for the company's management to maintain control over the situation when some employees switch to remote access. Tracking staff activity during working hours is the key to maintaining business manageability even in the most adverse conditions. The two "pillars" on which the stability of any organization stands are the efficiency of its activities and security. On people who offer high-level ideas and are interested in their implementation as a personal development program. At present, only value management can be effective. People are not worried about the capitalization of someone's business there, they are worried about the survival of the planet, their environment and family. That's why you need to build company policy in the new environment.

The main purpose of internal communications is the interaction between departments as a means of achieving business efficiency.

At the same time, it is one of the tools to achieve the strategic goals of the company through an organized process of exchanging internal information between all employees as representatives of their departments. Consider the main tricks of the HR function in support of effective internal communications. In general, coherence is due to the following four factors: a good employee, a good master, a good relationship "supervisor-subordinate", a good working environment.

1) So, the main features of a "good employee", by Japanese standards, are: camaraderie, a sense of responsibility, a desire to cooperate, excellent health, a spirit of rivalry. From the point of view of Japanese managers, such a person is satisfied with his work, aware of his place in the hierarchy of positions, always committed to the cause. In the quality group, such an employee shows initiative, is not satisfied with what has been achieved, works tirelessly on himself, learns new effective methods of detecting defects.

2) "Good master" - this person must show dedication and be steadfast, determined to achieve long-term goals of the firm. If the master is satisfied with instant success, ie does not focus on the future, he can do more harm than good. Focus on long-term goals in general is inherent in Japanese business, forms a solid part of its credo. Reluctance or inability to see the future is seen in Japan as a lack of propensity for leadership, which also includes the ability to listen and put yourself in the place of the interlocutor. An important quality is justice. The master, which fits into the framework of the above model, according to the Japanese, is best suited to participate in the movement for quality.

3) The quality of "good relations in the system" supervisor-subordinate "includes the ability to combine the efforts of the master and ordinary performers in their pursuit of production goals. Such a combination of efforts is achieved in joint work, in group activities, in conversations and heartfelt conversations, all of which are an integral part of the activities of quality circles.

4) "Good working environment". The energetic efforts of Japanese managers are aimed at: $\frac{3}{4}$ creating in the employee a kind of desire to be in a work environment, $\frac{3}{4}$ to awaken in him a pleasant expectation from each future inclusion in the work process. Favorable working environment is a prerequisite for quality groups. It is against this background that the merits of the other three factors are manifested as much as possible. The system of quality circles consistently demonstrates their high efficiency - they are one of the "keys" of Japanese business. Psychological compatibility of group members is the basis of effective communication. Most Japanese workers, skillfully attached to the ideals of the firm, are concerned with the belief that they are the "true masters" of production.

This illusion helps to create and maintain a number of factors in the area of influence of which employees fall from the first day of their stay in the company. First, adaptation. Dozens and hundreds of graduates of educational institutions in the tens and hundreds join the company's staff every April. For several months, they are trained in groups according to a specially developed program by the company. The training is designed to develop a strong corporate spirit and already at the stage of special training to consciously participate in the discussion of problems and tasks of the unit to which young people are attached. In addition, many workers and employees live in the company's dormitory for several years after entering employment. Shared roof and dining room - another factor that stimulates the development of corporate spirit. Secondly, the hierarchical ladder. They are that newcomers are constantly, but essentially, non-stop moving from low status to high. This practice takes place in both private and state-owned enterprises, as well as in public institutions. In the first year of work, newcomers are sent under the care of "older brothers", ie employees with some experience. Their activities, or rather, their every step, "finds a response" from the guardians, who, sparing no time, help their subordinates. And next year, when a new addition comes in April, yesterday's newcomers themselves become guardians. Their status thus rises to a step higher. In the same way, they are advancing to the next year and throughout all subsequent ones. And although these increases are not so significant, their regularity creates in people a sense of continuous growth.

This purely psychological "sowing" gives Japanese business a fairly stable "harvest". With this kind of restructuring, entrepreneurs create a large and fairly reliable contingent of controllers and supervisors who actually manage on behalf of capital. As a result, there is no need for large staffs of craftsmen. Their duties are zealously performed by ordinary workers who have advanced on the social ladder. Third, the constant rotation of staff. Its essence is that in a Japanese company regularly (every three to five years, depending on the traditions of the company), is retraining staff for new specialties, of course, within the main professional area. Moreover, the larger the company, the more frequent the rotation. As a

result, each employee acquires five or six specialties, becoming a generalist. In many cases, this solves the problem of interchangeability.

At the same time - and this is perhaps the most important - the sphere of mutual assistance of employees is expanding. Fourth, interpersonal communication. According to the results of socio-psychological research, between the size of enterprises, on the one hand, and the intensity of labor rhythm disorders, the level of labor turnover and dissatisfaction - on the other, there is a directly proportional relationship. It is explained, among other things, by the lack of communication between employees. It is estimated that if people work at a distance of ten meters from each other, the probability of their communication with each other at least once a week is 8-9%. When the distance is reduced to five meters, the probability of communication reaches 25%.

It is noteworthy that in the last decade in Japan there has been a steady upward trend in the number of compact enterprises, where all staff are housed under one roof. The facts show that in such enterprises both productivity is higher and products are of better quality.

The Japanese were convinced that a small enterprise is better suited for the introduction of innovations. This is especially important when in many cases the bet is made on small-scale production. "Male - wonderful!" - This is today's motto of Japanese business. A small business is closer to the heart of an ordinary Japanese - it is associated with his home. Fifth, the ethnopsychological color of the firm. A Japanese company is not just an enterprise - it is a part of Japan. Most Japanese companies practice various entertainment activities for their employees, group trips to nature, joint walks, all kinds of evenings, promote the organization of family events. At the expense of the company are often held various sports competitions, visits to theaters, mass meetings.

All this creates in employees a sense of belonging to the company, and many do not think of life outside it. Some reluctantly break away from the atmosphere of the company, even going on vacation. There are many cases when employees do not fully use their free days and evenings. The life of the company completely absorbs them. And this is largely because Japanese management (as opposed to American) in addition to the purely production sphere extends its influence to the "personal world" of workers.

It should be noted that most socio-cultural corporate events are painted in the national color. As a result, the Japanese have sharpened national feelings, and at the same time they show respect for those who gave them the opportunity to better master the richness of national culture. Every company considers it its first duty to bear certain costs to create a positive mood in employees. It is believed that without this you will not strengthen the corporate spirit of the company. The management of Japanese companies is firmly convinced that the money spent on employees, the attention paid to them is more than offset by the return they receive from staff imbued with corporate spirit. And not just from the

staff. Information about the social activity of the company is disseminated to the public, attracts graduates of secondary schools and universities.

Corporate spirit, manifested in the commitment of employees to the ideals of the firm, acts in Japan as a goal and as a means of management begins with the psychology of employees, their sense of master of production, no matter how illusory, is directly related to cultivating corporate spirit. quite real economic indicators. Japanese management spares no effort to further strengthen this spirit. It should be noted that in recent years, Western management is trying to borrow from Japan forms and methods of work to form if not a corporate spirit, then at least a group instinct. These processes are not so simple, because they, on the one hand, crash against the walls of individualism, and, on the other hand, the Japanese specifics in lifestyle and behavior, and artificially woven into its fabric corporate culture, cannot always give the same positive results in Western Europe and the United States. As for the problems of stability and flexibility of workers, more and more entrepreneurs in the West come to the conclusion that the "problem of employment" is one of the most difficult to increase competitiveness. There is a stereotype in history that the entrepreneur himself decides who and when to dismiss. And the guarantee of job safety is a fundamental condition for the employee's willingness to increase productivity, quality and efficiency. Studies show that reasonable work guarantees for staff make any company more profitable and competitive, especially if the strategy of stabilizing employees is used as a means to increase flexibility in personnel management, provide conditions for close cooperation and retain the most qualified people as a reputable component of the company.

The manager must clearly realize that such reputational traits as politeness, tact, delicacy, are absolutely necessary for "the ability to behave in society." We must not forget about the culture of communication, a sense of moderation, kindness, you need to fully manage your emotions, stress. It is necessary to have your own, but definitely civilized style of behavior, your own, but definitely noble image, the same image of a manager, which guarantees not only half the success, but also constant satisfaction from the activity. The reward strategy identifies specific areas of creation and development of organizational programs that provide reward for those types of behavior and levels of efficiency that contribute to the achievement of major organizational goals. However, intangible motivation (moral incentives, organizational incentives) also plays an equally important role. The most typical examples are self-control of quality and results of work, free time, organization of joint rest of collective, creation of image of the company, participation in acceptance of certain decisions, encouragement of various kinds, etc. As practice shows, there is a certain category of employees for whom relations in the team are more important than wages.

In today's conditions of fierce competition for staff, an effective leader constantly works as a coach, and his system of staff motivation should include multicomponent stages:

determining the conditions and factors of personnel incentive system, assessing the degree of influence of each factor, qualitative characteristics of incentive components optimization model of personnel competencies and forecast of enterprise development under the condition of its application.

Reputation management within the organization involves the formation of a corporate code of conduct, the development of its philosophy, concept, image of the first persons, models of attractive behavior, a certain program of action in the event of force majeure. To this end, the development of the main directions of positioning the organization and strategy, its promotion in the market, the development of corporate style, including logo, slogan, representative products. Another area of reputation management is the creation of a corporate code of conduct. This requires the development of standards of corporate behavior governing the relationship of shareholders and top managers between employees, models of employee behavior with customers, activities to create corporate spirit of the company, which in conjunction with other organizational actions to create, such as corporate identity, logo is the basis of brand formation and business reputation of the organization.

Ineffective internal communications also depress a company's ability to see beliefs and expectations change over time. In virtually all well-managed organizations, functional departments not only keep their finger on the pulse of various stakeholders, but also try to actively manage their expectations. In order to minimize reputational risk, it is proposed to use the following:

- creation of an internal regulatory framework to eliminate conflicts of interest between employees and customers;
- strengthening the role of mission, value and corporate culture as a vector of communication and behavior of company employees, the basis for implementing changes in business, brand building;
- analysis of the impact of reputational risk factors (both as a whole and separately) on performance indicators as a whole;
- reengineering the format of broadcasting the mission of values, tasks and achievements from the owner and management to employees, namely the channels and tools that make up the system of internal communications.
- segmentation of personnel and the base of age and professional parameters.

Thus, the main factors of reputational development are the human factor, knowledge and culture. Insufficient attention to the reputation of the company's management, lack of differentiation and assessment of reputational risks, strategic approach to reputation management requires the development of a system of key performance indicators of the company's reputation management process.

CONCLUSIONS

Transformational processes in the economy and digitalization of society should be carried out by people who have not only leadership skills, but the right system of reputational values, rules, norms of behavior, traditions and business models, united by the concept of corporate culture. Corporate culture is one of the complex material and spiritual phenomena, the study of which faces a number of problems that increase the growing interest in considering it as an internal source of organizational change and an intangible tool of management. In order to manage the reputation, the following measures are necessary: the company's reputation development strategy must be approved; the code of business reputation is formed and approved; it is necessary to regularly publish reputation ratings of top managers, company owners and to anticipate sources of reputational risks.

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