

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

Corporate culture and organizational development.

Analysis of SB JSC Home Credit Bank

Bc. Yeldos Ismailov

Supervisor: Ing. Richard Selby, Ph.D.

© 2021 CZU Prague

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Bc. Yeldos Ismailov

Economics and Management
Economics and Management

Thesis title

Corporate culture and organizational development. Analysis of SB JSC Home Credit Bank

Objectives of thesis

The purpose of the thesis is to examine the essence of corporate culture. The first part of the literature review will describe corporate culture as a tool to ensure organizational development. This will be followed by an analysis of corporate culture advantages in detail and examine how they benefit the organization. The third part will explore corporate culture and its impact on financial organization "SB JSC Home Credit Bank". The thesis will also involve an estimation and analysis of the current problems of corporate culture in "SB JSC Home Credit Bank", and suggestions for its improvement.

Methodology

Methodology of the thesis is conducted through an online questionnaire. The research target population is employees of "SB JSC Home Credit Bank". This questionnaire will help attain opinion feedback from the employees on suggested improvement programs of corporate culture reorganization, and identification of effective ways to improve the existing corporate culture in the organization.

The proposed extent of the thesis

60 – 80 pages

Keywords

Corporate culture, SB JSC Home Credit Bank, Organizational development, Kazakhstan

Recommended information sources

ASKARBEKOV E. (2007). Corporate culture in Kazakhstan. "National business N10", 66-70 pages
Edgar. H. Schein. (2004). Organizational Culture and Leadership. 172-181 pages. ISBN-13: 978-0470190609
JOHNSON G., SCHOLLS K., WITTINGTON R. (2008). Exploring corporate strategy. 254-276 pages. ISBN-13: 978-0273711919
MESCON M.H., ALBERT M., KHEDOURI F. (2000). Management. 438 p. ISBN-13: 978-0060444150
YANKOVSKAYA O.A. (2008). Corporate Governance: A Textbook. Almaty, Kazakhstan: Economics. 149-174 pages.

Expected date of thesis defence

2020/21 SS – FEM

The Diploma Thesis Supervisor

Ing. Richard Selby, Ph.D.

Supervising department

Department of Management

Electronic approval: 19. 2. 2021

prof. Ing. Ivana Tichá, Ph.D.

Head of department

Electronic approval: 22. 2. 2021

Ing. Martin Pelikán, Ph.D.

Dean

Prague on 31. 03. 2021

Declaration

I declare that I have worked on my diploma thesis titled "Corporate culture and organizational development. Analysis of SB JSC Home Credit Bank" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any person.

In Prague on 31.03.2021

Yeldos Ismailov

Acknowledgement

I would like to express my sincere gratitude to Ing. Richard Selby, Ph.D. for the supervision of my thesis, professional advice, and valuable assistance throughout my work.

Corporate culture and organizational development.

Analysis of SB JSC Home Credit Bank

Abstract

Topic of this diploma thesis is “Corporate culture and organizational development. Analysis of SB JSC Home Credit Bank”. The corporate culture influences the efficiency of an organization, increasing the cohesion of employees, increasing productivity, contributing to the development of work discipline, motivation, and employee interaction. Corporate culture is a system of material and spiritual values, manifestations that interact with each other, inherent in a given corporation, reflecting its individuality and perception of itself and others in the social and material environment, manifested in behavior, interaction, perception of oneself and the environment.

The theoretical part of the diploma thesis focuses on general information about corporate culture, describes theoretical basics of it, analyzes corporate culture of “SB JSC Home Credit Bank” and shows the effectiveness of the organizational development and corporate culture. The practical part deals with the identification of current corporate culture problems of the bank. The next objective is to suggest possible solutions to those problems and to conduct a questionnaire, which will help to find out effective ways to improve the current corporate culture of “SB JSC Home Credit Bank”.

Key words: corporate culture, SB JSC Home Credit Bank, organizational development, Kazakhstan

Podniková kultura a organizační rozvoj. Analýza banky SB JSC Home Credit

Abstrakt

Tématem této diplomové práce je Podniková kultura a organizační rozvoj. “Analýza banky SB JSC Home Credit”. Podniková kultura ovlivňuje efektivitu organizace, zvyšuje soudržnost zaměstnanců, zvyšuje produktivitu, přispívá k rozvoji pracovní disciplíny, motivace a interakce zaměstnanců. Podniková kultura je systém materiálních a duchovních hodnot, projevů, které na sebe vzájemně působí, inherentní dané společnosti, odrážející její individualitu a vnímání sebe a ostatních v sociálním a materiálním prostředí, projevující se chováním, interakcí, vnímáním sebe sama a prostředí.

Teoretická část diplomové práce se zaměřuje na obecné informace o podnikové kultuře, popisuje její teoretické základy, analyzuje podnikovou kulturu „SB JSC Home Credit Bank“ a ukazuje efektivitu organizačního rozvoje a podnikové kultury. Praktická část se zabývá identifikací aktuálních problémů podnikové kultury banky. Dalším cílem je navrhnout možná řešení těchto problémů a provést dotazník, který pomůže najít efektivní způsoby, jak zlepšit současnou podnikovou kulturu „SB JSC Home Credit Bank“.

Klíčová slova: podniková kultura, SB JSC Home Credit Bank, organizační rozvoj, Kazachstán

Table of Contents

1	Introduction.....	9
2	Objectives and methodology	11
2.1	Objectives	11
2.2	Methodology	11
3	Literature review	12
3.1	The essence and classification of corporate culture.....	12
3.1.1	Main elements of the corporate culture of the organization	14
3.1.2	Types of corporate culture	15
3.1.3	Handy’s four classes of culture.....	17
3.2	The process of forming a corporate culture	20
3.2.1	Factors affecting the formation of corporate culture	22
3.2.2	Strong and weak corporate culture	24
3.3	Relationship of corporate culture with other elements of the organization's management	27
3.4	How to determine the effectiveness of corporate culture	31
4	Analysis of the current state of SB JSC Home Credit Bank.....	36
4.1	Organizational characteristics of SB JSC Home Credit Bank	36
4.2	Financial characteristics of SB JSC Home Credit Bank.....	39
4.2.1	Income and expenses	43
4.3	Analysis of corporate culture in SB JSC Home Credit Bank	45
4.3.1	SWOT analysis	51
5	Ways to improve corporate culture in the development of SB JSC Home Credit Bank.....	59
5.1	Suggested programs to improve corporate culture of SB JSC Home Credit Bank ..	59
5.2	Questionnaire on effectiveness of the proposed methods of improving corporate culture	64
6	Results and discussion	66
7	Conclusion	71
8	References.....	74

1 Introduction

This diploma thesis is dedicated to the formation and maintenance of corporate culture in an organization. Western countries have long been using this mechanism to successfully conduct business and achieve the organization's goals. Currently, the issues of building an effective corporate culture are becoming more and more relevant.

Corporate culture is a powerful strategic tool that allows you to orient all departments of the enterprise and individuals towards common goals, mobilize employee initiative, ensure loyalty, and facilitate communication.

Currently, when in any industry technological innovations, raw materials, and any other tools for doing business and achieving optimal results are available to everyone, organizations have very few ways to achieve a better result than competitors. And, perhaps, the main resource by which an organization can become a market leader is people. Customers, employees, and company leaders are the three pillars on which modern business increasingly relies. The corporate culture dictates the way of interaction between employees and managers of different levels, the way of the company's interaction with the surrounding socio-cultural environment.

All elements of the corporate culture should be a reflection of the views of the top manager because this is what ensures its integrity. How correctly the leader determines the main features of the formation of the corporate culture of the enterprise will be the key to success or will turn against. Features of corporate culture depend, first of all, on the goals of the company and the nature of its business.

The thesis examines in detail the formation and maintenance of corporate culture on the example of SB Joint Stock Company Home Credit Bank. This choice has a reason. There is, for example, automated production, where the result depends on the level of technical equipment, or research activities, where theoretical methods play an important role; in the field of work, communication directly with clients, the main role is played by people who work in the organization. What the company will receive at the end depends on the quality of the work they perform, and then the process should not be allowed to go by itself. An ordinary employee does not think about the corporate culture of the organization

and does not try to consciously adapt to it. This is the task of the manager (leader) – to develop this process in such a way that it can be realized in the consciousness of the employee, organically fit into the system of his inner values.

In the West, the topic of corporate culture has been actively studied since the eighties of the twentieth century. In Kazakhstan, there are quite few works on corporate culture, as a rule, this issue is dealt with within the framework of general personnel management. Many scientists at one time devoted to the issues of effective work of the organization and corporate culture. However, there is little translated literature on the model of a leadership type of organization and the formation of a corporate culture on its basis. These questions are still poorly covered and are of practical interest for study.

The main goal of the work is the formation and development of corporate culture in the organization. The objectives of the thesis are:

- study the theoretical basis of the analysis of corporate culture
- identify the nature of the relationship between corporate culture and other elements of the organization's management system
- give organizational and economic characteristics of the enterprise
- analyze the corporate culture of “SB JSC Home Credit Bank”, using the example of the organization to show the effectiveness of the organizational development and corporate culture
- to evaluate the corporate culture of “SB JSC Home Credit Bank”
- substantiate the suggested ways to improve corporate culture and the development of the organization on the example of a particular enterprise.

The methodological basis for writing the diploma thesis were selected foreign and domestic articles and textbooks on the topic of corporate culture in the organization; documents and manuals for the personnel of SB JSC Home Credit Bank; Internet publications – articles and interviews with representatives of HR services, with representatives of companies; Laws of the Republic of Kazakhstan, Decrees of the President of the Republic of Kazakhstan, regulatory legal acts of the government, financial statements of the enterprise.

2 Objectives and methodology

2.1 Objectives

The purpose of the thesis is to examine the essence of corporate culture. The first part of the literature review will describe corporate culture as a tool to ensure organizational development. This will be followed by an analysis of corporate culture advantages in detail and examine how they benefit the organization. The third part will explore corporate culture and its impact on financial organization “JSC Home Credit Bank”. The thesis will also involve an estimation and analysis of the current problems of corporate culture in “JSC Home Credit Bank”, and suggestions for its improvement.

2.2 Methodology

Methodology of the thesis is conducted through an online questionnaire. The research target population is employees of “JSC Home Credit Bank”. This questionnaire will help attain opinion feedback from the employees on suggested improvement programs of corporate culture reorganization, and identification of effective ways to improve the existing corporate culture in the organization.

3 Literature review

3.1 The essence and classification of corporate culture

In the classical understanding, corporate culture is seen as a tool for the strategic development of a company through the stimulation of innovation and change management. A corporate culture exists in any company – from the moment the organization was created until the very end, regardless of whether a special service is created to work with it or not. A good corporate culture management has the most positive impact on the company's business. A company with a well-developed corporate culture enjoys great prestige in the market and is attractive to both potential employees and business partners and shareholders.

In the same context of the concept of "corporate culture", different authors have significant differences in the definitions and comments of this phenomenon.

For example, M.H. Mescon defines corporate culture as follows: “The atmosphere or climate in an organization is called its culture. Culture reflects the prevailing customs, morals and reflections in the organization ”[1].

According to Barry Fegan, corporate culture is about ideas, interests and values shared by a group. This includes experience, skills, traditions, communication and decision-making processes, myths, fears, hopes, aspirations, and expectations that employees actually experienced. Corporate culture is about how people feel about a well-done job and what allows equipment and staff to work harmoniously together. It's the glue that holds, it's the oil that softens. This is why people do different jobs within the company. This is how some parts of the company see other parts of it, and what forms of behavior each of the divisions chooses as a result of this seeing. Corporate culture shows itself openly in jokes and pictures on the walls, or it is kept locked up. This is what everyone knows about, except perhaps only the leader. However, there are more thorough and formal explanations for this phenomenon [2].

And, nevertheless, the main elements of corporate culture are human factor, employee loyalty to the company, a set of traditions designed to strengthen the internal structure of the organization. Thus, the corporate culture can be defined as a sum of opinions, standards of behavior, attitudes, symbols, relationships, and ways of doing

business, shared by members of the organization that determine the individuality of the company [2, p. 360].

The corporate culture of an enterprise is determined by the formula: common values plus mutually beneficial relations and cooperation + conscientious organizational behavior. As culture is based on generally recognized values and generally accepted norms (rules) of behavior, so the corporate culture at an enterprise is formed on the basis of recognized values and accepted norms of behavior in a particular team and an organization [3].

A corporate culture, by definition, cannot be designed and implemented, not even borrowed. There can be borrowed only some of the structures and mechanisms of communication, reflected in organizational projects. Transplanting corporate behavior from one soil to another is usually unsuccessful. Each team is unique: age and gender composition, professional and qualification structure of personnel, industrial and geographical specifics, etc. – all these have own effects.

The corporate culture sets a certain frame of reference that explains why the organization functions in this way and not in another way. It allows you to significantly smooth out the problem of aligning individual goals with the overall goal of the organization, forming a common cultural space, including values, norms and behavioral models shared by all employees.

Corporate culture becomes the more powerful the longer it exists. The most charismatic personalities make the greatest contribution to it. Their habits and rules of behavior are imitated by other employees, albeit unconsciously. Naturally, if a strong charismatic leader is at the head of the organization, then he will have the main influence on the formation of corporate culture. And the corporate culture will start working for its creator. Some executives see their culture as a powerful strategic tool to align all departments and individuals with shared goals, mobilize employee initiative, build loyalty, and facilitate communication.

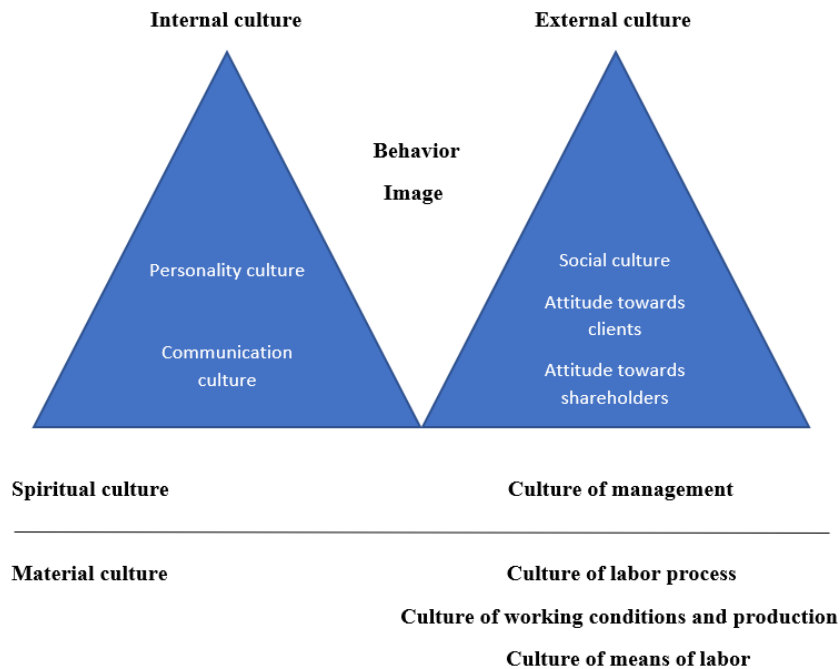
3.1.1 Main elements of the corporate culture of the organization

Below are the definitions of the main elements of the corporate culture of the organization:

- 1) Working conditions – objective conditions and subjective factors that determine human behavior in the process of production activities. It includes characteristics of sanitary, hygienic, psychophysiological, socio-psychological, and aesthetic working conditions.
- 2) Means of labor and labor process is characterized elements like the introduction of the latest achievements of science and technology, the level of automation, the quality of equipment and tools, the orderliness of the enterprise, the level of support, the quality of products, methods for assessing labor results, ensuring discipline. It is obvious that one of the most important directions of raising the culture of means of labor and labor processes is the improvement of the labor management and production: advanced technology requires advanced organization.
- 3) Interpersonal relations in a team is determined by the socio-psychological climate, the presence of a sense of collectivism, mutual assistance, the presence and sharing of the values and beliefs of the company by all employees.
- 4) Management is determined by management methods, leadership style, individual approach, professionalism of managers, including communicative competence, methods of stimulation used, increasing job satisfaction, etc.
- 5) Employee culture is legitimately represented as a combination of moral culture and work culture. Moral culture has an external component, which shows itself in human behavior, knowledge of etiquette, behavior, manners. The internal culture is made up of the morality of thinking, value orientations, beliefs and culture of feelings, emphatical perception, to empathize [E. Shein].
- 6) The culture of work is determined based on education and qualifications of the employee, his attitude to work, discipline, diligence, creativity in the workplace [5].

The structure of the elements of corporate culture can be reflected in the form of a "two-headed" pyramid, which includes elements of internal and external culture which form the behavior and the image of employees, also material and spiritual culture are included as complementary but important [Spivak & Peter, 2001]. See below in Figure 1 [6].

Figure 1: The structure of the elements of corporate culture



Source: studwood.ru

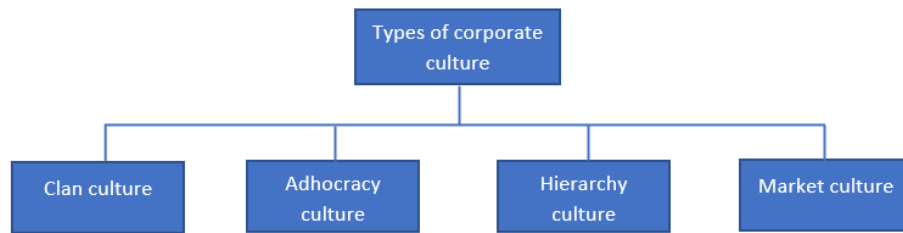
Such a mapping, of course, cannot be perfectly applicable to each specific organization. However, when considering the elements of culture and their mutual disposition, for the formation of an attitude towards material elements as basic, to a large extent determining the higher spiritual elements, this scheme seems useful.

3.1.2 Types of corporate culture

When considering the problematics of the corporate culture of researchers, there is inevitably a need for some kind of "unifying" theoretical scheme, which would fit the main approaches to the study of the phenomenon of corporate culture.

In this regard, an outline of the four types of corporate culture is presented, as shown in figure 2 [Quinn & Cameron, 2013].

Figure 2: Types of corporate culture



Source: <https://www.runmeetly.com/four-types-organizational-culture>

Clan culture – a friendly workplace where people have a lot in common. Organizations are like large families, where leaders and heads of organizations are perceived as teachers. The organization is held together by commitment and tradition. It focuses on the long-term benefits of personal improvement, emphasizes a high degree of team cohesion and a moral climate. In clan culture, there are two types of leaders:

- a facilitator – focused on people and processes. His influence is based on people's involvement in decision-making and problem solving. Business participation and openness are actively encouraged.
- a mentor – a person who shows concern for the needs of individuals. Mutual respect and trust is the core influence. Morality and dedication are actively encouraged.

Adhocracy culture – a dynamic entrepreneurial and creative workplace. People are ready to take risks. Leaders are seen as innovators and risk-takers. In the long term, the organization focuses on growth and acquiring new resources. The organization encourages personal initiative and freedom. In an adhocratic culture, a leader is an innovator. Innovation and adaptability are strongly encouraged.

Hierarchical culture – a very formal and structured workplace. Leaders are rational coordinators and organizers. Keeping the organization running smoothly is critical. The long-term concern of the organization is to ensure stability and smooth-running performance in a cost-effective way. Leader roles in hierarchical culture are:

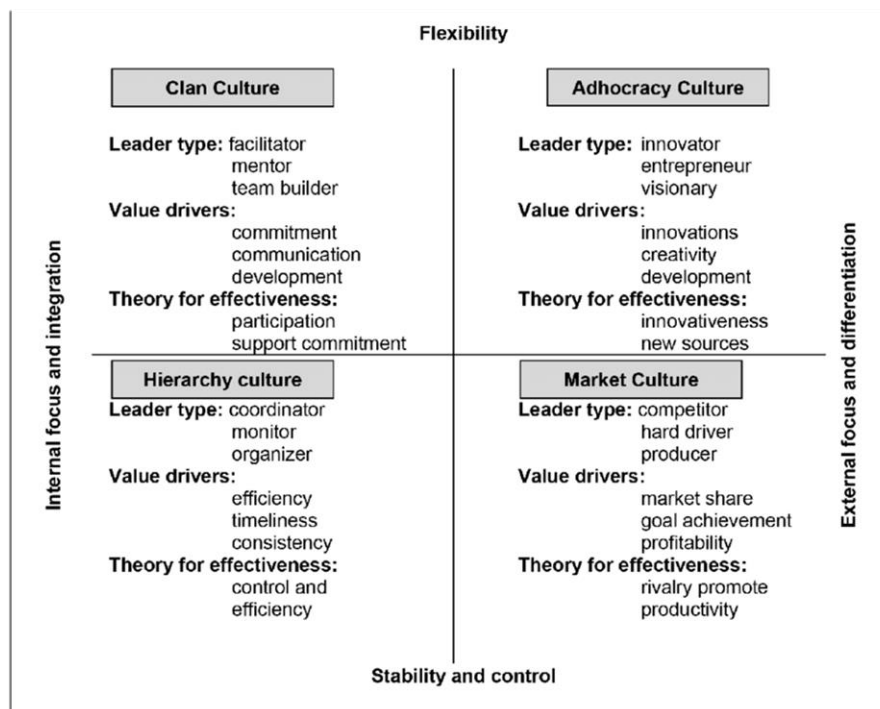
- instructor – technical, well-informed expert. A person who keeps track of details and knows the business. The core of influence is information management.

- coordinator – personality supporting structure and operating ceiling. The core of influence is situational engineering, scheduling management, assignment allocation, resource allocation. Stability and control are actively encouraged.

Market culture – a results-based organization whose main concern is the achievement of a given task. Leaders are tough supervisors and competitors. They are unwavering and demanding. What keeps the organization together is winning. The style of the organization is a tough competitiveness. In a market culture, the leader is the fighter – aggressive, achievement-oriented, and decisive. Achieving victory is the dominant goal, focus of attention is on external competitors and market position [7].

Below we can see a figure with detailed information on types of corporate culture.

Figure 3: Types of corporate culture (detailed)



Source: project: Diagnosing organizational culture in national and intercultural context

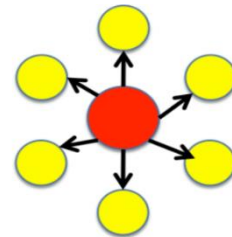
3.1.3 Handy’s four classes of culture

Charles Handy identified four types of corporate culture, which differ in the way power is distributed, the value orientations of the employee, the nature of the relationship between the individual and the organization, as well as the structure of the organization.

1) Power culture – in this culture, leader’s personal qualities, and abilities play a special role. As a source of power, a prominent place belongs to the resources at the disposal of one or another leader. Organizations with this kind of culture, as a rule, have a rigid hierarchical structure. An example of a power culture can often be found in small business organizations, in companies dealing with property, trade, and finance. This structure is best represented as a spider web. It depends on a central source of power. Control is carried out centrally through persons selected for this purpose. Organizations with this type of culture can react quickly to events, but are highly dependent on decision-making by people in the center. They will seek to attract people with a political inclination, power-oriented, risk-taking. Size is a problem for power cultures: it is difficult to combine too many activities and still maintain control.

- Control radiates from the center
- Concentrates power among a few
- Few rules and little bureaucracy
- Swift decisions are possible [Handy]

Figure 4: Power culture structure



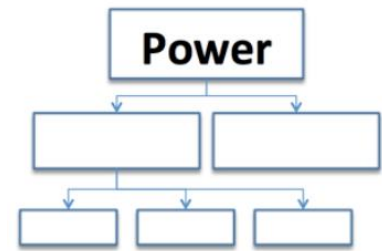
Source: Tutor2u.net

To get along well with a power culture, an employee must be power-oriented, interested in politics, and not afraid to take risks in unsafe situations. must be self-confident, focused on results, must be “thick-skinned” enough to withstand fierce competition [8].

2) Role culture is characterized by a strict functional distribution of roles and specialization of areas. The main source of power is not personal qualities, but the position occupied in the hierarchical structure. The effectiveness of this culture depends on the rational distribution of work and responsibilities, and not on individuals. This type of organization is likely to operate successfully in a stable environment. And vice-versa, role-playing culture poorly adapts to changes, poorly realizes the need for changes and responds slowly to them. Role-based organization is found where production stability is more important than flexibility.

Figure 5: Role culture structure

- People have clearly delegated authorities within a highly defined structure
- Hierarchical bureaucracy
- Power derives from a person's position
- Little scope exists for expert power [Handy]



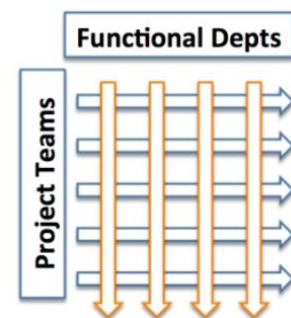
Source: Tutor2u.net

The role culture gives the individual employee security and the opportunity to become a competent specialist. But this culture is destructive for aspiring power-oriented individuals seeking to manage their work, for those who are more interested in results than methods. Such persons will be satisfied by being in the group of senior managers. It seems that role culture is suitable for managers who like safety, predictability, who want to achieve goals by fulfilling a role rather than making outstanding personal contributions [2, p. 362].

- 3) Task culture is focused on solving problems and implementing projects. Those who are an expert in a leading field of activity and have the information have great power in the organization. It is work-oriented, its structure is best represented as a grid, some threads are thicker and stronger than others, with power and influence located at the intersections of this grid, at the nodes. The focus is on the work completion. An organization tries to combine the right resources, people at the right level to complete the job well. Here team outcome is more important than individual goals. Influence is based more on the strength of an expert, specialist, and not on the strength or position.

Figure 6: Structure of task culture

- Teams are formed to solve particular problems
- Power derives from expertise as long as a team requires expertise
- No single power source
- Matrix organization
- Team may develop own objectives – a risk [Handy]



Source: Tutor2u.net

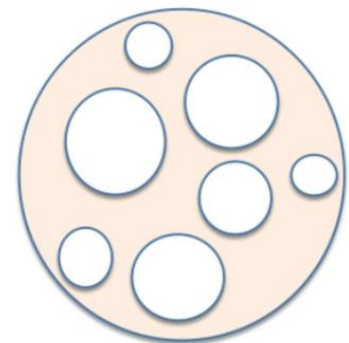
The task culture is suitable where the life of the product is fleeting and where the speed of reaction is important. The main control remains with senior management, who

distributes projects, people and resources, and retains control over the work. This works well in a supportive environment and when resources are available to all who need them.

4) Person culture – an organization with this type of culture unites people not to solve any problems, but to achieve personal goals. Power is based on proximity to resources, professionalism, and the ability to negotiate. Power and control are coordinated. This type of culture is unusual. It is not found everywhere, however, many individuals adhere to some of its principles. In this culture, the person is at the center. This culture is best thought of as a swarm of bees. Obviously, only few organizations can exist with this kind of culture, since organizations tend to have some kind of corporate goals that are above the personal goals of employees. Influence is distributed equally, and the basis of power is usually the power of a specialist: a person does what he knows how to do well, therefore they listen to him/her [2, p.362].

Figure 7: Person culture structure

- People believe themselves to be superior to the business
- Business full of people with similar training, background, and expertise
- Common in firms of professionals, e.g., accountants and lawyers
- Power lies in each group of individuals [Handy]



Source: Tutor2u.net

All existing organizations are unique. Each has its own history, organizational structure, types of communications, systems and procedures for setting tasks, intra-organizational rituals and myths, which together form a unique corporate culture. Most organizational cultures have historically been more implicit in nature, but recently the tendency to recognize their influence and role prevailed.

3.2 The process of forming a corporate culture

Corporate culture formation is carried out on the basis of values and organizational norms. It is a long and difficult process. Let's focus on its main steps:

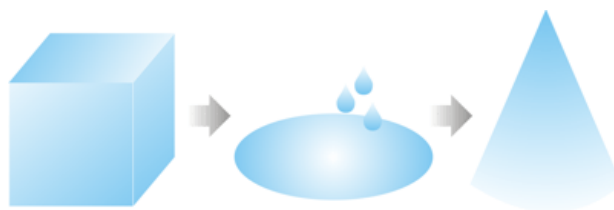
- Determination of organization's mission and core values

- Formulation of standards of conduct for employees based on core basic values
- Description of traditions and symbols reflecting all of the above [9].

In general, the formation of corporate culture, as a process of strategic changes, according to K. Lewin's "change management model", goes through several stages:

- 1) "Unfreezing" of the existing corporate culture – diagnostics, research. Before a change can be implemented, it must go through the initial step of unfreezing. Because many people will naturally resist change, the goal during the unfreezing stage is to create an awareness of how the status quo, or current level of acceptability, is hindering the organization in some way. Old behaviors, ways of thinking, processes, people must be carefully examined to show employees how necessary a change is for the organization to create or maintain a competitive advantage in the marketplace [24].
- 2) "Changing" – planning and implementation of necessary changes. This changing step, also referred to as transitioning is marked by the implementation of the change. This is when the change becomes real. It is a time marked with uncertainty and fear, making it the hardest step to overcome. During the changing step people begin to learn the new behaviors, processes, and ways of thinking. The more prepared they are for this step, the easier it is to complete. So, change is a process that must be carefully planned and executed. Throughout this process, employees should be reminded of the reasons for the change and how it will benefit them once fully implemented [24].
- 3) "Refreezing" – consolidation of the result. The changes made to organizational processes, goals, structure, offerings, or people are accepted and refrozen as the new norm. Lewin found the refreezing step to be especially important to ensure that people do not revert back to their old ways of thinking. [10].

Figure 8: Lewin's Change Management Model



Source: Mindtools.com

The main stages of the process of corporate culture formation of the organization:

- 1) data collection, describing the state of the main elements
- 2) a qualitative analysis of the degree of progressiveness of the main elements
- 3) establishment of measures necessary for the formation of a progressive culture
- 4) justification and project study of each event
- 5) justification of the project parameters of each measure to transform the elements of the existing culture of the organization
- 6) implementation of proposals to form a progressive culture
- 7) analysis of the effectiveness of the proposed measures [10, p.254].

3.2.1 Factors affecting the formation of corporate culture

Before starting to investigate the state of corporate culture, it is necessary to study the factors influencing its formation. Corporate culture is influenced by both internal and external factors, and their change necessitates changes in the organizational culture.

Internal factors have the strongest impact on the formation and change of corporate culture. The main internal factors are listed below:

- 1) Mission is the purpose of the organization, the main purpose of its existence. The mission influences the image of the organization, attracts consumers, partners, shareholders, as it informs about what the company is, what it strives for, etc.
- 2) Leadership. The influence of the leader's personality is reflected in the formation of values, rules, traditions, norms and other components of corporate culture. Ultimately, the founder or CEO of a company can make it what he imagines.
- 3) National culture is significant for multinational corporations or corporations that enter the international market. The success of such corporations depends on how much they managed to eliminate tensions in relations between employees of different nationalities, with different cultural traditions [11].
- 4) People. Every individual has a unique set of personality traits, backgrounds, and experiences. While organizations cannot fully control individuals and the way they

act, they can use guidelines and mandated expectations to help guide the behavior of their employees.

- 5) Capability and support – training and development is a big part of success.
- 6) Resources & Technology. Provision of needed resources helps to do the job efficiently. Technology is important to create policies and procedures to outline electronic communication expectations. Providing employees with technology support will improve employee morale and create more efficient culture.
- 7) Workplace design. To keep productivity, organizations must take care of their office spaces to better accommodate their employees to increase efficiency.

A modern organization cannot be considered without its surrounding external environment, with which it is in close and indissoluble unity. The changes taking place in the external environment, the increase in its complexity, dynamism and uncertainty further enhance their influence on the organization.

- Economic factors determine the general level of economic development, market relations, competition, i.e., economic conditions in which organizations operate. Factors are tax rates, policies, law, governmental activities, interest rates, etc.
- Political factors determine the goals and directions of the state's development, its ideology, state policies in various fields. They influence the formation of values, principles, and norms of behavior in the organization.
- Legal factors regulate the activities of the organization, establish the permissible norms of its business relationships, rights, responsibilities, duties.
- Sociocultural factors determine the social processes taking place in society and affecting the activities of the organization. They include traditions, values, habits, ethical norms, lifestyle, people's attitude to work, etc.
- Technological factors determine the level of research and implementation, the development of which allows an organization to create new products, improve and develop technological processes.

- Environmental factors are associated with climatic conditions, natural resources, environmental conditions. Global climate changes increase the social responsibility of the organization and affects the change in its values, principles, norms, etc.

In any company, the formation of a corporate culture takes place in a specific production and social environment under the influence of market demands and in the direction of meeting the needs of customers and, therefore, their own interests. It is impossible to create a successfully working organization if it is not adapted to changes in the external environment.

3.2.2 Strong and weak corporate culture

Corporate culture in terms of the degree of greater or lesser influence on the activities of the organization can also be divided into types. One culture has a greater influence on the activities of the organization, and therefore on the behavior of its members, than another. This allows us to speak about “strong” and “weak” corporate culture.

In a “strong” culture, beliefs, values, and taking responsibility make the culture all-pervading. In other words, they are fully supported by the members of the organization. A “strong” culture ensures common agreement on the question: “what purpose is the organization working for?”. A strong culture contains many norms and values, is open to any influence, and allows dialogue between all members of the organization and outsiders. It actively assimilates all the best, wherever it comes from, and as a result, it only becomes stronger. The strength of culture is determined by three points: the depth of its penetration into organizational relations, the breadth of distribution and the degree of coverage of the members of the organization, the clarity of the declared priorities.

A strong culture determines the consistency of employee behavior. Employees clearly know what kind of behavior they should follow. Predictability, orderliness and consistency of activities in an organization are formed with the help of high formalization. A strong culture achieves the same result without any documentation or allocation. Moreover, a strong culture can be more effective than any formal structural control. The stronger the culture of the organization, the less management needs to pay attention to the

development of formal rules and regulations to govern employee behavior. All this will be in the subconscious of an employee who understands the culture of the organization.

As an example of companies with a strong corporate culture, we can mention Procter & Gamble, IBM (every employee in this computer giant knows and understands the company's strategy in the field of service, a lot of attention is paid to personnel training), Hewlett Packard. All of the listed companies have a lot in common:

- striving for action
- proximity to the consumer
- autonomy and "enterprise"
- achieving productivity through people
- concentration of material and intellectual resources
- work in one area
- reliance on staff
- free administrative (democratic) management style.

Studies show that the degree of manifestation of corporate culture in various areas of entrepreneurial activity is different.

A strong culture leads an organization to success only when it supports the mission, goals, strategy of the company, facilitates communication and coordination. But sometimes a strong culture can be a hindrance. Firstly, the mission, goals and strategy of the organization can change and the strong culture, which previously contributed to success, now becomes a brake on development. Secondly, two different strong cultures in cooperation may turn out to be poorly compatible and do not give the desired effect, as was the case when two companies with a strong culture (Xerox and General Electric) created a third company – Silicon Value. Finally, a strong culture can be misdirected from the outset, which can cause serious harm to the organization later on.

In a “weak” culture, beliefs, values, and taking responsibility are less common and strong. The norms and values of a weak culture are easily amenable to internal and external

influences and change under its influence. Such a culture separates the participants in the organization, opposes them to each other, complicates the management process and ultimately leads to its weakening.

Signs of a weak corporate culture:

1. The key values of the company are not recorded

2. Leaders do not follow company values

3. High staff turnover. Let's make a reservation right away that this is normal for some industries (retail), but in general it speaks of people's dissatisfaction with culture, insurmountable differences on paper and in life.

4. Weak reputation of the company

5. Employees are often late or do not show up for work. It also includes "presenteeism" - presence in the workplace, but poor performance of duties.

6. A lot of rumors within the company. Also usually associated with poor internal communications.

7. A conspicuous discrepancy between what people say and what they actually do. Example: a manager is regularly late for meetings, but no one starts talking without him; in words, he speaks of respect for people.

8. Inappropriate rivalry between employees or "Game of Thrones" when "appearing" becomes more important than "being." Leads to an outflow of professionals from the company.

9. Employees do not receive adequate recognition and reward for their work. They either do not understand how to get the reward, or they consider their distribution unfair in favor of the "favorites" of the leadership.

10. Employees have to overwork during the week and weekends. Leaving early is prevented by the fear of losing a job (but usually this does not apply to professionals - they are confident in their employment) or the presence of a boss, but this negatively affects work - usually people just sit out their working hours. By the way, the reason for overtime is often the ineffective setting of tasks due to the low level of managers or the complexity of processes and approvals.

11. Low level of employee motivation. Lack of incentive has a huge impact on employee performance and leads to layoffs or turnover.

12. Misunderstandings about work and responsibilities. Often, workers are left with tasks that their knowledge does not allow them to solve. That is, the lack of proper training.

3.3 Relationship of corporate culture with other elements of the organization's management

Corporate culture is one of the levers of management of an organization, it constantly interacts with other elements of the management system, influences the nature of their application, and itself is formed on the basis of interaction with certain elements of this system. Consider the relationship between corporate culture and some other forms of organization management [17]:

1. Corporate culture and leadership development in an organization.

Leadership is one of the main management mechanisms. Leadership and corporate culture are closely related. The leader is the main carrier of corporate culture, and the corporate culture itself is based on the principles of leadership development in the company. Many companies suffer precisely from a lack of leaders – charismatic managers who can captivate other people with their own ideas and goals. If we turn to the experience of foreign companies, most of them achieved success thanks to a strong leader who managed to unite a team of like-minded people (B. Gates at the head of Microsoft, R. Branson at Virgin Atlantic, B. Marriott at Marriott Corporation, E. Chichvarkin – "Euroset", A. Izosimov –

"VimpelCom" and many others) [4, p.104]. Leadership – according to R.Galeger – "affects the culture of the company more than any other factor. The best companies create in their people a sense of a high goal that captivates people and to which the efforts of each and every one are directed" [16].

Many specialists and professional consultants, for example, such as partners of the reputable consulting organization McKinsey & Company, are in favor of new principles of building an organization, implying the rejection of rigid hierarchical structures and the transition to management based on leadership [4, p.105].

2. Corporate culture and the principle of teamwork in the company.

Teamwork is one of the defining values for the success of an organization. Modern practice shows that the success of a large company depends not on a single leader, but on a team of executives. But it is not so easy to form a truly efficient cohesive team. However, this must be done, because when a team of top managers does not go well, the whole company suffers [17, p.198]. Improving teamwork is difficult. It is clear that a team will not be able to act coordinatively if its members do not move in a common direction. And vice versa: if a team works well in one direction, then its overall results improve. When positive results are achieved, then not only the entire team, but also those who lead it, get satisfaction from the work. It is very important that the corporate culture of the company is reflected in the moods and values of top managers, only in this case they are able to convey its essence and guidelines to other employees. When the right people are in positions with significant powers of authority, a great working environment lays the very foundations that further contribute to the preservation and self-reproduction of the company's business culture [21, p.7].

3. Corporate culture and management of line employees.

A company's corporate culture can be called strong only when employees at all levels of the organization demonstrate emotional involvement in the work process. To develop their interest in work, you need to give them the opportunity to fully demonstrate their leadership qualities. Then their professional life will be filled with meaning, and the company will reach a new level of efficiency. Many successful companies develop a culture

that promotes the success of their employees. These companies invest in developing leaders at all levels of the organization, not just in the highest ranks.

Indeed, management experts at the Wharton school argue that people in a wide variety of roles have the leader inclinations, and it is critical that these qualities can develop. Only then both managers and line employees will work with full dedication for the good of the company and get job satisfaction, and the company will be able to achieve its strategic goals and create conditions for the formation of future leaders, including those who will one day take the highest positions [6, p.213].

4. The system of rewards and the culture of emotional involvement of employees as elements of organization management.

It is impossible to become a leadership company without creating a new employee reward scheme. The idea is that labor should be paid depending on the results of the work of not only each individual person, but also the entire team [17, p. 200]. It is impossible to deny the effectiveness of the mechanisms of material incentives for employees, but with this approach, the remuneration of employees depends solely on the results of their work. An entire generation of managers is considering a performance measurement system that links action to results and ultimately to reward as the only possible one. But to thrive in the future, companies need new solutions. [22].

Companies that successfully combine the two tend to have a "secret weapon" – a strong culture of engagement. Employees feel that their interests largely coincide with the interests of the company, and, naturally, they try to do everything for its present and future prosperity, just as they would do it for themselves. Reward based on results can be of great importance in such companies, but here it is assigned the role of an auxiliary rather than the main motivating factor. To help employees perform better, companies reward them with incentives, strong or weak.

Strong incentives imply significant material rewards for job success or very low rewards for poor performance. In the case of weak material incentives, for example, if the bonus is determined by the results of the work of a group or an organization as a whole, the amount of remuneration of each individual person is almost independent of the results of

his work. In some areas, such as the judiciary or the church, financial incentives are not expected at all (or very little), although the productivity of the people working in them can be measured [23].

5. The role and place of corporate culture in the company's HR management system.

HR management is a special type of activity, which consists of ensuring that the organization achieves its goals by regulating and developing the organizational behavior of personnel in the direction of its maximum compliance with the company's mission and strategy and its socio-economic development. The main postulate of human resource management is the recognition of the fundamental differences between the organization's human resources from other resources – material, natural or financial [17, p.201]. The most important characteristics of corporate culture determine the norms and values, laws and traditions that form the basis for the functioning and development of personnel. People are not only carriers, but also active creators of culture, changing and improving its main characteristics and parameters. In a modern organization, this process is carried out systematically based on the selected strategies and methods of human resource management. So, for the successful functioning of the organization and the implementation of effective management in it, it is necessary to pay great attention to the development of personnel [17, p.203].

It is necessary to understand what managerial and leadership qualities need to be developed, how to rebuild the personnel development system, the culture of the company as a whole, in order to identify future leaders in time, educate them, promote them up the career ladder and keep them in the company. The most successful international companies are renowned for their ability to develop people at all levels of the organization and turn them into leaders. This is becoming possible thanks to a special management culture aimed at developing and promoting talented employees. Learning programs and various trainings can be organized – it is important to make it clear to the employee that the organization cares about him, is interested in his professional and personal growth.

There are many different ways to make an employee feel cared for by the company. For example, sometimes it is important for people to know that in the event of family problems, the employer will meet them halfway. When the so-called conflict between work and personal life arises, it is flexible, not tough leaders who are most successful in resolving conflicts between work and home, redistributing the responsibilities of their subordinates, allowing them to switch to a shorter work week. Also, companies must pay serious attention to the health of all of their employees, from senior executives to frontline workers. Each manager is interested in ensuring that the working conditions in the company comply with the accepted safety standards. If at the enterprise there are rare cases of industrial injuries, then not only employees feel confident, but also in public opinion in general and in the eyes of potential employees, the company's reputation is strengthened [8, p.15].

Thus, we analyzed the correlation of corporate culture with other elements of organization management, such as:

- leadership
- the principle of team-work
- management of line employees
- employee incentive system
- human resource management.

It was revealed that the corporate culture of the company and other elements of the management system have a direct impact on each other and, in the course of their interaction, form the very management system of the organization. The leadership model of management was also described in detail, its strengths were identified.

3.4 How to determine the effectiveness of corporate culture

"Efficiency", in contrast to "effect", takes into account not only the result of the activity (predicted, planned, achieved, desired), but also considers the conditions under which it is achieved. Efficiency is a comparative evaluation of the result of an activity, reflecting not only its ability to ensure economic growth, but also its ability to stimulate progressive structural and qualitative changes.

Thus, the effectiveness of any system can be represented in general terms by an indicator characterizing the ratio of the result obtained by this system to the costs in the form of production resources that caused this result. All this concerns the effectiveness of the organization in general. And what is in this case the relationship of the organization's activities with its culture, and how to measure and, accordingly, improve the effectiveness of corporate culture? Here it should be noted right away that the ability to measure the effectiveness of corporate culture does not mean the possibility of forming a culture in the direction of an effective ideal. At the same time, the performance management model allows managers to move towards effective methods of change. In our case, the process of culture formation is a verification of corporate culture compliance.

What is meant by corporate culture compliance? A generalizing answer to this question, in my opinion, is when all members of the organization know what to do, have professional training and the ability to do what is needed, want to do what is needed for the organization to fulfill its goals.

One of the stages in the formation of corporate culture is a qualitative evaluation of the state of culture. To do this, it is necessary to give, first of all, a description of the practice of relations in the corporation:

- employees with each other
- employees and managers
- all personnel to their corporation
- personnel to customers, partners, suppliers, etc.

A qualitative evaluation of the state of the corporate culture can be given on the basis of an analysis of the real possibilities to fulfill the requirements arising from its functional role:

- creation of conditions for highly efficient, creative work
- creation of conditions for social and psychological comfort
- to ensure social partnership of personnel
- to provide social partnership with the outside world.

It is obvious that the degree of complexity of meeting these requirements and the degree of implementation in practice of each characterizes the strength of the corporation's culture. The strength of corporate culture is a characteristic of a culture that describes its stability and effectiveness in resisting other trends. The strength of corporate culture can be determined by a number of indicators:

- The number of important proposals, values, rules shared by employees, the dismemberment of ideas about corporate culture, the specification of its specific elements
- Sharing the principles – the number of employees, committed to the principles of corporate culture
- Clarity of priorities – certainty, validity of options for behavior in various situations.

A weak culture is inherent in those corporations in which these indicators are minimal.

The performance or strength of a corporation's culture can be measured in two ways:

- Direct evaluation based on testing and surveys
- An indirect method, by elemental evaluation, analyzing the capabilities (or influence) of each element of the system on the results

The method of elemental qualitative evaluation of corporate culture is more preferable, since it can be used for consistent improvement of an existing culture. An accurate measurement of socio-psychological quality parameters is impossible. Therefore, it is proposed to use for this a system of tests and questionnaires, which will allow, on the basis of a survey, to assess the strength of the corporation's corporate culture. A corporation, as the set of many elements, is a complex system, for the study of which it is advisable to use the methodology of systems analysis. The theory of systems admits of relativity, a certain convention in the selection of systems. A corporation can be considered as an economic system, as a production and technological system, as a system of interrelated labor operations, etc.

The interaction of people in labor and management processes is carried out not only physically, but also spiritually and emotionally. The spiritual side of the corporation's activities is realized in attitudes towards people, towards society, in the nature and characteristics of the behavior of people associated with corporate relations, etc. Therefore, it is possible that the socio-spiritual aspects of human labor in a corporation are considered in the form of a complex system, a systemic model that describes the culture of the corporation.

The corporate culture system in a certain way affects a person who is both an object and a subject of its functioning. The use of a systematic approach makes it possible to take into account the interaction of many elements of a different nature that determine the corporate culture, to highlight those that have the greatest impact on the object, to find ways to effectively influence them. It allows you to build the whole picture of an object and establish the laws of its functioning and development.

The construction of a system model of the corporation's culture provides a basis for representing external and internal factors as an integrated whole, makes it possible to single out individual subsystems within which specialized guidance for their development can be carried out.

Any system is characterized by input, state, and output (figure 9). The entrance to the system of the culture of the corporation (I) is the impulse that encourages the participants of the corporation to action, to business relationships in order to achieve the set goals.

Figure 9: Generalized image of the corporate culture system of a corporation



Source: Illustrated by the author

The state of the system (X) is characterized by the elements that determine the spiritual life of the corporation. The system output (R) is characterized by the results of its functioning. The functioning of the corporate culture system can be described by the expression:

$$\mathbf{R} = \mathbf{f}(\mathbf{X}; \mathbf{I})$$

Its effectiveness is determined by how it influenced the achievement of the set goal, that is

$$\mathbf{E} = \mathbf{R} = \mathbf{f}(\mathbf{X}; \mathbf{I}) \longrightarrow \mathbf{max}$$

To ensure the effectiveness of the corporate culture system, it is necessary that of the many possible states it is in the one that will best ensure the achievement of the set goals.

4 Analysis of the current state of SB JSC Home Credit Bank

4.1 Organizational characteristics of SB JSC Home Credit Bank

Home Credit Bank has a leading position in the financial retail market of Kazakhstan and is in the top 10 in terms of consumer loans to the population.

Subsidiary bank (SB) JSC “Home Credit Bank” is a part of “Home Credit N.V.” holding company, which is a global consumer finance platform. The head office of the organization is located in Prague (Czech Republic). Home Credit N.V. is represented in 10 countries of the world, including Central and Eastern Europe, the CIS countries, China and in the countries of South and South-East Asia. On August 25, 2018, Karel Gorak became the chairman of the board of Home Credit Bank Kazakhstan. Prior to him, the bank was headed by Ondřej Kubik for four years.

Today, HCNV has served over 123.7 million customers. SB JSC "Bank Home Credit" specializes in retail lending, providing loans only in tenge and only to individuals. Over 200 thousand people trust the bank with their savings by choosing its deposit products. For the convenience of its customers, they also provide services through a partner network of more than 6,000 stores, which allows them to be available to customers even in the most remote regions of the country. Beginning of activity in Kazakhstan since 2005, for 15 years more than 3.7 million people became the bank's clients. Over 30% of clients have applied to the bank more than 2 times. The strategic direction of Home Credit N.V. is responsible and safe lending [26].

Combining the efficiency of professional activity and adherence to the norms of corporate ethics, contributing to the welfare of the state, SB JSC Home Credit Bank intends to strengthen its position in the market and create a basis for further systematic growth. According to Forbes ratings, SB JS Home Credit Bank is 7th in Kazakhstan.

Figure 10: Kazakhstan banks rating - 2020

Rating publication date: May 19, 2020

A PLACE	PROFILE	ASSETS, BILLION TENGE	NPL, %	DEPOSITS, BILLION TENGE	OWN CAPITAL, BILLION TENGE
one	 Kaspi Bank	2171.6	7.1	1626.9	253.9
2	 National Bank	8840.9	7.3	6427.3	1248.6
3	 Sberbank	2206.7	4.8	1587.4	236.0
4	 Housing Construction Savings Bank	1353.3	0.1	901.2	244.9
5	 ForteBank	2195.8	6.0	1254.8	222.1
6	 Alтын Bank	524.0	0.4	373.6	56.8
7	 Home Credit Bank	436.5	2.9	155.5	79.4
8	 Alfa Bank	596.2	3.6	342.4	78.6

Source: https://forbes.kz/ranking/rejting_bankov_kazahstana_-_2020

The bank's priority line of business is consumer lending. Potential clients are offered profitable loans at partners' points of sale for the purchase of a wide range of goods: from household appliances and electronics to furniture and building materials. Another important area is inappropriate cash lending through branches of JSC KazPost, its own branches and through direct marketing. The distribution network covers the entire territory of the Republic of Kazakhstan.

At the end of 2018, the bank received a historically peak profit of 23.9 billion tenge. The client base is over two million Kazakhstanis. 383.43231 KZT per 1 USD on 31 December 2018. All services provided by the bank:

- issuance of loans
- deposit products
- credit cards
- safe operations
- money transfers (Western Union transfers)
- documentary operations (only for legal entities)
- provision for use of the electronic system "Bank-Client"
- settlement and cash services in tenge and foreign currency

SB JSC Home Credit Bank is:

- a member of the Fund for Mandatory Collective Guaranteeing (Insurance) of Deposits of Individuals of the Republic of Kazakhstan
- a member of the Association of Banks of the Republic of Kazakhstan

- an associate member of the international payment system VISA International.

As of February 1, 2021, the bank has 108 branches, consultants in more than 200 branches of KazPost, and more than 3,047 points of sale in the POS channel [18].

Today, the dynamically developing bank is officially represented in all large and individual small industrial cities of Kazakhstan. The main goal what the bank sees is the providing its clients and partners with full range of opportunities offered by the current market.

The main directions of development of SB JSC Home Credit Bank.

- 1) Increasing the client base through the following resources:
 - large corporations interested in working with Kazakhstan
 - medium and small businesses in need of loans and prompt settlement and cash services
 - the population, which has great potential for expanding the deposit base and diversifying the loan portfolio.
- 2) Increase in the return on assets and equity capital, while maintaining high liquidity, the use of modern methods of managing all types of risks and, as a consequence, balance, and diversification. Achieving profit growth by modernizing technologies, expanding the scope of activities, and improving the quality of services.
- 3) Building up equity capital by attracting new shareholders and issuing securities, which will also increase the size of assets. First of all, investments will be made in such dynamically developing sectors of the economy as retail chains, construction, mechanical engineering, agriculture, petrochemicals, transport, and communications, etc.
- 4) Compliance with international standards of banking, including retail business, timely introduction of new financial products.
- 5) Opening new branches in compliance with the position of economic feasibility in the development of the bank's branch network. The opening of new branches will

require additional efforts from the Bank in terms of technical equipment, personnel training, and creation of an effective system of interaction between all structural divisions.

- 6) Improving the professional level of the staff of the Bank's central office, all of its branches and cash settlement centers. Improving the skills of working in a team capable of solving the problems of development and strengthening of business [18, p.3].

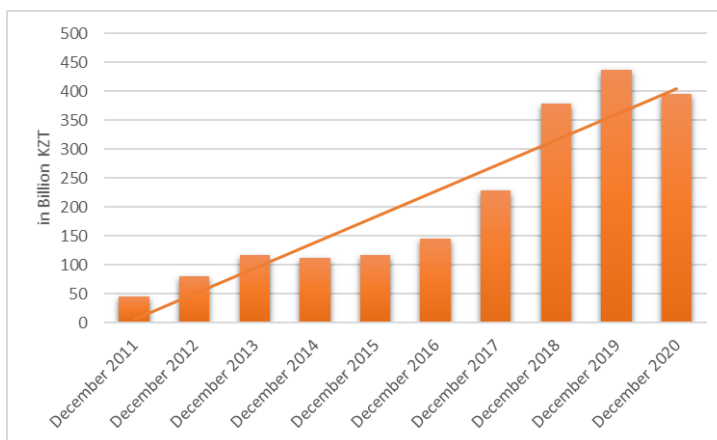
General management of the Bank's activities is carried out by the Board of Directors, i.e., the body of the bank that carries out general management of the bank's activities. Members of the Board of Directors are elected by cumulative voting.

The central office of the bank is a unified mechanism for the functioning of its activities. The bank's divisions include the central office in Almaty and 18 regional branches [18].

4.2 Financial characteristics of SB JSC Home Credit Bank

As of January 1, 2021, the Bank's assets amounted to 394.86 billion tenge, which is 9.5% less than in 2020, January 1. As of January 2021, 421.27 KZT per 1 USD. The dynamics of asset growth is shown in Figure 11 [18].

Figure 11: Growth dynamics of assets of SB JSC Home Credit Bank

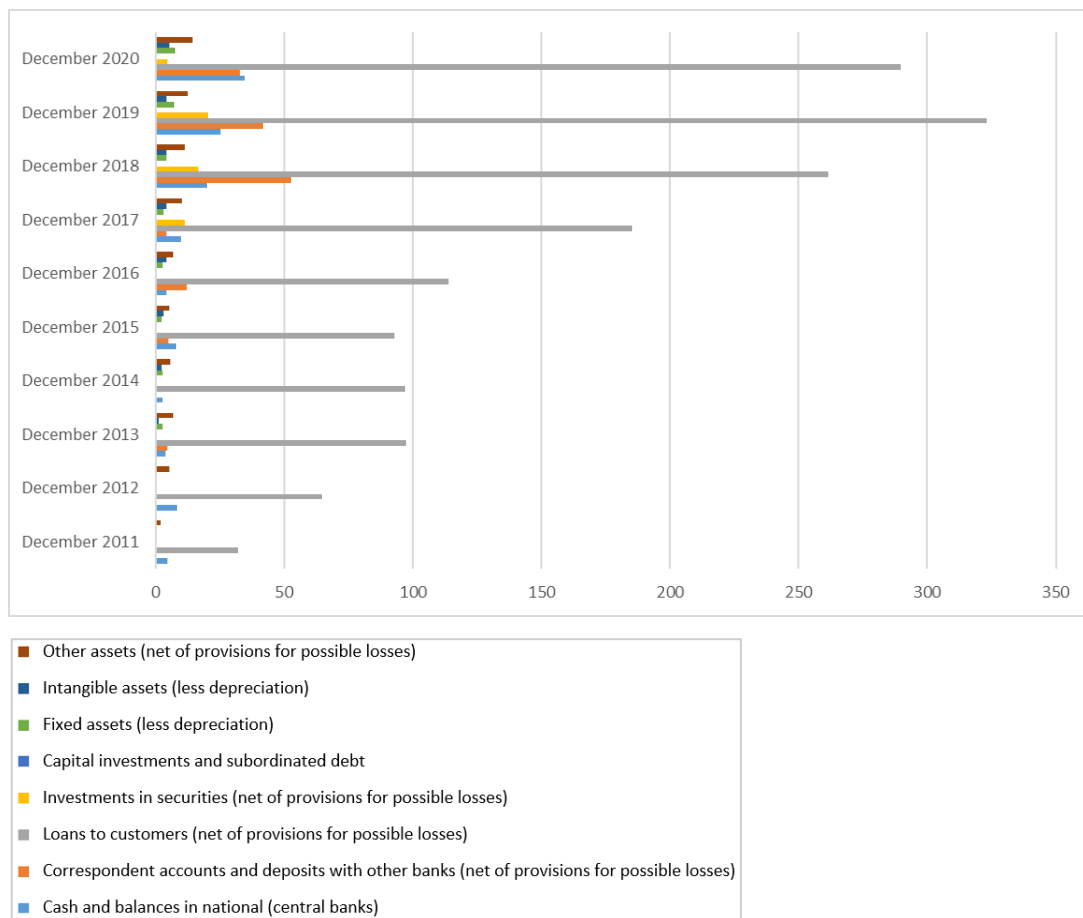


Source: <https://homecredit.kz/pages/reporting>

There is a noticeable tendency for the bank's assets to grow until 2020, as evidenced by the diagram below. Thus, we can say with confidence that deposits of the population were increasing every year before 2020. This is due to COVID-19 pressure on the bank's asset quality and profitability, and on the overall operating environment in the country. The change in the structure of assets is as follows, as shown in figure 12.

Compared to the previous year, the share of cash and balances has grown by 38.2%. Loans remain one of the main items of assets [18].

Figure 12: The growth trend of the assets of SB JSC Home Credit Bank

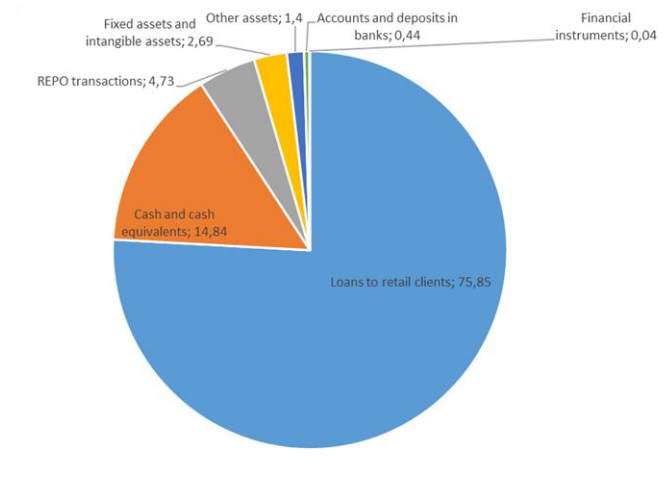


Source: <https://homecredit.kz/pages/reporting>

The main type of placement of financial assets is loans to retail customers – 75.85%, then 14.84% is cash and cash equivalents, REPO (Securities sold under agreements to sell with an obligation to repurchase) transactions take 4.73%, then 2.69% are fixed assets and intangible assets, other assets 1.4%, accounts and deposits in banks 0.44% and financial

instruments only 0.04%. The structure of the bank's financial assets placement is presented in the following diagram shown in figure 13 (as of 12/31/19) [18].

Figure 13: Structure of placement of financial assets of SB JSC Home Credit Bank

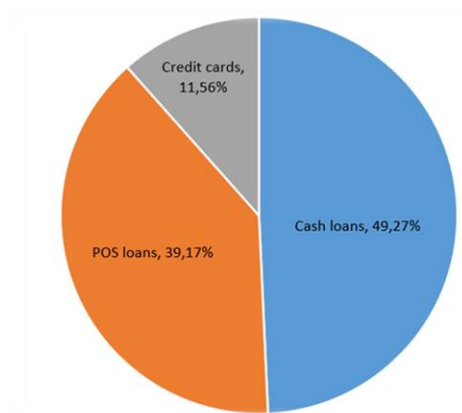


Source: <https://homecredit.kz/pages/reporting>

Taking into account the specifics of the bank's work and in accordance with its Investment Policy, about half of the bank's assets are in loans to retail customers. These investments can be long-term as well as short-term.

Loans to retail customers are divided into three main types, i.e., presented in the following diagram shown in figure 14.

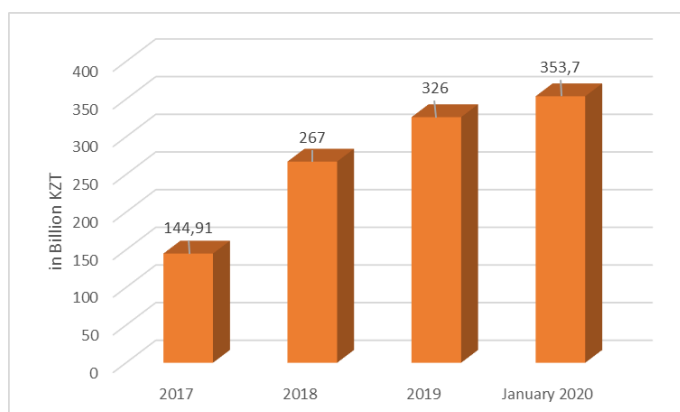
Figure 14: Variety of loans to retail customers



Source: <https://homecredit.kz/pages/reporting>

Considering the good work of marketing services, the task of which was the interest of a large number of the population in the stability and reliability of the bank in the Kazakhstani market. This is evidenced by the analysis for 01.01.2020 for the bank's loan portfolio, which is increased by 40.97% comparing to 2017, shown in figure 15 [18].

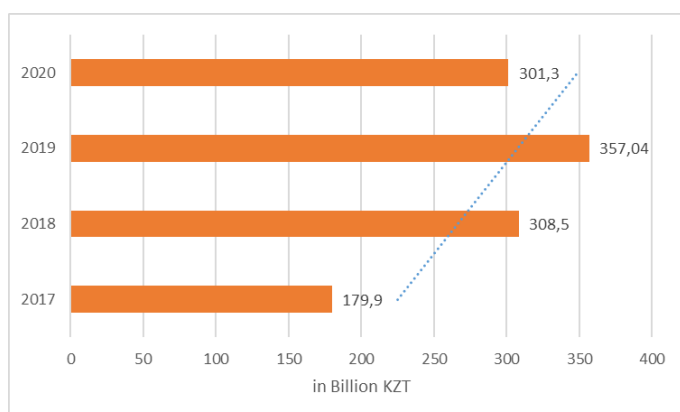
Figure 15: Analysis of the loan portfolio of SB JSC "Home Credit Bank"



Source: <https://homecredit.kz/pages/reporting>

In 2020, the bank's liabilities decreased by 15.61% compared to 2019 as shown in figure 16. This was caused by decreases in correspondent accounts and bank deposits; securities sold under REPO; debt securities issued; debts to other banks [18].

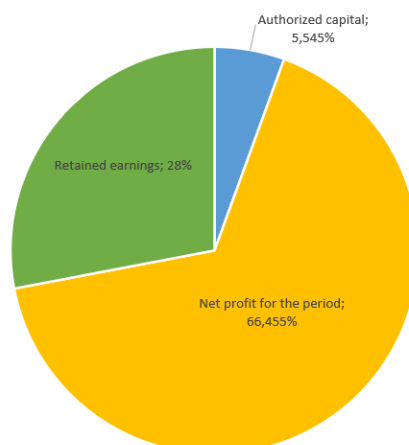
Figure 16: Analysis of the bank's liabilities



Source: <https://homecredit.kz/pages/reporting>

The bank's equity amounted to 93.6 billion tenge at the end of the reporting period (12/31/2020). The structure of equity capital is presented in the following diagram [18].

Figure 17: Structure of the bank's equity



Source: <https://homecredit.kz/pages/reporting>

4.2.1 Income and expenses

Based on the results of its activities, the bank received revenue in the amount of KZT 48 204 073 000 million (as of 01.2021), unrelated to remuneration. For 3 reporting years, it has a growth rate of 12.9%, however it's decreased for 3.4% comparing to 01.2020. The income table of SB JSC Home Credit Bank is presented in Table 1 [18].

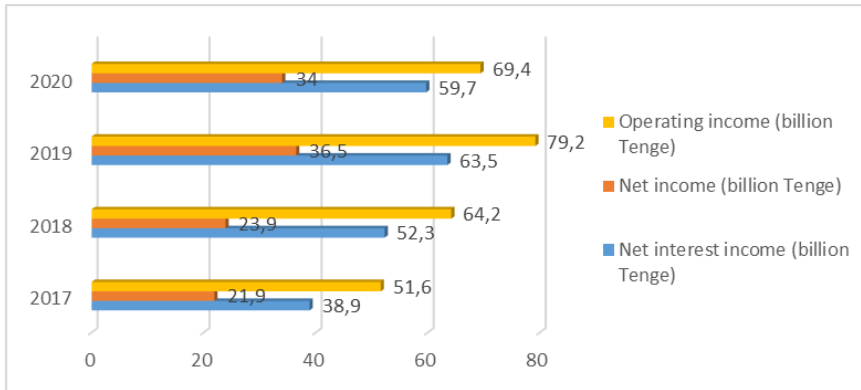
Table 1: The income table of SB JSC "Home Credit Bank"

Indicators	2017	2018	2019	2020
Net interest income (Billion tenge)	38,9	52,3	63,5	59,7
Profit for the year (Billion tenge)	21,9	23,9	36,5	34
Loans to retail customers (Billion tenge)	195,1	267,9	332,9	289,6
Number of active clients (Million people)	2,8	3,05	3,7	3,8
Number of personnel	4000	4500	4700	5000

Source: <https://homecredit.kz/pages/reporting>

As the following diagram shows, the structure of the bank's income is increasing from year to year. In 2020, operating income amounted to 43.362.413.000 tenge; net income is 34.040.476.000 tenge, which is compared to 2017 has increased by 35,6% and income from interest amounted to 59.7 billion tenge. The structure of the bank's income is shown in figure 18 [18].

Figure 18: Bank's income structure



Source: <https://homecredit.kz/pages/reporting>

The bank's expenses for year 2020 amounted to almost 133 KZT billion and are presented by the following main groups in Table 2.

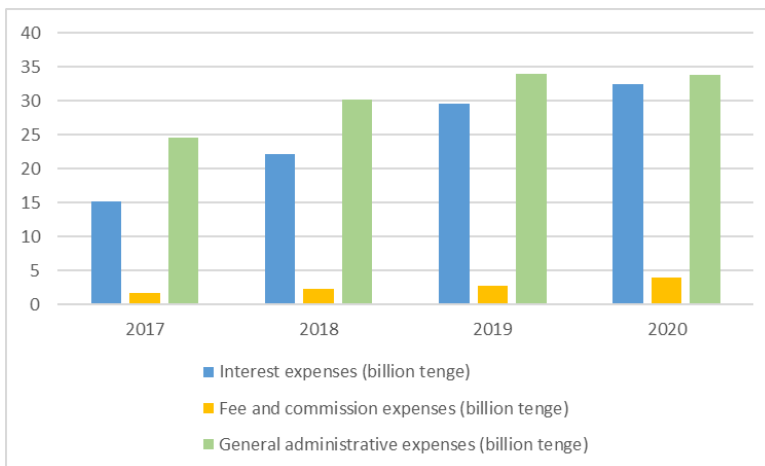
Table 2: Analysis of expenses of SB JSC "Home Credit Bank"

Expenses	2017	2018	2019	2020
Interest expenses (billion tenge)	15,1	22,1	29,5	32,5
Fee and commission expenses (billion tenge)	1,7	2,2	2,7	3,9
General administrative expenses (billion tenge)	24,5	30,2	33,9	33,8

Source: <https://homecredit.kz/pages/reporting>

According to the diagram below you can see how the level of the bank's expenses remained approximately at the same level, except interest expenses, which in the end of 2020 was 32.5 billion tenge, and each year tend to be increased, as shown in figure 19 [18].

Figure 19: Bank's expense structure



Source: <https://homecredit.kz/pages/reporting>

Based on our financial analysis, we can sum up that the bank is growing and has the tendency to increase its profit. We can notice that in 2020, the bank's financial situation is a bit damaged. This is because of a sudden movement to a digitalized world due to the coronavirus crisis. However, Home Credit Bank was recognized as the best digital bank 2020 in Kazakhstan.

“It is important to note that during the state of emergency and the lockdown that followed, the Home Credit Bank Kazakhstan application largely helped the bank to provide its clients with all services in full online. Nearly three-quarters of Home Credit Bank's services were available in the app, which has been of great help in reducing the spread of the Covid-19 virus. The numbers speak for themselves: the share of active customers in the bank's mobile banking database increased from 43% to 84% in 2020, and the number of daily active users almost doubled to 155,000 versus 87,000.” Said K. Gorak.

4.3 Analysis of corporate culture in SB JSC Home Credit Bank

The efficient functioning of the bank is ensured by a clear management system. As the organizational structure develops and the number of bank divisions increases, the importance of this issue increases, as the interconnection and interdependence between its divisions increase.

The bank's management is working to create a strong corporate culture, with each employee taking only those actions that best serve its well-being. An employee not only realizes the ideals of the company, strictly adhering to the rules and norms of behavior in the organization, but also fully accepts corporate values internally. In this case, the cultural values become the individual values, taking a firm place in the motivational structure of his behavior. Such an employee should become a powerful source of these values and ideals. The structure of corporate culture includes intra-organizational norms and social roles. Norms are generalized rules governing employee behavior that leads to the achievement of organizational goals. Roles determine the contribution of each to joint activities, depending on the position. The idea of corporate culture has rather an abstract character, since we cannot see it or touch it, but it is present and spreads [5, p.223].

Developing corporate culture, the bank tries to support not only the initiative of its employees, but also strives to strengthen the corporate spirit by creating an innovative approach to the development of the bank. One notable result of a weak corporate culture is high employee turnover. This is due to the consensus among employees about what is the goal of improving the management of the organization.

In the annual report of SB JSC Home Credit Bank, the fact of the youth of the staff is ascertained, but not commented on. The bank has a number of positions with a high level of staff renewal. For example, positions of financial advisor or contact center operator offer opportunities for rapid growth, and employees who perform well will quickly climb the career ladder. These positions are often occupied by university graduates or young professionals. However, such a personnel management model can lead to high staff turnover ($\text{Turnover} = (\text{Employees who left} \div \text{Average number of current employees}) \times 100$), since not all young professionals succeed. Home Credit Bank hired 2,862 people in 2019, resulting in a 48,3% employee turnover. For comparison: in Halyk bank, the staff turnover in 2019 was 17%, in the subsidiary Sberbank – 20%, in the Eurasian report the turnover was not indicated, but according to the known number of hired people (3734 people), it can be calculated that it was at the level of approximately 40+%. According to J. Stowers, organizations should aim for 10% for an employee turnover rate. So, SB JSC Home Credit Bank has a high level of turnover even though its financial reports are showing good results. Comparing to previous years the employee turnover rate has not changed much. In 2018 the rate was 49,7%, and in 2017 this rate reached 50.1% [36]. To identify the rate for 2020 year was difficult due to the impact of coronavirus situation, meaning that not everyone wanted to lose their job, no matter what were the conditions and wages they received. Instead, employees were laid off or their contracts were temporarily terminated [35].

Home Credit Bank has several methods of maintaining corporate culture, the main groups of methods are the following:

1. Motivation of employees

In order for a team to work well, the bank's management tries to properly motivate employees. The main way of motivation in the bank is material

benefits: the size of wages, a social package, subsidies, etc. However, they seem to be insufficient.

Moral encouragement of the bank's employees is carried out using the following types of incentives:

- entry of the employee/department into the book of honor of the bank
- awards like "Honored Employee of the Bank", "Certificate of Honor", "Exemplary Branch", "Exemplary subdivision", "Best Employee of the Bank"
- declaration of gratitude .

Moral incentives do not play an important role and have little impact on employees' motivation, and it could cause the employee turnover. The reason – very low wages. Kazakhstan has approved a budget that will keep the minimum wage at 42,500 Kazakhstani tenge (about 110USD) per month for 2020, and foreign employees in Kazakhstan must meet strict criteria as highly-qualified workers, experts or executives, and their salaries typically already exceed the threshold [34]. This proves that main and current motivation remains and will remain as material incentives, regardless how much money is paid.

2. Conflict management

There are five main interpersonal conflict resolution styles:

- evasion
- smoothing
- compulsion
- compromise
- solution to the problem

The bank's management uses the most effective methods of conflict resolution in the team:

- 1) Smoothing – "We are all one happy team!" The bank's management is trying to hide the manifestation of conflict and discontent, appealing to the need for solidarity. But this method of resolving the conflict also has a negative side – as a result, after smoothing out the conflict, peace and harmony come, but the problem remains.

- 2) Compromise – the ability to compromise is especially valuable in managerial situations, as it allows you to minimize hostility and resolve the conflict quickly, satisfying both sides.
- 3) Solution of the problem – the most effective method. Since it is characterized by the recognition of differences of opinion and the willingness to familiarize themselves with other points of view in order to understand the causes of the conflict and develop a course of action acceptable to all parties. Other styles also could be effectively applied in practice to stop or prevent the conflict, but the management of SB JSC "Home Credit Bank" believes that they will not give the optimal solution because it does not take into account all points of view [18].

3. Training and education of employees.

It is not easy to attract bright and talented people to the company today. However, it is even more difficult to create a team from them that can work efficiently. If management of SB JSC Home Credit Bank cannot unite the team, they have to ask for help from those who can teach employees teamwork. Today, team building is an acute problem in all areas where effective group participation is needed, but its creation is a complex creative process that requires significant financial costs and intellectual efforts. This does not concern the youth, since trainings are mostly focused on older specialists who could climb the career ladder. Those who failed are not paid careful attention and taught enough to catch up [25, p.154]. The possible reason for that could be a high competition in the youth labor market to get a prestigious job.

The most common training format is active-dynamic based on a sports model and taking place in a game format. Such training programs are based on the idea that the organized joint activity of people obeys general laws, regardless of the nature of the organization. During the game, employees are taught to interact as a team in the search for a collective solution to any complex problem. Thus, a group of employees will become a team only when these people successfully perform a certain type of activity. Hence the conclusion: a group of employees works in a team only in worked out situations [25, p.192].

Regardless of the format, team-building trainings should be aimed at solving a number of tasks:

- formation of skills for successful interaction of team members in various situations
- increasing the level of personal responsibility for the result
- transition from a state of competition to cooperation
- increasing the level of trust and care of team members
- switching the participant's attention from himself to the team
- increase of team spirit and charge of positive attitude

It is extremely difficult to determine how effective the training was since it is almost impossible to measure the relationship between people. A number of factors contribute to strengthening the effect of training. It is the responsibility that is needed from participants, who must apply the knowledge gained during the training, from the company's management, whose task is to set specific training goals for employees, from the HR specialists that are responsible for checking the training program for compliance with the specifics of the company's activities [25, p.189].

Improving corporate culture through training is not effective enough to maintain corporate culture in achieving the strategic objectives of the bank. But as mentioned earlier, each organization has its own strategy for choosing rules and regulations that govern the daily command of employees in their workplace, carrying out their activities in accordance with those values and needs that are essential for its employees. However, there is a small amount of strong and trained employees who stay for a long period of time, since it takes a lot of time and effort to obtain a valuable, profitable position in the organization. And to hold the position they most of the time protect their own interests putting loads on new hires or subordinates, ultimately causing an increase in turnover. This proves that in Home Credit Bank the hierarchical bureaucracy is present, which means power derives from a person's position – role culture [Handy].

Thus, we know that the turnover rate is very high in the bank, for that reason I have also conducted a short questionnaire focusing on employees' commitment level to identify potential reasons for them to leave the organization. The target population is the employees of the central office of SB JSC "Home Credit Bank" in Almaty. A sample of 54 employees (including specialists and a few managers) of the bank, conveniently sampled out of a target population (around 300 employees) provided data for this purpose.

An online questionnaire with the aim to receive employee opinion or feeling feedback was conducted to gather information from respondents. This questionnaire had 15 questions focusing on employee's feelings about their job and future in the bank. An example of the questions is shown in the figure below.

Figure 20: Questionnaire example

6. Salary package/Material incentives are sufficient in Home Credit Bank?

Strongly agree

Agree

Neutral

Disagree

Strongly Disagree

8. Which of following factors most influence your decision to leave the job?

Low Salary

Manager's negative behavior

Bad working conditions

Low career growth

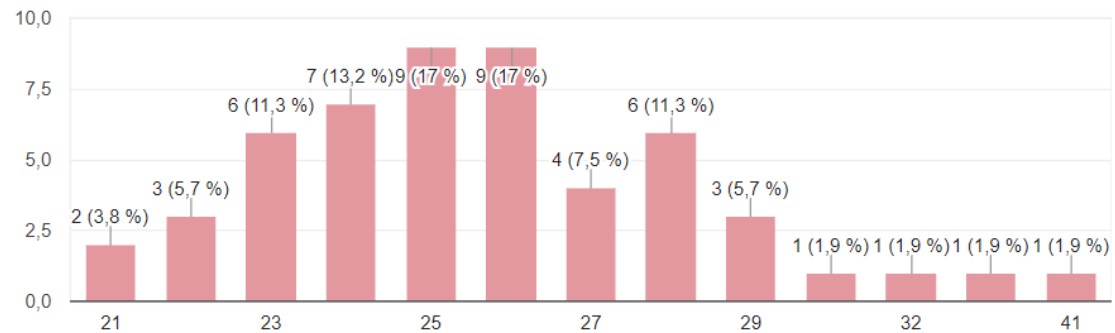
Personal issues

Other ...

Source: questionnaire results: <https://forms.gle/3hfd5qUJTxBTpSxt6>

From this questionnaire we also obtained information on respondents' ages varying from 21 to 41. And the highest number of responses were given by 23-26 years old professionals (figure 21).

Figure 21: Respondents' age variety



Source: questionnaire results: <https://forms.gle/3hfd5qUJTxBTpSxt6>

The figure above shows that most of the respondents are young and according to their responses, they have a low willingness to stay with the bank for the next couple of years. Of course, it is difficult to express negative opinion, since most of the respondents are young, and their responses are prevailing. However, the fact that they are not supported still remains.

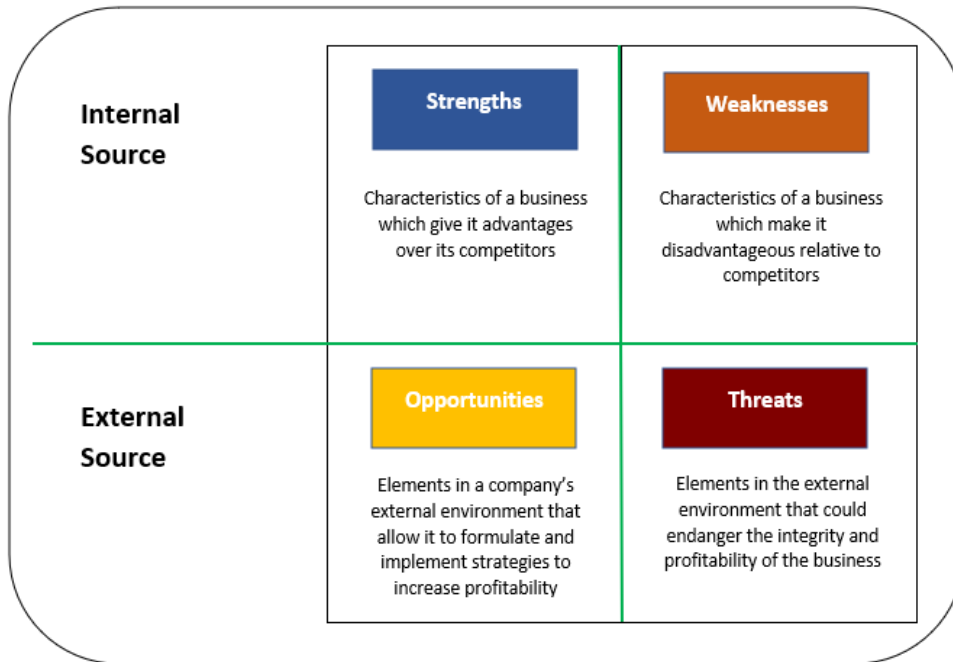
4.3.1 SWOT analysis

In the study of management, expert assessment methods play an important role today. One of the varieties of such methods is the original SWOT analysis method. It got this name from the first letters of the words, which are Strengths, Weaknesses, Opportunities, Threats. Currently, it is widely used in various spheres of economics and management. Its versatility allows it to be used at various levels and for various objects. This method can be used to prevent a company from falling into a crisis situation.

Correctly using the strengths and weaknesses of the enterprise, adequately responding to market threats and opportunities, an effectively developed strategy for improving the corporate culture and social climate in the team can create a competitive advantage that brings the bank a profit above the industry average. Therefore, understanding the environment in which a corporation competes is very important in the formation of any strategic program [27].

To determine specific goals and ways to improve the corporate culture of the bank, based on the previous questionnaire results we will conduct a SWOT analysis. The simplest form of presenting the results of SWOT analysis is shown in figure 22. We take into account that strengths and weaknesses have an internal source, opportunities and threats – an external one.

Figure 22: General view of the SWOT analysis matrix



Source: <https://corporatefinanceinstitute.com/resources/knowledge/strategy/swot-analysis/>

An analysis of the strengths and weaknesses, opportunities, and threats of the corporate culture of SB JSC “Home Credit Bank” is presented in table 3.

Table 3: SWOT analysis of corporate culture in SB JSC Home Credit Bank

	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> – Availability of social support for employees – Effective conflict management in the enterprise – Conducting trainings for employees – Availability of experienced consultants – Highly qualified employees – Modern information support for employees of the organization 	<ul style="list-style-type: none"> – Low level of staff motivation – High staff turnover – Lack of performance evaluation of employees – Limiting the interpersonal space of employees – Low level of corporate events – Lack of support for young professionals – Job stress/overworking – Inadequate compensation
	Opportunities	Threats

External	<ul style="list-style-type: none"> – Strengthening the existing personnel motivation system – Improving the conduct of corporate events – Creation of a support program for young professionals – Creation of an assessment of the results of the work of employees and the introduction of an effective system of bonuses and material assistance – Development of interpersonal relations between employees, administration, and public organizations – Reduced employee turnover 	<ul style="list-style-type: none"> – Weak employee interest in labor results – Movement of personnel to other companies – Interception of employees by competitors – Changes in the economic situation in the country – Lack of worthy applicants for managerial positions
----------	---	---

Source: conducted using questionnaire results [28-29]

From the table above, it is shown that the strengths of the existing corporate culture include:

- 1) availability of social support for employees. Every bank employee wants to feel the protection and support from the company. Realizing that any bank employee is dear, both for the management and for the entire organization as a whole, will greatly raise the corporate spirit in the team. Therefore, Home Credit Bank pays due attention to the social support of its personnel, thus, the bank has a number of social programs:
 - Voluntary medical insurance – insurance in the best insurance companies in Kazakhstan, a wide range of medical services for employees and family members
 - Employee life and disability insurance – 24 hours, 365 days a year
 - Additional health and life insurance of an employee during business trips [30].

- 2) Effective conflict management in the enterprise. As you already know, corporate culture is focused on the internal environment and manifests itself, first of all, and mainly in the organizational behavior of employees. And here it is important to maintain a favorable climate, create good relationships between colleagues. To identify and anticipate the causes of the conflict, employees of the HR department conduct an analysis for optimal resolution of disagreements, which showed that the most effective method of conflict management is problem resolution [31].

Since it is characterized by the recognition of differences of opinion and a willingness to familiarize themselves with other points of view in order to understand the causes of the conflict and to develop a course of action that is acceptable to all parties. In difficult situations in which a variety of opinions and clear information are needed to make the right decision. In essence, the conflict should be encouraged and managed using a problem-solving style. Other styles can also be effectively applied by management in practice to limit or prevent conflict, but the management of Home Credit Bank believes that they will not give an optimal solution, since they do not take into account all points of view.

- 3) Conducting trainings for employees. Improving corporate culture through training is one of the most effective ways to maintain the corporate culture of the bank, because it forms team spirit and team cohesion.

Each format of team building training has its own advantages. All training formats are tools that are effective for solving any specific tasks related to the team. At the same time, they alone cannot solve the problem of forming an effective team. It is extremely difficult to determine how effective the training was, since it is almost impossible to measure the relationship between people [25, p.176].

Meanwhile, there are a number of metrics that give an idea of how the team is working in the company. For example, the positive effect of training is evidenced by an increase in labor productivity and a reduction in the time it takes to complete each operation. Do not forget that the team spirit is an additional magnet that keeps employees in the bank.

- 4) The presence of experienced consultants and a high classification of some bank employees are also a strong point of the corporate culture. After all, the personnel and human potential of each employee is a powerful tool for the development and improvement of the internal climate of the organization. Here, it should be noted the good work of the HR department in recruiting and selecting candidates for the position.

The weaknesses of the corporate culture of the bank include:

1. Low level of staff motivation. In fact, when employees experience low levels of motivation, they are often stressed, aggressive, and reluctant to engage in any type

of communication. Demotivation is a real obstacle to building efficient work relationships that are productive and constructive. Moreover, it can initiate a dangerous vicious circle that impacts negatively overall business performance and work quality [32].

2. High staff turnover. It costs a lot to hire an employee. On top of salary expenses, there are also benefits to be paid and costs associated with recruiting and onboarding. When an employee leaves your organization, replacing him can be even more costly. Potential reasons for high turnover:
 - a) Lack of performance evaluation of employees – no professional growth
 - b) Limiting the interpersonal space of employees
 - c) Low level of corporate events
 - d) Inadequate compensation
 - e) Job stress/overworking
 - f) Lack of support for young professionals. Sure, they still may leave. But by investing in them, by showing that you care about them, you are also giving them a reason to stay. Investing in people can pay off.

Weaknesses are the problems of the formation of the existing corporate culture at the enterprise, so in order to eliminate them, it is necessary to develop ways of improvement and enhancement.

During the SWOT analysis, opportunities for the development of corporate culture were identified, they are:

- Strengthening the existing personnel motivation system
- Improving the conduct of corporate events
- Creation of a support program for young professionals
- Creating an evaluation system of employees' work results and the introduction of an effective system of bonuses and material assistance
- Development of interpersonal relations between employees, administration, and public organizations
- Reduced staff turnover.

In this case, when describing the opportunities that open up for SB JSC Home Credit Bank, there are already ready specific actions that the bank's management can carry out. From the point of view of the meaning of the word "opportunity", everything seems to be correct, however, this leads to the fact where you try to match the strengths and weaknesses of the bank with the "opportunities" presented to them.

Opportunities help to develop a program for the further improvement of the corporate culture at the enterprise of SB JSC "Home Credit Bank".

Threats in this case are trends or events in the external environment that little depend on the organization, but in the absence of a response from the bank's management, they cause a significant decrease in economic indicators. The most significant threat for SB JSC Home Credit Bank is the migration of labor personnel to other companies and the poaching employees by competitors, therefore it is very important to respond clearly and quickly to external threats, create all conditions for the favorable activities of the bank's employees. Also, the threat is the lack of worthy applicants for managerial positions and the economic situation in the country, a change in which can greatly affect the internal situation in the organization.

Weak interest of the personnel in the results of work is also one of the factors of the company's threat. The indifference of the management to threats of this kind entails great consequences and high staff turnover.

Having made a small assessment of the existing corporate culture in the bank, and identifying the main problems of its successful implementation it is clear that the methods are not effective, and it is necessary to develop and improve programs for the development of corporate culture. Home Credit Bank has both strengths and weaknesses. Therefore, it is necessary to carefully, and with full seriousness, approach the solution of existing problems, eliminate the disadvantages in the existing corporate culture.

After all, corporate culture is a powerful strategic tool that allows you to orient all divisions of the bank and individuals to common goals, mobilize employees' initiative, ensure loyalty, and facilitate communication [3, p. 248].

The team should be a close-knit and have a collaborative spirit, capable of feats in labor, it is not distracted by building relationships between colleagues – it works as a single mechanism [15, p. 98].

Home Credit Bank JSC is a commercial enterprise, the management of the bank and employees of the HR department should be interested in effective incentives for employees, but this cannot always be achieved only with the help of material incentives. And since the economic success of a bank directly depends on the conscientious and high-quality performance by employees of all levels of their duties, it becomes necessary to invent additional mechanisms of emotional involvement. It is this task that corporate culture is designed to solve.

During the evaluation of the existing corporate culture of SB JSC Home Credit Bank, “weaknesses” and “opportunities” for the development and improvement of the internal corporate culture of the bank were identified. They will help build a model of a new corporate culture that will improve and adjust the climate in the team, make each employee feel his/her importance in this particular company.

In this work, I propose my own programs for the development of the bank, by improving and finalizing the existing methods of maintaining the corporate culture of SB JSC Home Credit Bank. And to see the potential impact of suggested programs, a questionnaire will be conducted.

Constantly being influenced by the external environment, adapting to changes, a modern organization must have the ability to form and accumulate potential. This potential of the bank's activity should be largely ensured thanks to the corporate culture: for the sake of which people became members of this particular bank; how relationships are built between them, what principles and methods of work are used in the bank's activities. This determines not only the difference between other organizations, but should also determine the success of its functioning and survival in the competitive struggle. In any organization, there should be a dialogue between people, carriers of the corporate culture on the one hand, and the culture that influences human behavior, on the other.

Having considered each problem individually, it is possible to propose new methods of reorganizing the corporate culture, which will turn it into a powerful team of like-minded people, professionals in their field working for the benefit of the bank's common mission to achieve the set goals [19].

5 Ways to improve corporate culture in the development of SB JSC Home Credit Bank

5.1 Suggested programs to improve corporate culture of SB JSC Home Credit Bank

1. A program to strengthen the existing personnel motivation.
 - a) Material encouragement of employees is very important, but as we know alone it is not an effective method of the motivation system. Therefore, moral encouragement plays a significant role as well. So, the combination of moral and material incentives have to be present in balance. Also, highly recommended to reconsider the wage payment system and compensation plans. Because this is a certain relationship between indicators characterizing the measure (rate) of labor and the measure of its payment within and above the labor standards, which guarantees the employee receives wages in accordance with the actually achieved labor results.
 - b) To improve the motivation system in SB JSC Home Credit Bank, it is necessary to establish a personnel selection system for the positions of chiefs and deputy chiefs, as well as head and leading specialists. To create a unified system for the selection of candidates, through professional and psychological testing and, based on the test results, on equal terms for all applicants to select personnel for leadership positions. Since, most employees answered that they are interested in promotion and having a good positions in the hierarchy of the bank. And also take into account the experience and skills, merits and awards acquired by the bank's employees, which will help them in moving up the career ladder.

Thanks to the improvement of the personnel selection system, the bank employees will have an incentive to achieve merit in their work, where the main motivator will be promotion. This means recognition and respect from colleagues and management that will raise the employee in the eyes of other employees and motivate the rest of the employees to achieve similar successes. In this case, both an ordinary employee

and the bank's management have success, since this will increase efficiency, innovation of ideas, the employee's awareness that this organization was created specifically for him. Where he can realize himself as a person, use his potential and thereby internal satisfaction from work in SB SJC Home Credit Bank.

- c) Program for evaluating the results of employees' work and the introduction of an effective system of bonuses and material help to employees. Each work should be appreciated. And any success is necessarily accompanied by bonuses or rewards. For example, in divisions where direct work with clients is carried out, it is possible to award employees for a larger number of attracted clients [20]. And the incentive for managers should be a certain percentage or premium to the monthly salary. Here, the result will already depend on each employee, and the bank receives benefits in the form of attracted clients, thereby it will affect the receipt of the final profit. But at the same time, let's not forget that the marketing service plays an important role in this program, which must promptly notify the population about the products provided by SB JSC Home Credit Bank.
- d) A program to increase motivation and reduce staff turnover by improving social security. In addition to compulsory medical insurance for all employees, for distinguished employees, you can provide subscriptions to the gym, swimming pool, and a trip to a preventive resorts. There is also the possibility of organizing outdoor events for the children of employees, which will have a positive effect on the family relations of the personnel and, consequently, on the employees themselves. People need to feel that they are cared of.

These are, perhaps, the most basic motivation programs that will help the bank's management to create and improve the existing system of personnel assessment and motivation.

- 2. Improvement program for corporate events in the bank. The organization of leisure activities is very important for the formation of a corporate spirit and a close-knit work team, because only a closely-knit team can lead the brainchild of its leader to the heights of success.

A team that is close-knit and breathes a common spirit is capable of feats in labor, it is not distracted by building relationships between colleagues – it works as a single mechanism. Therefore, it is necessary to ensure that this corporate spirit is ensured for all employees of the organization. The corporate spirit and a close-knit work team begin with the environment within the company: with the culture of relationships between staff at different levels and with the management, with the respectful attitude of the bosses to their subordinates. To implement this program, it is necessary to create an informal environment in which all employees of the bank will have a pleasant time. It is necessary to regularly organize field trips in a friendly atmosphere, for example New Year's Eve party, or trips out of town, to picnics and to nature, will smooth the professional barrier between ordinary employees and the management of the bank. It is too primitive, but this will provide an opportunity to get to know each other better, establish contact with colleagues, and moreover, create an atmosphere of friendliness. At such meetings, it is possible to organize team games that will help everyone feel like a necessary link in their team, teach them how to work and achieve success together. All this is a big plus of holding such events, and of course inspired employees will be able to feel like in their own family, where they are loved and appreciated.

Therefore, the issue of corporate events should be approached thoughtfully and responsibly since this is one of the most effective methods of merging all bank employees into one whole. This significantly raises the corporate spirit of employees and improves their joint work in a team, for the benefit of achieving common goals about the organization.

3. Support program for young professionals. By developing corporate culture, the bank should support not only the initiative of its employees in the implementation of short-term and long-term projects aimed at strengthening the corporate spirit and creating an innovative approach to development, but also the desire of employees to train younger specialists and transfer knowledge and experience to them.

In order to unite young professionals, the bank's management can create a small subdivision consisting of “old” experienced employees who will help create favorable conditions for adaptation, professional and personal development, as well

as organizing leisure activities for the bank's employees. Since in any society, mutual assistance is important, helping new employees understand their importance and gradually go through the process of adaptation in a new organization. The division for support of young specialists will help prepare and assist in the implementation of proposals on various aspects of the professional activities of young specialists of the bank, including improving motivation, improving working conditions, personnel policy of the bank's management in relation to young specialists of the bank. Since it is very important to show organizational support and help in the implementation of creative initiatives of new employees. Since new and young specialists who have come to a new organization will feel constrained, both in communication and in actions, for initial support, involve them in participating in the organization of cultural events, including in sports events, organization of leisure and recreation of young specialists of the bank.

Organization and holding of conferences, round tables and briefings of young bank specialists will help to quickly adapt and get up to speed, as well as get acquainted with the culture of the company, which implies the climate, values, style, relationships in this organization. After all, each company has its own characteristics, its own some kind of rituals, forms of respectfulness, demeanor in society, philosophy.

Implementing such young specialist support will help build relationships between colleagues. But do not forget that in order to adapt existing, proven in practice corporate values, an employee must be flexible, able-bodied, communicative, and, of course, must know and understand all the nuances and subtleties of the formation of corporate culture in SB JSC "Home Credit Bank".

4. Employee initiative support program. Since the greatest contribution to the maintenance and development of corporate culture is made by the most charismatic individuals, the method of maintaining employee initiative is an integral part of improving corporate culture. And in this case, the initiative should in no way be punishable, but on the contrary. Therefore, the bank's management should be more loyal to their subordinates, be able to listen to the opinions of other employees, take

the initiative to take note. This can be helped by training for management personnel, as well as agitation of anti-bureaucratic management in the organization. As a company that is based on improving interpersonal relationships, raising the corporate spirit of employees, developing corporate values. That is, an organization based on people, where all employees are not just colleagues, but members of a large and friendly family – a strictly hierarchical management structure does not take place.

Such a program of keeping employees' initiative will help to create a powerful team of like-minded people breathing the same air, and also to strengthen the existing corporate culture, the main goal of which is to help employees more productively perform their duties in the organization and get more satisfaction from it.

5. A program for the development of interpersonal relations between employees, administration and public organizations. The development of this program will allow us to establish relationships not only within the organization, but also outside it. To implement this program, it is possible to organize a charitable foundation of JSC Home Credit Bank with the participation of all employees. These meetings should be held on the territory of charitable institutions to provide material and moral support to orphans, pensioners, and disabled people. Of course, the support of public organizations and the provision of charitable help to those in need will not only improve relations, but also make each employee of the bank significant for others, and also raise the bank's authority.
6. Employee turnover reduction program. Implementation of the previous programs will by itself significantly reduce personnel turnover. After all, an organization in which an employee feels needed, in which he is socially protected, where his opinion is taken into account and suggestions are listened to, where any initiative is welcomed, and success is encouraged, where a person can work with pleasure and where the company is one big force capable of achieving success thanks to the joint and well-organized work. All this is a consequence of a good corporate culture, which in turn today is the main strength of a successful organization.

5.2 Questionnaire on effectiveness of the proposed methods of improving corporate culture

To summarize, in SB JSC Home Credit Bank, there is a corporate culture that is not 100% effective. Therefore, it was necessary to develop new ways to improve the corporate culture in the bank. When developing this program, a questionnaire was conducted among employees (including specialists and a few managers) of the bank, who expressed their attitude to the proposed new methods of improving corporate culture. This time only 42 employees out of sampled out 54 responded giving us mostly a positive feedback. The results are presented in table 4. Based on the results of the questionnaire, it was revealed how effective the new ways of improving the corporate culture in the bank will be. Improved organizational development programs have received approval and support from employees.

Table 4: Results of a questionnaire of employees and managers of SB JSC Home Credit Bank

№	Question	Positive	f	Neutral	f	Negative	f
1	How do you feel about improving the personnel selection system?	71%	30	19%	8	10%	4
2	Would you like the bank to improve the social security of its employees?	89%	37	9%	4	2%	1
3	How do you feel about the fact that the success of the employee will be encouraged and rewarded?	76%	32	19%	8	5%	2
4	How do you feel about corporate events held in an informal setting?	74%	31	22%	9	4%	2
5	How do you feel about the creation of a subdivision to support young professionals?	64%	27	33%	14	3%	1
6	Would you like your initiative to be taken into account and supported by management?	86%	36	10%	4	4%	2
7	Would you like to be a member of the SB JSC Home Credit Bank charitable foundation?	83%	35	14%	6	3%	1
8	Would you like your team to adequately and effectively evaluate their performance and productivity?	86%	36	12%	5	2%	1
9	Would you like your manager to regularly evaluate the results of your work?	74%	31	17%	7	9%	4
10	Would you like your manager to fully support the corporate culture focused on the common good	71%	30	24%	10	5%	2

	and maximum employee involvement in the work process?						
11	How do you feel about improving communication and interpersonal relationships in the organization?	86%	36	12%	5	2%	1
12	I see that changes are very important for our company, and I believe that with their help we will be able to improve the quality of our performance.	88%	37	2%	1	10%	4

Source: Conducted using researcher's questionnaire results

6 Results and discussion

Analysis of data was conducted using an excel data analytics. Cronbach's alpha is also used to get information on the reliability of the questions based on the proposed improvement programs.

Cronbach's alpha calculated in below according to "Statistics how to" statistics website is defined as a coefficient alpha created by L. Cronbach. It tests to see if our questionnaire is reliable. It will tell us if the test we have designed is accurately measuring the variable of interest. Figure 23 below provides a categorized results scale for Cronbach's alpha.

Figure 23: Cronbach's alpha results ratings

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: <https://www.statisticshowto.com/probability-and-statistics/statistics-definitions/cronbachs-alpha-spss/>

A formula for finding Cronbach's alpha is shown below.

$$\alpha = \frac{K}{K - 1} \left[1 - \frac{\sum S_y^2}{S_x^2} \right]$$

Where,

K is the number of questions

$\sum S_y^2$ is sum of the item variance

S_x^2 is the variance of total score

The coefficient of reliability was calculated using an excel data analytics. According to the formula, every element was identified, and reliability coefficient was found.

Table 5: Calculated Cronbach's Alpha

Number of questions	12
Sum of the item variance	3,508503401
Variance of total score	18,16609977
Cronbach's Alpha	0,880216741

Source: Researcher's excel results

Table 6: Item Statistics

	Variance	Mean	Std. deviation	Median	Mode	N
Q1	0,426303855	2,619047619	0,652919486	3	3	42
Q2	0,26984127	2,666666667	0,519462482	3	3	42
Q3	0,299319728	2,714285714	0,547101204	3	3	42
Q4	0,308956916	2,69047619	0,55583893	3	3	42
Q5	0,283446712	2,619047619	0,532397137	3	3	42
Q6	0,249433107	2,80952381	0,499432785	3	3	42
Q7	0,201814059	2,80952381	0,449237197	3	3	42
Q8	0,186507937	2,833333333	0,431865646	3	3	42
Q9	0,420068027	2,642857143	0,648126552	3	3	42
Q10	0,317460317	2,666666667	0,56343617	3	3	42
Q11	0,186507937	2,833333333	0,431865646	3	3	42
Q12	0,358843537	2,785714286	0,599035506	3	3	42

Source: Researcher's excel results

The results above show that Cronbach's alpha value is 0.88. According to the scale shown in figure 22, a value of 0.88 shows good internal reliability of these questions hence we can rely on these questions to give us a good prediction. The value of 0.88 is good considering the sample size 42. The mode for all the above questions "Positive" is the most frequent response in our questionnaire. A question number 5 seems to have the lowest range as positive responses are 27. However, removing this question from the questionnaire would not have any significant effect on the reliability as shown in table 7 below.

Table 7: Cronbach's Alpha if Q5 is deleted

Number of questions	11
Sum of the item variance	3,225056689
Variance of total score	15,49489796
Cronbach's alpha	0,87105

Source: Researcher's excel results

And if we removed questions 1, 5 and 10 from the list, since they are with the lowest positive responses, this would have increased the reliability up to 0,94932, which means the internal consistency would be even higher. So, removing of these questions would not affect the reliability of the questionnaire.

From the questionnaire results we clearly see what has to be considered as top priority. The highest positive responses were on improving the social security, employees' initiatives, performance evaluation, improvement of communication and interpersonal relationships in the organization. These solutions should be looked into as soon as possible since their impact will bring prompt results in the development of corporate culture of SB JSC Home Credit Bank.

Removing of these questions from the questionnaire would not have had any significant increase or decrease in the reliability hence the decision to keep all of them in the questionnaire is supported by table 8.

Table 8: Cronbach's alpha if item is deleted

	Cronbach's alpha if item is deleted
Would you like the bank to improve the social security of its employees?	0,875532112
Would you like your initiative to be taken into account and supported by management?	0,866834048
Would you like your team to adequately and effectively evaluate their performance and productivity?	0,856434059
How do you feel about improving communication and interpersonal relationships in the organization?	0,868754265

Source: Researcher's excel results

The descriptive statistics on the questions above were included in this diploma thesis. The mode and median for all the questions was 3 (positive) showing that many of the employees gave a positive response on implementing the suggested programs. The researcher believed strongly that employees having proper management plays a significant role in establishing and gaining the trust of employees and this may contribute to employees feeling motivated to execute their jobs and also reducing turnover of employees simply because the relationship between the organization and its employees is strong.

The result that we will get from the implementation of programs that can strengthen the corporate culture of the bank is as follows:

- coherence, interaction (team spirit)
- job satisfaction and pride in the results obtained
- dedication to the organization and willingness to meet its high standards
- high exactingness to the quality of their work
- readiness for changes caused by the requirements of progress and competition, despite the difficulties that one has to face in the course of work.

One of the notable results of a strong corporate culture is low employee turnover. This is due to the common opinion of employees about what is the purpose of the organization and what it stands for. This, in turn, leads to cohesion of employees, loyalty and dedication to the organization, and, consequently, the desire to leave such an organization among employees disappears. Naturally, corporate culture does not generate income and profit by itself, although the habit of getting up at six in the morning and going to work in the fields growing wheat is also a cultural characteristic. Therefore, it becomes important to establish a connection between the activities to form, diagnose and change the development of corporate culture and other, more traditional areas of attention of managers and organizations [22].

In this case, an effective corporate culture will be the most effective way to relieve management. It, better with the participation of the team, sets the long-term goal of the bank's existence, creates corporate standards that must be adhered to in order to effectively achieve this goal, convinces the bank employees of the correctness of these goals and standards, and, finally, introduces a mechanism for the transmission (broadcast) of these corporate values.

But at the same time, hardly anyone would argue with the fact that a cohesive team striving for a common goal is able to solve the tasks assigned to it with much more enthusiasm and efficiency than a disunited team. It is clear that the organization does not always have the conditions to start fully and comprehensively work to increase the commitment of its employees. Management often perceives tasks as a lack of funds, taxes

and non-payments, difficulties in the supply of raw materials and the sale of finished products, etc. as more urgent and priority tasks. But no leader can solve these problems alone, without the help of a team committed to the goals of the organization. As a result, the bank's management must understand that it is impossible to deny the importance of corporate culture. The experience of large international companies that constantly work with their own internal philosophy proves that with the wise and far-sighted use of the levers of corporate culture, great success can be achieved in the activities of an organization.

7 Conclusion

The relevance of the chosen topic lies in the fact that at the present time, when in any industry technological innovations, raw materials and any other tools for doing business and achieving an optimal result are available to everyone, organizations have very few ways to achieve a better result than competitors. And, perhaps, the main resource by which an organization can become a market leader is people. Customers, employees and company leaders are the three pillars on which modern business increasingly relies. Once again, we made sure that the corporate culture dictates the style of interaction between employees and managers of different levels, the style of the company's interaction with the surrounding socio-cultural environment. Thus, the corporate culture sets a certain frame of reference that explains why the organization functions in this way and not in another way. It allows you to significantly smooth out the problem of aligning individual goals with the overall goal of the organization, forming a common cultural space that includes values, norms and behavioral models shared by all employees.

It is known that corporate culture arises in any structured group of people. Moreover, it becomes the more powerful, the longer this structure exists. The importance of corporate culture at the enterprise in this work was repeatedly emphasized. Since the corporate culture of the organization is one of the elements of management, which, together with others, contributes to the achievement of the main goal of the organization and solves certain problems. As a rule, the main end goal of commercial organizations is to generate economic profit. And we were convinced that in order to achieve this goal, the corporate culture can solve such problems as increasing the efficiency of employees, their emotional involvement and personal interest in professional growth. Therefore, an effective corporate culture is the most effective way to relieve the manager. It, better with the participation of the team, sets the long-term goal of the organization's existence, creates the corporate standards that must be adhered to in order to effectively achieve this goal, convinces of the correctness of these goals and standards of the employees of the organization, and, finally, implements a mechanism for the transmission of these corporate values to other employees.

The corporate culture of the organization is a large area of the phenomena of the material and spiritual life of the team: the dominant moral norms and values in it, the

adopted code of conduct and ingrained rituals, traditions that are formed from the moment the organization was founded and are shared by the majority of its employees.

In the course of work on the thesis, it was possible to achieve the tasks set in the introduction and the main goal of the work – the theoretical foundations of the analysis of corporate culture were studied, effective methods of forming and maintaining corporate culture were revealed and the proposed ways of improving the corporate culture at the enterprise. In this regard, an analysis of the corporate culture in SB JSC Home Credit Bank was carried out, which showed the presence of problems in the development and formation of the existing corporate culture of the enterprise. Therefore, in order to create the largest efficiently developing corporation, we proposed ways to improve the corporate culture in this organization. Where we have identified the main programs for its improvement and development:

- Program to strengthen the existing staff motivation
- Program for assessing the results of employees' work and the introduction of an effective system of bonuses and material assistance to employees
- A program to increase motivation and reduce staff turnover by improving social security.
- Program for improving corporate events at SB JSC Home Credit Bank
- Young Professionals Support Program
- Employee initiative support program
- Program for the development of interpersonal relations between employees, administration and public organizations
- Employee turnover reduction program.

In conclusion, it should be noted that the cohesion of the team and the coordination of teamwork give us advantages among competing enterprises, since it is very important to emphasize the importance of corporate culture in any organization. As noted by the President of the Republic of Kazakhstan N.A. Nazarbayev - “There is the only force that will overcome all difficulties, this is our unity” - since a single and well-coordinated mechanism will effectively work for its creator.

Based on the material studied, the following conclusions can be drawn:

Despite the fact that many negative trends still persist in Kazakhstani companies due to the historical features of the development of corporate culture, there is a positive trend in awareness of the importance and need for a strong and stable corporate culture. Based on the analysis of the modern market of Kazakhstani companies, carried out on the example of a specific enterprise, it can be concluded that there is a great leadership potential of domestic companies. Domestic businessmen need to decentralize their companies, delegate authority to leaders at all levels of the organization and focus on building a system of development and leadership potential.

It should be noted the great potential that the workers of developing organizations have. It is mainly manifested in an interest in innovations and changes, the desire to achieve the set goal by any means, readiness to perceive new knowledge and skills, great ambitions of Kazakhstani managers and a great desire to achieve personal and professional success.

8 References

- [1] MESCON M., ALBERTI M. (2000). Fundamentals of Management: Textbook. 438p. ISBN-13: 978-0060444150
- [2] FEGAN B. (2003). Corporate Management: A Handbook for Professionals. 359-365p.
- [3] ABRAMOV S.G., KOSTENCHUK I.A. (1999). On the concept of "corporate. 231-251p.
- [4] STANFORD N. (2010). Corporate Culture: Getting It Right. ISBN-13 : 978-0470932193
- [5] SHEIN E. (2010). Organizational Culture and Leadership. Jossey-Bass: 4th edition. ISBN-13: 978-0470190609
- [6] SHEIN E. (2009). The Corporate Culture Survival Guide. ISBN- 9780470494837
- [7] COLLEY J., STETTINIUS W., DOYLE J., LOGAN G. (2004). What Is Corporate Governance? ISBN-13 : 978-0071444484
- [8] LENCIONI P. (2017). The Truth About Employee Engagement: A Fable About Addressing the Three Root Causes of Job Misery (Russian Edition). ASIN : B017MVZ0TA
- [9] SPIVAK V.A., (2001). Corporate culture: theory and practice: Textbook. 315-323p.
- [10] JOHNSON D., SCHOLLES K., Whittington R. (2007). Corporate strategy. Theory and Practice: A Guide for Professionals. 254-276p.
- [11] PERSIKOVA T.N. (2007). Intercultural communication and corporate culture: Textbook. 186-195p.
- [12] COYLE D. (2019). Culture code. Cornerstone. ISBN: 9781847941275
- [13] ASKARBЕКOV E. (2007). Corporate culture in Kazakhstan // “National Business”. No. 10. - 66-70p.
- [14] ZHAYLIBAYEVA A. (2007). Labor motivation of young specialists as the basis of the country's competitiveness//Sayasat. - No. 2. - 12p.
- [15] ANTONOV V.G. (2006). Corporate Governance: Textbook. 190-203p.
- [16] GALEGER R. (2006). The Soul of an Organization: How to Create a Successful Corporate Culture: A Handbook for Professionals.
- [17] NURGALIEVA J. (2006). Motivation of personnel labor activity//Banks of Kazakhstan. - 2006. - No. 3. - 36-39p.
- [18] Reporting data of SB JSC Home Credit Bank. Available at: www.homecredit.kz

- [19] ARGIOLAS G. (2017). Social management: principles, governance and practice. Springer; 1st ed. 2017 edition. ISBN 978-3-319-54582-0
- [20] THOMPSON A., STRICKLAND A. (2003) Strategic Management: Concepts and Cases. McGraw-Hill: 13th edition. ISBN-13 : 978-0072443714
- [21] QUINN & CAMERON KIM S. (2013). 4 Types of Organizational Culture. [online]. Available at: artsfwd.org
- [22] NAZARBAYEV, N.A. (2012). Message of the President: Strategy "Kazakhstan-2050" New political course of the established state. Astana, Republic of Kazakhstan. [online]. Available at: https://www.akorda.kz/ru/events/astana_kazakhstan/participation_in_events/poslanie-prezidenta-respubliki-kazahstan-lidera-nacii-nursultana-nazarbaeva-narodu-kazahstana-strategiya-kazahstan-2050-novyi-politicheskii
- [23] HANDY. C. (1999). Available at: <https://www.tutor2u.net/business/reference/models-of-organisational-culture-handy>.
- [24] LEWIN. K. (1947). Available at: study.com
- [25] Lumen learning. Available at: <https://courses.lumenlearning.com/wmopen-organizationalbehavior/chapter/internal-factors-of-organizational-culture/>
- [26] About Home Credit Bank [online]. Available at: <https://homecredit.kz/about>
- [27] RAFAY A., FARID S. (2018). Competitive Environment in Banking Industry: Evidence from an Emerging Economy . Business & Economic Review. ISSN 2519-1233. Available at: <http://www.bereview.pk/index.php/BER/article/view/250>
- [28] RAMIREZ A. R. (2019). How Can SWOT Be Applied to an Organizational Culture? Available at: <https://yourbusiness.azcentral.com/can-swot-applied-organizational-culture-10508.html>
- [29] SHEWAN D. (2020). How to Do a SWOT Analysis for Your Small Business (with Examples). Available at: <https://www.wordstream.com/blog/ws/2017/12/20/swot-analysis>
- [30] Home Credit Insurance. Available at: <https://homecredit.kz/others/insurance>
<https://homecredit.kz/others/Zabota>
- [31] Corporate ideology as a tool of motivation: Available at: <http://www.psyfactor.org>
- [32] PERRIN O. (2016). What Happens When Employee Motivation Is Low. Available at: employeeconnect.com

- [33] STOWERS J. (2020). Employee Retention: What Does Your Turnover Rate Tell You? [online]. Available at: <https://www.business.com/articles/employee-turnover-rate/>
- [34] BALGLOBAL (2019). Minimum wage to remain the same in 2020. Available at: balglobal.com
- [35] KASE.KZ (03.2021). Subsidiary bank Home Credit and Finance Bank JSC (HCBN) Available at: <https://kase.kz/ru/membership/ALMTY/y2017g15>
- [36] Annual report of SB JSC Home Credit Bank (2019). Available at: https://kase.kz/files/emitters/HCBN/hcbnp_2019_rus.pdf
- [37] Institute for digital research & education. Statistical consulting. Available at: <https://stats.idre.ucla.edu/spss/faq/what-does-cronbachs-alpha-mean/>

List of Figures

Figure 1: The structure of the elements of corporate culture	15
Figure 2: Types of corporate culture	16
Figure 3: Types of corporate culture (detailed)	17
Figure 4: Power culture structure	18
Figure 5: Role culture structure	19
Figure 6: Structure of task culture	19
Figure 7: Person culture structure	20
Figure 8: Lewin's Change Management Model	21
Figure 9: Generalized image of the corporate culture system of a corporation	34
Figure 10: Kazakhstan banks rating - 2020	37
Figure 11: Growth dynamics of assets of SB JSC Home Credit Bank	39
Figure 12: The growth trend of the assets of SB JSC Home Credit Bank	40
Figure 13: Structure of placement of financial assets of SB JSC Home Credit Bank	41
Figure 14: Variety of loans to retail customers	41
Figure 15: Analysis of the loan portfolio of SB JSC "Home Credit Bank"	42
Figure 16: Analysis of the bank's liabilities	42
Figure 17: Structure of the bank's equity	43
Figure 18: Bank's income structure	44
Figure 19: Bank's expense structure	44
Figure 20: Questionnaire example	50
Figure 21: Respondents' age variety	50
Figure 22: General view of the SWOT analysis matrix	52
Figure 23: Cronbach's alpha results ratings	66

List of Tables

Table 1: The income table of SB JSC "Home Credit Bank"	43
Table 2: Analysis of expenses of SB JSC "Home Credit Bank"	44
Table 3: SWOT analysis of corporate culture in SB JSC Home Credit Bank	52
Table 4: Results of a questionnaire of employees and managers of SB JSC Home Credit Bank	64
Table 5: Calculated Cronbach's Alpha.....	67
Table 6: Item Statistics.....	67
Table 7: Cronbach's Alpha if Q5 is deleted	67
Table 8: Cronbach's alpha if item is deleted	68