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## FEATURES OF ORGANIZATIONAL CULTURE OF MULTINATIONAL ORGANIZATION

## ОСОБЛИВОСТІ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ МУЛЬТИНАЦІОНАЛЬНОЇ ОРГАНІЗАЦІЇ

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Nowadays, business environment is changing dynamically, forcing organizations to focus on the use of new resources, to operate them effectively, especially in the context of international business. One of these resources is the organizational culture as an important factor in increasing the company's level of competitiveness. The study of the term "organizational culture" in modern economic science occupies a leading place in theoretical and practical aspects of organizations' activities. The purpose of this research is to identify and analyze the characteristics of the organizational culture of a multinational organization. It is proposed to single out the following approaches to the concept of "organizational culture": value, socio-psychological, and economic. There is a general category in each of the proposed approaches to the concept of organizational culture (value, socio-psychological and economic) that we can clearly see in all definitions – the values or value orientations of the individual. This allows a person to decide on the admissibility or inadmissibility of behavior, to understand how he/she must act in a particular situation. For a multinational organization, it is most appropriate to use a value-based approach to understand the concept of "organizational culture". Within the framework of this approach, organizational culture is the core of the organization (value approach) and acts as the basis for stable organization due to the stability of certain values, norms, principles, rules of activity, etc. This is very important for a multinational team, which is much more difficult to manage in the dynamic conditions of modern business than a mono-national team.

**Keywords:** organizational culture, multinational organization, concept of "organizational culture", value approach, corporate culture.

Зараз бізнес-середовище досить динамічно змінюється, що змушує організації концентрувати увагу на використанні нових ресурсів з метою ефективного їх функціонування особливо в умовах міжнародного бізнесу. Одним із таких ресурсів є організаційна культура як важливий фактор підвищення рівня конкурентоспроможності компанії. Проблема формування та розвитку організаційної культури компанії, пошуку шляхів її вдосконалення та трансформації в умовах модернізації присвячено значну кількість наукових праць зарубіжних та вітчизняних учених. Тому метою даного дослідження є виявлення та аналіз особливостей організаційної культури мультинаціональної організації. В рамках даного дослідження пропонується виділяти такі походи до розгляду сутності поняття «організаційна культура»: ціннісний, що базується на дослідженні насамперед цінностей як ключової складової організаційної культури; соціально-психологічний, що ґрунтується на розгляді організаційної культури як атмосфери, психологічного клімату організації, сукупності психологічних параметрів, що характеризують групову діяльність людей у межах одного колективу; економічний, у межах якого організаційна культура сприймається як певна сукупність показників організації, чинник підвищення продуктивності праці, конкурентоспроможності, впровадження нових технологій, адаптації до ринкових умов, організації виробництва. У кожному із запропонованих підходів до поняття організаційна культура (ціннісному, соціально-психологічному та економічному) існує загальна категорія, яка чітко простежується у всіх визначеннях, – цінності чи ціннісні орієнтації індивіда, що дозволяють людині визначитися з допустимістю чи недопустимістю поведінки, зрозуміти, як вона повинна діяти у конкретній ситуації. Для мультинаціональної організації найбільш підходящим є використання саме ціннісного підходу до розумію сутності поняття «організаційна культура» Оскільки в рамках цього підходу організаційна культура є серцевиною організації (ціннісний похід) і виступає тією основою, що створює стабільність організації за-

вдяки стійкості певних цінностей, норм, принципів, правил діяльності тощо. Що є дуже важливим саме для мультинаціонального колективу, керувати яким у динамічних умовах сучасного бізнесу набагато складніше, ніж мононаціональним колективом.

**Ключові слова:** організаційна культура, багатонаціональна організація, дефініція «організаційна культура», ціннісний підхід, корпоративна культура.

**General problem statement.** Nowadays, business environment is changing dynamically, forcing organizations to focus on the use of new resources, to operate them effectively, especially in the context of international business. One of these resources is the organizational culture as an important factor in increasing the company's level of competitiveness. The study of the term "organizational culture" in modern economic science occupies a leading place in theoretical and practical aspects of organizations' activities. A significant number of scientific works of foreign and domestic scientists are dedicated to the problems of the company's organizational culture formation and development, the search for ways to improve and transform it in the conditions of modernization. The works of such scientists as Acker D., Blyznyuk T., Hevko V., Zakharchyn G., Ipatov S., Lepeyko T., Monastyrsky G., Nikiforenko V., Shein E. and others look into the problems of formation and development of organizational culture. At the same time, despite numerous studies and publications on this problem, many issues of a theoretical, scientific, methodological and applied nature require further scientific research. Thus, various scientists and researchers [1; 2; 3; 5; 8; 10; 45] regard organizational culture from different points of view in the context of modern theory and practice of personnel management, emphasizing its importance in solving the problem of the employees' behavior, improving the efficiency of the organization. At the same time, scientists have not fully explored the essence of "organizational culture" concept for a multinational organization.

**Formulation of the article's purposes.** Therefore, the purpose of this research is to identify and analyze the characteristics of the organizational culture of a multinational organization. To achieve this goal, the author set the following tasks: to analyze the essence of the concept of "organizational culture" and to identify the key features of organizational culture, specifically for a multinational organization.

**The main research material.** Mayo E. in 1927–1932, conducted the first large-scale studies of organizational culture, later known as the Hawthorne experiment on the impact of labor productivity on "factory culture". Mayo E. criticized the classical theory of organization and manage-

ment for a simplified view of human behavior's nature in the organization, minimizing the role of the "human factor", formalization of relationships, rigid hierarchy and excessive specialization of labor. He suggested that the production process, technological and physical working conditions have less impact on the employee than his social status and mental state during work [35].

German Field Marshal Moltke H. is the author of the term "corporate culture". He used this phrase in the 19th century, characterizing relations in the officer environment. At first, the meaning of the concept "corporate culture" referred to the rules of conduct, public and unspoken, developed within a certain professional environment. However, with the advent of corporations in the second half of the 20th century, the term "corporate culture" referred to the culture that had developed within the corporation, that is, the organizational culture of the corporation [8].

In management research, many scientists and specialists, such as Ouchi W. [40], Rüttinger R. [42], Schein E. [44], Deal T. E. [20] identify organizational culture with corporate culture. They consider corporate (organizational) culture as a set of basic assumptions developed to solve the problems of external adaptation and internal integration. Herewith, scientists describe organizational (corporate) culture by the same terms: "philosophy and ideology of the organization", "value orientations", "beliefs", "expectation", "norms", "basic assumptions", "artifacts". At the same time, corporate culture is a set of ideals, values that are offered and/or promoted by top managers and other groups responsible for their disposal. Organizational culture, according to Anthony P. [14], deals with a "real", more selective interest in the cultural pattern of the organization.

Alvesson M. [13] sought to "erase" the difference between these concepts, considering organizational culture as "a marker of a broader interest in the manifestations of culture in the organization." At that time, corporate culture, in his opinion, referred to the problems of business and management. In his opinion, these terms overlap each other, but he took into account their connotative differences.

Weick K. E. [53] noted that the number of organizations with a "mechanistic" leadership style is increasing at present. At the same time, the num-

ber of "organic, contained as a whole, precisely by culture" organizations is growing proportionally.

Based on the peculiarities of international business development, we can consider the concepts of organizational culture and corporate culture synonymous.

There are a few approaches to understanding the essence of "organizational culture" concept. Kharchyshyna O. [11] and Hevko V. [3, p. 11] distinguish two such approaches to the definition of the concept of "organizational culture":

1) managerial. As Kharchyshyna O. [11] notes, this approach considers the essence of organizational culture as a set of norms, values, rules for solving problems shared by the majority of the organization members and contributing to the achievement of its goals. Hevko V. also agrees with her [3, p. 11] that within the framework of the managerial approach, we consider organizational culture as a set of organization characteristics reflected in a system of rules, norms, regulations, etc., with some exceptions of a formal nature.

2) socio-psychological. As Kharchyshyna O. [11] notes, this approach defines organizational culture as the atmosphere, psychological climate of the organization, informal and invisible consciousness of the organization, affecting the behavior of its members, formed under their influence. Hevko V. shares her opinion [3, p. 11] that, within the framework of that psychological approach, organizational culture is defined through the psychological microclimate and atmosphere in the team, based on universal, personal, regional or national, environmental and other values.

In her work, Shymanovska-Dianyach L. [10] identifies four interrelated areas within which she studied the organizational culture:

1) managerial, in which organizational culture is considered as an innovative and anti-crisis internal factor in the strategic management of an enterprise, a generalized description of its development level: structure, goals, formal and informal communications, methods of decision-making, delegation of authority.

2) economic, in which organizational culture is thought as a factor in increasing labor productivity, competitiveness, introducing new technologies, adapting to market conditions and organizing production;

3) ethno-cultural, the factor of the relationship of cultural and national characteristics and the effectiveness of the organization;

4) psychological, in which organizational culture is regarded as a factor, influencing the subconscious and consciousness of employees, a set

of psychological parameters characterizing the group activities of people within the same team according to the purpose of the organization.

In the study of the organizational culture in a multinational company, Blyznyuk T. [2] proposes to use a value approach that considers the staff as a unique carrier of their own culture and the study of culture takes place precisely at the level of individual values. At the same time, we understand "organizational culture" as the result of repeated interaction of the company's personnel connected by the common goal of finding ways to solve the problems of external adaptation, internal integration. It is important to determine methods of interaction that correspond to the functioning characteristics and the ability of personnel to adapt according to the values shared by all employees, representatives of different cultures [2].

A number of scientists [1; 4; 5; 9; 11; 17; 23; 27] view values as an important component of organizational culture. Values guide the employee to the behavior, which the society considers acceptable or inadmissible. Therefore, some enterprises believe that "the customer is always right". Thus, it is unacceptable to blame the client for the failure of the members of the company. On the other hand, it may be the opposite. However, in that and in another case, the accepted value helps the employee understand how he should act in a particular situation. As Hofstede G. [28] remarks, it is adaptive behavior, instilled by organizational values and beliefs, associated with rituals, myths and symbols of the organization, strengthening basic provisions of organizational culture. Therefore, within the framework of this study, the author proposes to single out the following approaches to the concept of "organizational culture":

1) value, based primarily on the study of values as a key component of organizational culture;

2) socio-psychological, describing organizational culture as an atmosphere, the psychological climate of the organization, a set of psychological parameters, characterizing the group activities of people within the same team.

3) economic, in which organizational culture is considered as a certain set of characteristics of the organization, a factor in increasing labor productivity, competitiveness, introducing new technologies, adapting to market conditions, and organizing production.

To understand the essence of the concept of "organizational culture" in the context of the value approach better, the author carried out a morphological analysis of this concept. Table 1 presents the results of the analysis.

Table 1

**Morphological analysis of the concept of "organizational culture": value approach**

<b>Author (source)</b>	<b>Definition</b>	<b>Key words</b>
Blyznyuk T. [2]	the result of repeated interaction of the company's personnel, connected by the common goal of finding ways to solve the problems of external adaptation and internal integration, determining methods of interaction that correspond to the peculiarities of functioning and the ability of personnel to adapt in accordance with the values shared by all employees as representatives of different cultures	the result of repeated interaction of the company's personnel, the ability of personnel to adapt in accordance with the values
Mallins L. [4]	set of traditions, values, beliefs	set of traditions, values, beliefs
Kharchyshyna O. [11]	a set of norms, values, rules for solving problems shared by the majority of members of the organization and contributing to the achievement of its goals	a set of norms, values, rules for solving problems
Monastyrsky H. [5]	a set of certain elements – symbols, values, assumptions and a set of methods and rules of organization, as well as formation of relations between groups of employees	a set of elements: symbols, values, assumptions as well as a set of techniques and rules
Acker D. [1]	a set of shared values, beliefs, norms, symbols, and symbolic actions	set of shared values, beliefs, norms, symbols
Tung R.L. and Thomas D.C. [50]	evolving set of shared beliefs, values, attitudes and logical processes, providing cognitive maps for people within a given societal group to perceive, think, reason, act, react and interact	evolving set of shared beliefs, values, attitudes and logical processes
Eldridge J. and Crombie A. [23]	a unique set of norms, values, beliefs, patterns of behavior, etc., determining the method of uniting groups and individuals into an organization to achieve its goals.	a unique set of norms, values, beliefs, patterns of behavior
Brown A. [17]	the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members	pattern of beliefs, values and learned ways of coping with experience
O'Reilly C.A. and Chatman J.A. [39]	a set of norms and values that are widely shared and strongly held throughout the organization	a set of norms and values
Armstrong M. and Taylor S. [15]	a set of beliefs, attitudes, norms of behavior and values common to all employees of a given organization	a set of beliefs, attitudes, norms of behavior and values
Harrison R. [27]	distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organization from another	distinctive constellation of beliefs, values, work styles, and relationships
Michon C. and Stern P. [37]	a collection of behaviors, symbols, rituals and myths that correspond to shared values inherent in enterprises and are passed on to each member by word of mouth as a life experience	collection of behaviors, symbols, rituals and myths that correspond to shared values
McLean F. and Marshall J. [36]	the collection of traditions, values, attitudes, beliefs and attitudes that create an overarching context for everything we do or think about while doing work in an organization	collection of traditions, values, attitudes, beliefs



(End of Table 1)

Author (source)	Definition	Key words
Tarasova O. and Marina S. [9]	a system of material and spiritual values that interact with each other and reflect the individuality of the organization, manifested in the behavior, interaction and communication of employees among themselves and with the external environment	A system of material and spiritual values that interact with each other
Kroeber A.L. and Kluckhohn C. [32]	transmitted patterns of values, ideas, and other symbolic systems that shape behavior of an organization	transmitted patterns of values, ideas, and other symbolic systems
Morgan G. [38]	one of the ways to carry out organizational activities through the use of language, folklore, traditions and other means of transmitting the basic values, beliefs, ideologies that guide the activities of an enterprise in the right direction.	one of the ways to carry out organizational activities, transmitting the basic values, beliefs, ideologies that guide the activities of an enterprise
Denison D. R. [21]	underlying values, beliefs and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles	underlying values, beliefs and principles that serve as a foundation for an organization's management system
Trompenaars F. and HampdenTurner Ch. [49]	the way in which people solved problems, is a shared system of meanings, it dictates what we pay attention to, how we act and what we value	the way in which people solved problem, how we act and what we value
Uttal B. [51]	shared values (what is important) and beliefs (how things work) that interact with an organization's structures and control systems to produce behavioral norms (the way we do things around here)	shared values and beliefs
Furnham A. and Gunter B. [24]	shared beliefs, attitudes and values that exist in an organization. In other words, culture is how we work here	shared beliefs, attitudes and values
Williams A., Dobson, P. and Walters M. [54]	a shared, relatively stable beliefs, attitudes and values that exist within an organization	shared, relatively stable beliefs, attitudes and values
Cameron K.S. and Quinn R.E. [18]	what is valued, the dominant leadership styles, the language success that make an organization unique	what is valued, the dominant leadership styles, the language success

As Brown A. [17] notes within the framework of the value approach, an organization formulates its culture in order to influence on the way its members should behave, keeping to this model of values, norms, beliefs, views, principles and assumptions. The organizational culture gives the organization its unique character. Moreover, it can also be formulated both as formal and informal behaviors. In turn, Harrison R. [27] notes that organizational culture includes the qualities of an organization that make it unique. The distinctive qualities of an organization can manifest in four dimensions: power, role, achievements and support.

To understand the concept of "organizational culture" in the context of the socio-psychological

approach, the author carried out its morphological analysis. Table 2 presents the results of the analysis.

As noted by Karlof B. [31] in the framework of the socio-psychological approach, organizational culture, on the one hand, is a product of human relations between the company's staff, connected by common goals. On the other hand, culture is above the staff, i.e. it directs and corrects the behavior of people in accordance with generally accepted norms and manners of behavior. Drennan D. [22] also adds that organizational culture covers the phenomena of both the spiritual and material life of the team, namely: moral norms and values, code of conduct, rituals, etc., which dominate the team and society as a whole.

Table 2

**Morphological analysis of the concept "organizational culture":  
socio-psychological approach**

<b>Author (source)</b>	<b>Definition</b>	<b>Key words</b>
Swartz M. J. and Jordan D. K. [47]	patterns of beliefs and expectations shared by members that produce norms shaping behavior	patterns of beliefs and expectations
Sathe V. [43]	a set of important attitudes (often not formulated) shared by members of a society	a set of important attitudes (often not formulated)
Schein E. [44]	a set of collective basic rules invented, opened, or developed by a certain group of people as they learn to solve problems related to adaptation to the external environment and internal integration, and are developed well enough to be considered valuable.	a set of collective basic rules invented, opened, or developed by a certain group of people
Ouchi W. [40]	symbols, ceremonies and myths that communicate to members of the organization important ideas about values and beliefs.	symbols, ceremonies and myths
Arnold J. [16]	the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character	the distinctive norms, beliefs, principles and ways of behaving
Martin J. and Siehl C. [34]	glue that holds together an organization through shared patterns of meaning. Three component systems: context or core values, forms (process of communication, e.g., jargon), strategies to reinforce content (e.g., rewards, training programs)	glue that holds together an organization through shared patterns of meaning
Martins N. and Martins E. [33]	a system of shared meaning held by members, distinguishing the organization from other organizations	a system of shared meaning held by members
Rynkevych N. [8]	a system of connections, relationships carried out within the framework of a specific activity, as well as ways of doing business	a system of connections, relations carried out within the framework of a specific activity
Karlof B. [31]	points of view, manners of behavior in which values are embodied	points of view, manners of behavior
Johnson G. [30]	organisational culture is to an organisation what personality is to an individual	personality of organization
Goffee R. and Jones G. [25]	an outcome of how people related to one another	an outcome of how people related to one another
Jaques E. [29]	a habit that has become a tradition, a way of thinking and a way of action, which to a greater or lesser extent is shared by all employees of an enterprise and must be learned and at least partially accepted by newcomers so that new team members become "their own"	a habit that has become a tradition, a way of thinking and a way of action
Wagner III J. A. and Hollenbeck J. R. [52]	an informal, shared way of perceiving life and membership in the organization that binds members together and influences what they think about themselves and their work	an informal, shared way of perceiving life and membership
Taylor S. E., Sherman D. K., Kim H. S., Jarcho J., Takagi K. and Dunagan M. S. [48]	what is created from the messages that are received about how people are expected to behave in the organization	how people are expected to behave in the organization
Drennan D. [22]	everything that is typical for the latter: its characteristic features, prevailing relationships, formed samples of accepted norms of behavior	characteristic features, prevailing relationships, formed samples of accepted norms of behavior

(End of Table 2)

Author (source)	Definition	Key words
Smircich L. [46]	acquired semantic systems, transmitted through natural language and other symbolic means that perform representational, directive and affective functions and are able to create cultural space and a special sense of reality.	acquired semantic systems, transmitted through natural language and other symbolic means
Monastyrsky H. [5]	a healthy psychological climate for uniting employees into a single team, professing certain ethical, moral and cultural values	a healthy psychological climate
Hevko V. [3]	psychological microclimate and atmosphere in the team, based on universal, personal, regional or national, environmental and other values	psychological microclimate and atmosphere in the team

Table 3

**Morphological analysis of the concept "organizational culture": economic approach**

Author (source)	Definition	Key words
Pogrebniak V. [7]	the sphere of material and virtual resources, including the system of existing interpersonal relations	the sphere of material and virtual resources,
Hevko V. [3]	a set of organizational features reflected in the system of rules, norms, regulations, etc., with some exceptions of a formal nature	a set of organizational features
Osovskа H. and Osovsky O. [6]	certain parameters due to the specifics of the organization's activities, production and management processes	certain parameters due to the specifics of the organization's activities
Gold K. [26]	the unique characteristics of the perceived features of an organization, what distinguishes it from all others in the industry	the unique characteristics of the perceived features of an organization
Albayrak G. and Albayrak U. [12]	organization's characteristic formed within the framework of the society, environment, law and norms	organization's characteristic
Cremer J. [19]	the part of the stock of knowledge that is shared by a substantial portion of the employees of the firm, but not to the general population from which they are drawn	the part of the stock of knowledge that is shared
Pacanowski M. and O'Donnell-Trujillo N. [41]	what organization is	what organization is

To understand the concept of "organizational culture" in the context of the economic approach, the author carried out its morphological analysis. Table 3 presents the results of the analysis.

Osovskа H. and Osovsky O. [6] note that any organization is people working in it, being the bearers of its culture. At the same time, each organization has its characteristic parameters due to the specifics of the activity, which is the organizational culture. Pacanowski M., O'Donnell-Trujillo N. [41] add that organizational culture is what the organization is.

**Conclusions of the research.** Thus, the author comes to the following conclusions:

1) There is a general category in each of the proposed approaches to the concept of organizational culture (value, socio-psychological and eco-

nomic) that we can clearly see in all definitions – the values or value orientations of the individual. This allows a person to decide on the admissibility or inadmissibility of behavior, to understand how he/she must act in a particular situation.

2) For a multinational organization, it is most appropriate to use a value-based approach to understand the concept of "organizational culture". Within the framework of this approach, organizational culture is the core of the organization (value approach) and acts as the basis for stable organization due to the stability of certain values, norms, principles, rules of activity, etc. This is very important for a multinational team, which is much more difficult to manage in the dynamic conditions of modern business than a mono-national team.

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