

DOI: <https://doi.org/10.32782/2524-0072/2023-48-46>

UDC 658.310

THE ASSOCIATION AND CONFLICT BETWEEN CORPORATE CULTURE AND EMPLOYEE BEHAVIOR IN THE VUCA ERA

ЗВ'ЯЗОК ТА КОНФЛІКТ МІЖ КОРПОРАТИВНОЮ КУЛЬТУРОЮ ТА ПОВЕДІНКОЮ ПРАЦІВНИКІВ В ЕПОХУ VUCA

Zhao Jing

Phd student,

Sumy National Agrarian University

ORCID: <https://orcid.org/0009-0008-1686-2189>**Brychko Alina**

Candidate of Economic Sciences, Associate Professor,

Sumy National Agrarian University

ORCID: <https://orcid.org/0000-0003-4902-1403>**Чжао Цзін**

аспірантка,

Сумський національний аграрний університет

Бричко Аліна Михайлівна

кандидат економічних наук, доцент,

Сумський національний аграрний університет

In the context of VUCA, enterprises want to maintain their core competitiveness in a harsh environment, to a large extent, to have robust and soft power, and the root of soft power is corporate culture. Corporate culture is a guiding role, cohesive role, normative role, incentive role, and social influence role, which is expressed as a kind of belief and behavior with a corporate personality. Employee behavior is the study of enterprise employees as the main body, the enterprise as the context of human behavior, motivation and ability of these two factors are the pre-conditions for the occurrence of employee behavior. Corporate culture influences employees' way of thinking and behavior patterns and has a strong correlation with employees' behavior. However, there are inevitable conflicts between corporate culture and employees' behavior, incredibly individual employees' behavior. The article discusses the association and conflict between corporate culture and employee behavior and the shaping of employees' golden behavior based on corporate culture. Based on the Fogg behavior model, the article optimizes corporate culture from the perspectives of employee behavior motivation, ability, and external normative constraints, strengthens the association, weakens the conflict, shapes employees' golden behavior, and improves the cohesion and core competitiveness of the enterprise.

Keywords: corporate culture, employee behavior, Fogg behavior model, golden behavior.

У контексті VUCA підприємства хочуть зберігати свою конкурентоспроможність у суворих умовах, значною мірою володіти надійною та м'якою силою впливу, а корінням такої сили є корпоративна культура. Корпоративна культура поєднує в собі керівну роль, роль згуртування, нормативну роль, стимулюючу роль і роль соціального впливу, яка виражається як свого роду переконання та поведінка корпоративної особистості. Поведінка співробітників – це дослідження працівників підприємства як основної сили підприємства, як контексту людської поведінки, мотивації та здатності цих двох факторів взіємодіяти. Взаємозв'язок між корпоративною культурою та поведінкою співробітників має вирішальне значення для розвитку компанії. На стадії розвитку ринку на розвиток компанії впливатимуть зовнішнє середовище, політика та інші фактори, що знаходяться поза контролем підприємства, а саме поведінка працівників і корпоративна культура. Корпоративна культура впливає на спосіб мислення та моделі поведінки працівників і тісно пов'язана з їх поведінкою. Однак існують неминучі конфлікти між корпоративною культурою та поведінкою співробітників, індивідуальною поведінкою робітників. Якщо конфлікт між індивідуальною поведінкою співробітника та корпоративною куль-

турою трансформується в організаційний конфлікт, це безпосередньо вплине на інституційний і навіть духовний рівень корпоративної культури, а розвиток підприємства зіткнеться зі значними ризиками. У статті розглядається взаємозв'язок і конфлікт між корпоративною культурою та поведінкою співробітників та формування «золотої» поведінки співробітників на основі корпоративної культури. Базуючись на моделі поведінки Фогга, в роботі оптимізується корпоративна культура з точки зору мотивації поведінки співробітників, здібностей і зовнішніх нормативних обмежень, проводиться зміцнення асоціацій, послаблення конфліктів, формується «золота» поведінка співробітників і покращується згуртованість і конкурентоспроможність підприємства. Вища оцінка роботи працівників може суттєво стимулювати їх ентузіазм, інноваційну здатність вдосконалюватися та поступово розвивати мотивацію поведінки та професійні здібності, що сприяють розвитку підприємства.

Ключові слова: корпоративна культура, поведінка співробітників, поведінкова модель Фогга, «золота» поведінка.

Formulation of the problem in general. In the context of volatility, uncertainty, complexity, and ambiguity (VUCA), corporate culture determines a company's core competencies and influences the way of thinking and behavior of its employees. Employee behavior is individual but highly malleable. Analyzing the association and conflict between corporate culture and employee behavior, and analyzing and shaping employee behavior at a deeper level, will provide an essential reference for the construction of corporate culture. The article deals with the corporate management, which determines the relevance of the research topic.

Analysis of recent research and publications. Corporate culture is pervasive and powerful because it impedes or facilitates change in the company and greatly influences employee behavior and retention. There are many ways to test corporate culture, starting with employee behavioral motivation and competence, analyzing employee job satisfaction and loyalty, optimizing corporate culture, and promoting golden behaviors among employees. Research on corporate culture and employee behavior has been widely studied by scientists worldwide: A. Ramdhani, B. Groyberg, J. R. Graham, E. Schmidt, E. A. Martinez, B. J. Fogg, S. P. Jones, B. Benton, etc.

Unresolved parts of the common problem. The correlation between corporate culture and employee behavior is crucial to the development of a company, but these correlations are set in stone. For the development stage of the market, the external environment, policies, and other factors beyond the control of the enterprise, employee behavior, and corporate culture will be affected. Employee behavior and corporate culture need to be modeled in a more dynamic and quantitative way.

The purpose of the article is to analyze the correlation and conflict between corporate culture and employee behavior. At the same

time, classical models and algorithms are introduced for analysis and a brief analysis of how to translate excellent corporate culture into the golden behavior of employees.

Presenting main material. Conceptual approach to corporate culture and employee behavior. The 21st century is an unprecedented era for all corporate, with the characteristics of volatility, uncertainty, complexity, and ambiguity (VUCA) becoming more evident. In the VUCA era, enterprises want to maintain core competitiveness in a harsh environment, to a large extent, to have a robust soft power, and the root of soft power is corporate culture. In 2012, Google launched the famous "Aristotle Project", a five-year evaluation of more than 180 teams and 250 factors within the enterprise, and found that it is not talent, management and material rewards that determine the upper limit of a team, but was the "abstract" soft factors: mutual trust (value), self-trust (value), willingness to share (value), clarity of purpose and positive change in the world (vision) [1].

Mission, Vision, and Value are the core levels of corporate culture (Figure 1), which form the foundation of Institutional culture, Behavior culture, and Material Culture, and the enterprise's core competencies. Eric Schmidt, former president of Google, once said, "I am not the one who drives Google, but its corporate culture" [2]. Employees in the new era have a stronger sense of self and are unwilling to be constrained in their behavior. The "abstract" spiritual concepts such as mission, vision and values are more likely to stimulate employees' potential and enthusiasm and keep them working long and efficiently. Although corporate culture is a matter of corporate development and even corporate life, and managers try to build or optimize it, establishing the right corporate culture is often nebulous and complex. Managers expect that corporate culture can stimulate the value of employees to the greatest

extent. They should not build corporate culture with their vision but instead with the common spiritual concept of employees and dominate the behavior of employees with corporate culture to promote the long-term and lasting development of the enterprise.

Many experts and scholars have studied the understanding of corporate culture for a long time. American scholars John E. Kotter and James F. Heskett (GHHI) believe that "corporate culture refers to the corporate values and business philosophy shared by all departments in an enterprise, at least to the management" [3]. Corporate culture is fundamentally a spiritual resource belonging to all employees of an enterprise, a supernatural force that realizes employees' self-worth and enhances the enterprise's competitiveness by bringing people together. Corporate culture has the characteristics of uniqueness, compatibility, inheritance, human nature and integrity, which is attractive externally and cohesive internally and affects the business performance by influencing the strategy choice, system choice, management style choice and employee behavior. Corporate culture is difficult to be copied, and it is more likely to be developed into corporate characteristics to maximize corporate value.

Harvard Business School concluded from a long-term analysis of enterprises worldwide that "a enterprise's own specific management culture, i.e., corporate culture, is a profoundly important cause of corporate performance in contemporary society." Martinez and Beaulieu also suggested that good corporate culture can significantly improve performance [4]. Corporate culture maintains a close relationship with corporate performance. Throughout the world, famous enterprises have excellent corporate cultures. For example, Apple Inc's "innovation culture" and Huawei Inc's "wolf culture". Corporate culture is

a guiding, cohesive, normative, motivational and social influence, expressed as a kind of belief and behavior with a corporate personality.

B.J. Fogg's model of behavior "B = MAP" shows three general factors of behavior: motivation, ability and prompt [5]. Prompt determines the opportunity of employee behavior, motivation determines the tendency of employee behavior, and ability determines the intensity of employee behavior. Motivation is the internal driver of behavior, and ability determines the power of behavior. Motivation is the front-end response to a person's spiritual needs, which may be based on vision, mission, or a desire for achievement, power, and belonging, and can be either driven by the spirit of self, or formed by the external environment to motivate, inspire, or limit, or constrain. Motivating employees to perform specific behaviors can be achieved by enhancing their abilities, firstly, by cultivating and shaping their particular behaviors, and secondly, by improving and strengthening their established capabilities. The two factors of motivation and ability are the preconditions for the occurrence of the target behavior, and the strength of the two can compensate for each other.

Employees are the carrier of corporate culture, which is the most direct and external appearance of corporate culture. From the behavioral effect, employee behavior has two sides, both can have a driving impact on the development of enterprises, but also may hurt the development of enterprises, and the root is the corporate culture under the influence of employee motivation. Corporate culture should focus on stimulating employees' golden behavior motivation and cultivating employees' professional skills when shaping employees' behavior. Enterprises can both shape employee behavior from the Spiritual concept and Institutional culture level to stimulate employee potential and provide a rich material

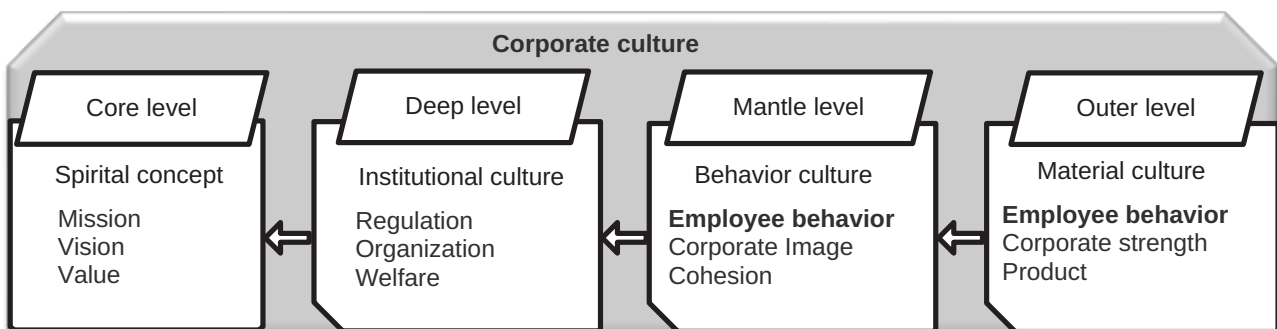


Figure 1. Systematic composition of corporate culture and its structural relationship with employee behavior

Source: developed by the author based on [3]

basis for the development of the enterprise, and also speculate their motivation from employee behavior to feedback on the changes of the internal and external environment and adjust the development strategy in time. Shaping positive, efficient and stable employee behavior is a crucial issue that must be faced and solved for enterprise development and corporate culture construction.

The association and conflict between corporate culture and employee behavior. Enterprises make complementary development strategies at different stages of development, and extensive international technology enterprises, such as Twitter, Google, Microsoft, etc., have customized their development strategies at various locations and in different environments during their decades of development. For example, Google's "10 things we know to be true" [6] and Microsoft's "Respect, Integrity, Accountability" [7] have played a significant role in motivating and guiding employees' behavior. In October 2022, Elon Musk acquired Twitter for \$44 billion, and the restructured Twitter still adhered to the original Spiritual concept, but the change in the internal environment made Twitter's employee behavior fluctuate drastically. There were a large number of departures or elimination of employees within a short period of time [8]. 50% of employees, 90% of executives, and 1 million users left Twitter, and the development of the business faced a new crisis.

The association of employee behavior and corporate culture system in Figure 2 shows that employee behavior can be directly related to different levels of the corporate culture. In terms of organizational behavior, employee behavior can describe both organizational behavior in the statistical sense of a organizational and individual behavior based on personality development.

In smoothly operating enterprises, corporate culture is universal and stability, and employee behavior is personal and flexible. Employee organizational behavior is more strongly associated with corporate culture, while individual behavior based on personality development is more clearly in conflict with corporate culture. By systematically analyzing the contingency and discrete nature of individual employee behavior, investigating the hidden motives, and shaping employee behavior with excellent corporate culture, we can make the overall quality of employees meet the general requirements of the enterprise, realize the effective combination of human and material resources and financial resources, and thus maximize the effectiveness of human resources. The conflict between employees' personal behavior and corporate culture can be summarized as disapproval, distrust, unfamiliarity and non-compliance.

Through surveys and interviews, some employees do not recognize the actual value and role of corporate culture, especially some enterprises only treat corporate culture as a spiritual level of encouragement, equivalent to the unified corporate clothing, corporate logo, slogans and other external forms. It is more likely to make employees think that the cultural concept advocated by the enterprise is only a top-level design, a one-sided view that corporate culture is for the enterprise to promote the need for corporate image. For the actual work engaged in by employees, personal growth and success, career planning and development and the essential treatment of income does not have a substantial impact, there is a mentality of not caring, hanging high. Therefore, a corporate culture that cannot make the corporate values penetrate into employee's hearts and form cohesion and centripetal force does not have

МЕНЕДЖМЕНТ

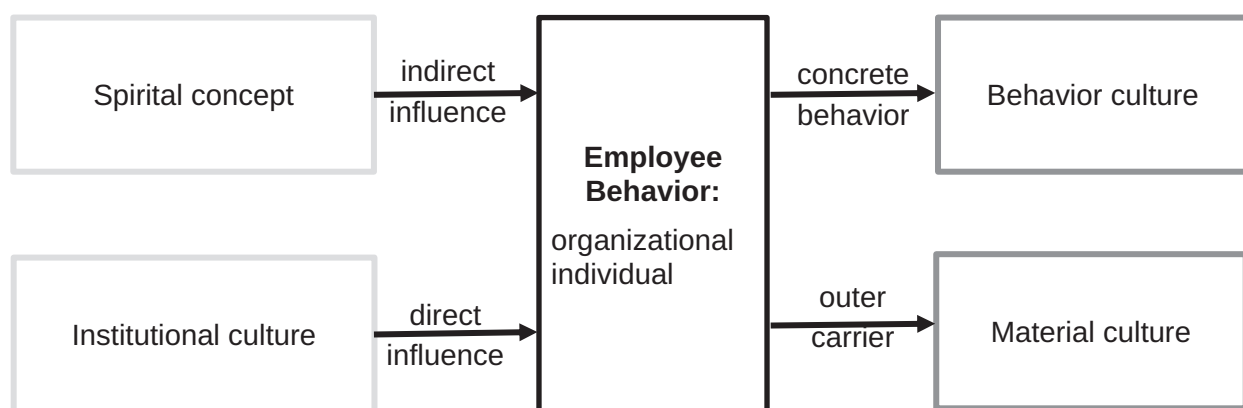


Figure 2. Association between employee behavior and corporate culture system

Source: developed by the author based on [3; 9]

any practical significance for the employees of the enterprise.

Not familiar with the concept of the corporate culture

Some employees are not familiar with the concept of the corporate culture of the enterprise and can know a general, but when it comes to the enterprise's specific core values, corporate mission, entrepreneurial spirit, corporate vision and corporate development direction, etc. are only superficial understanding, only know one, do not know the other, not to mention how to implement in their daily work, there is a phenomenon of unfamiliarity, can not remember, understand impervious.

Distrust in the value of corporate culture

Some employees do not believe in the value of corporate culture, and on the surface, they can memorize the corporate culture of the enterprise and recite it backwards, but in reality, there is no strong value resonance in their hearts, and they do not achieve consciousness in their hearts and behaviors. The reasons for this are, on the one hand, the lack of individual characteristics of corporate culture in line with the actual situation of the enterprise, and on the other hand, the low participation of employees in the construction of culture, the existence of passive acceptance and blind obedience.

Non-compliance with corporate culture

Enterprise culture construction needs to be organically combined with enterprise business management activities. But some enterprises

explore the boss's ideas to develop corporate culture, impose a person's requirements and standards, simply do not understand the connotation of corporate culture, lack a set of a systematic and effective system to protect, directly out of context or copy the corporate culture of other enterprises, put forward a large number of unrealistic slogans, resulting in the cultural construction of employees it is feasible but not, can do but not do, there are employees on the corporate culture system psychological non-compliance, behavior does not comply with the phenomenon.

If the conflict between individual employee behavior and corporate culture is transformed into organizational conflict, it will directly impact the institutional and even spiritual layer of corporate culture, and the development of the enterprise will face significant risks. However, individual conflict and organizational conflict are not opposed or discussed separately. Combined with the analysis in Figure 3, there are conditions for the mutual transformation of individual and organizational conflicts between employee behavior and corporate culture, and managers should adopt scientific methods to investigate or analyze the appearance of employee behavior, obtain the motivation of employee behavior, and analyze its conformity with corporate culture to determine the "positive" or "conflict" of their behaviors. So as to essentially stop the conflict and promote the golden organizational behaviors of employees.

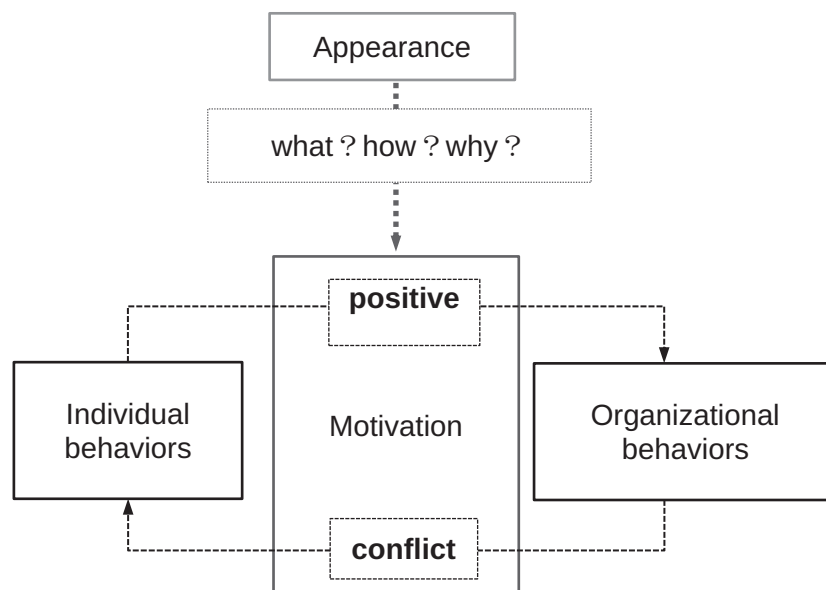


Figure 3. Method of analyzing organizational and individual behaviors of employees and their behavior motivations

Source: developed by the author based on [9]

Based on the corporate culture of employees golden behavior shaping. According to Fogg's behavior model, golden behavior of employees can be defined as appropriate behaviors that are achieved with the corporate philosophy as the core factor influencing employees and driven by strong motivation and ability, such as the pursuit of efficiency, willingness to share, global perspective, respect for others, technological innovation, etc.

Exploring core motivating factors and building corporate culture

The fundamental and core of corporate culture construction lies in refining a set of spiritual concepts that align with the reality of the enterprise, and mission, vision and values are the focus of corporate culture construction [9]. The study found a correlation between individual organizational behavior of organizational culture and employees who have collectivist values being more inclined to adopt organizational behavior. The theory is also applicable in corporate systems, where the match between corporate culture and personal values can significantly weaken the conflict between personal philosophy and corporate culture and predict and influence employees' behavioral motivation.

Managers expect corporate culture to shape employees into the "key members" of corporate development. The construction of the spiritual concept should take employees' golden behavior as the research point, dig deeper into the underlying logic, explore the core motivational factors, and build a corporate culture with the most outstanding motivational effect. In the corporate culture system, the spiritual concept is established by the manager and has a significant influence on the motivation of employees' behavior. In building the Spiritual image, traditional culture, social culture, excellent corporate culture cases, managers' philosophy, and employees' philosophy are essential references, among which managers' philosophy and employees' philosophy are the key points that cannot be bypassed. Fully understanding employees' values, visions, thinking patterns and other spiritual concepts and maximizing the golden behaviors that promote employees' behaviors are the critical steps of the corporate culture Spiritual concept. Based on scientific analysis methods such as questionnaire research, thematic seminars and brainstorming, the golden motives of employee behavior and the spiritual ideas hidden behind can be well refined to build an indestructible corporate culture Spiritual concept.

Training and motivation together to improve employees' ability

Employee ability determines the intensity of employee behavior. However, not all talents have the same professional capacity, and critical employees play a vital role in the enterprise's development. How to screen out key employees? enterprises can couple multiple levels of corporate culture to assess, screen, and establish corresponding competency enhancement strategies to strengthen employees' golden behaviors.

The criticality of employees can be coupled with multiple perspectives, and coupling value matching and competency assessment is a more comprehensive and easy-to-implement method to evaluate employees (Figure 4). Among them, the value concept matching degree can be used to measure the matching value $M(i)$ between employees and corporate values by using interviews and questionnaires. Competency testing can be used to evaluate the employees' competency indicators in Figure 4, and the testing methods are mainly case study, practical operation and performance assessment to obtain their competency values $A(i)$.

$$K(i) = M(i) \cdot w_M + A(i) \cdot w_A. \quad (1)$$

Among them, w_M and w_A are the weight coefficients of the enterprise's importance to employees $M(i)$ and $A(i)$ respectively, which are decided based on the enterprise's comprehensive consideration of factors such as the importance of the position and the degree of talent demand. They can also be adjusted according to the development strategy.

Let the system and the spirit of the concept of integration, through external norms, stimulate the staff's golden behavior.

Based on the vision of employees and the construction of corporate culture is the core of the cohesion of staff strength, the corporate spirit becomes the code of conduct of all employees, corporate culture becomes the "glue", the staff's personal vision and corporate spiritual philosophy tightly linked together so that the enterprise can play an excellent overall effect. The penetration and gradual dyeing of the spiritual concept can strengthen employees' vision from within and guide the active change and motivation optimization of employees.

Let the system integrate with the spiritual concept. In enterprise management, the spiritual concept is intangible; the system is tangible, and the two are one and two sides. The system layer is more direct in contact with the staff; the effect is more direct and significant. The system is a

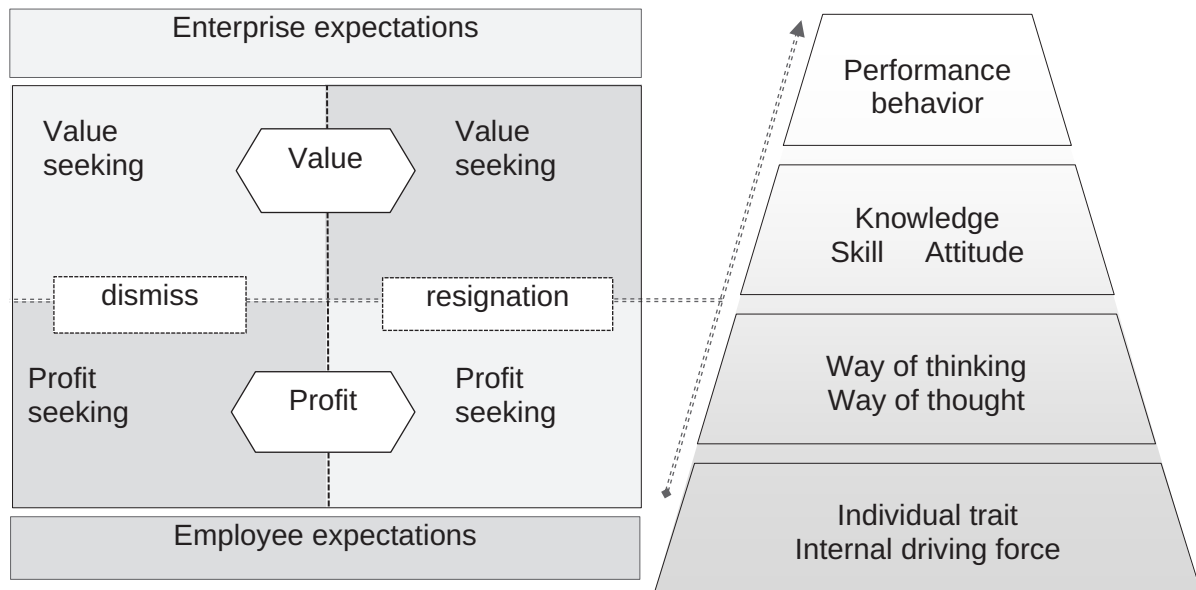


Figure 4. Methods and indicators of employee value evaluation and competency evaluation

Source: developed by the author based on [9; 11]

guarantee for employees to achieve their own goals so that they realize that their efforts in the enterprise can be rewarded; this return is not only expressed in the increase in salary, more importantly, through fair competition brought about by the promotion, further training and other opportunities as a sign of its workability, the recognition of innovation and the realization of short-term self-striving goals and so on. The high evaluation of employees' work can significantly stimulate their enthusiasm and innovation ability so that they have enough motivation to actively achieve self-motivation, the ability to improve, and gradually develop behavioral motivation and professional ability conducive to the development of the enterprise, that is, through external norms to stimulate employees' golden behavior.

Conclusions. In the era of VUCA, corporate culture's role is becoming increasingly obvious. An excellent corporate culture is a positive corporate spirit that clarifies the fundamental goals the enterprise advocates, encourages, and pursues. Employees are the carriers of corporate

culture, and a strong correlation exists between employee behavior and corporate culture. Whether corporate culture can form positive guidance and motivation and reach a consensus among all employees lies in whether employee behavior can be correctly shaped. However, there are also significant conflicts between corporate culture and employee behavior. Facing the conflicts, analyzing them and solving them can optimize the corporate culture and promote the golden behavior of employees. Firstly, we should fully understand the value concept, vision, thinking patterns and other spiritual concepts of employees and integrate the spiritual concept of corporate culture to promote the motivation of employees' golden behavior. Secondly, we should understand the ability of employees at multiple levels, and enhance the ability of key employees in various ways, and then enhance the ability of employees' golden behavior. Finally, we should let the system integrate with the spiritual concept, and motivate employees' golden behavior through external norms.

REFERENCES:

1. Duhigg, C. (2016). What Google learned from its quest to build the perfect team[J]. *The New York Times Magazine*, 26(2016). Available at: <https://centre.upeace.org/wp-content/uploads/2020/09/7.1-what-google-learnt.pdf>.
2. Schmidt, E., Varian, H. (2005). Google: ten golden rules [M]. *Newsweek* <http://www.msnbc.msn.com/id/10296177/site/newsweek/print/1/displaymode/1098>.
3. Kotter, J. P. (2008). Corporate culture and performance[M]. *Simon and Schuster*. Available at: <https://xs.studiodahu.com/books?hl=zh-CN>.

4. Martinez, E. A., Beaulieu, N., Gibbons, R., Pronovost, P., Wang, T. (2015). Organizational culture and performance[J]. *American economic review*, 105(5), pp. 331–335. Available at: <https://www.aeaweb.org/articles?id=10.1257/aer.p20151001>.
5. Fogg, B. J., Euchner, J. (2019). Designing for behavior change – New models and moral Issues: An interview with BJ Fogg [J]. *Research-Technology Management*, 62(5), pp. 14–19. Available at: <https://www.tandfonline.53yu.com/doi/full/10.1080/08956308.2019.1638490>.
6. Jones, S. P., Patel, V., Saxena, S., Radcliffe, N., Ali Al-Marri, S., & Darzi, A. (2014). How Google's 'ten things we know to be true' could guide the development of mental health mobile apps [J]. *Health Affairs*, 33(9), pp. 1603–1611. Available at: <https://www.healthaffairs.org/doi/abs/10.1377/hlthaff.2014.0380>.
7. Darling, J. R., & Beebe, S. A. (2007). Effective entrepreneurial communication in organization development: Achieving excellence based on leadership strategies and values[J]. *Organization Development Journal*, 25(1). Available at: <https://web.s.ebscohost.com/ehost/detail/detail?vid=0&sid= dd5d2a56-1d99-41c7-ab9e-8d63431d0f6%40redis&bdata=Jmxhbmc9emgtY24mc2l0ZT1laG9zdC1saXZI>.
8. Benton, B., Choi, J. A., Luo, Y., & Green, K. (2022). Hate speech spikes on twitter after elon musk acquires the platform [J]. *School of Communication and Media, Montclair State University*. P. 1–12. Available at: <https://digitalcommons.montclair.edu/cgi/viewcontent.cgi?article=1030&context=scom-facpubs>
9. Daniali, S. M., Barykin, S. E., Khortabi, F. M., Kalinina, O. V., Tcukanova, O. A., Torosyan, E. K., Senjyu, T. (2022). An employee competency framework in a welfare organization[J]. *Sustainability*, 14(4), 2397. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S074959781630351X>.
10. Moorman, R. H., & Blakely, G. L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior[J]. *Journal of organizational behavior*, 16(2), pp. 127–142. Available at: <https://onlinelibrary.wiley.com/doi/abs/10.1002/job.4030160204>
11. Kanfer, R., & Chen, G. (2016). Motivation in organizational behavior: History, advances and prospects [J]. *Organizational Behavior and Human Decision Processes*, pp. 136, 6–19. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S074959781630351X>.