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THE ESTIMATION OF CORPORATE CULTURE LEVEL IN THE COMPANY

^{1,3}Iryna Fedotova, ^{2,3}Nadiia Bocharova

¹Doctor of Economic Sciences (PhD), Associate Professor
bocharova.n.a.xnadu@gmail.com

²Candidate of Economic Sciences (PhD), Associate Professor
irina7vf@gmail.com

³Kharkiv National Automobile and Highway University
Ukraine

Abstract: *The methodological approach to the corporate culture level assessment was suggested. Methodological grounds of corporate culture level assessment were improved, which are based on a three-dimensional matrix by the perception indexes of corporate culture by the managers, subordinates and the subjects of the direct environment of the organization. The suggested methodic allows not only to assess the corporate culture efficiency and state, but also to determine the relationship level of the organization between its employees and the subjects of environment in whole.*

Keywords: *organizational culture, perception, managers, subordinates, subjects of the direct environment, assessment*

Introduction

The activities efficiency of any organization is mostly determined by the corporate culture level. The most interesting is that the culture affects not only the subjects inside the organization but also outside. Its impact is represented by the elemental components which are noticeable and known by all categories and provoke certain feelings and emotions in them, which in result affect the team work indexes, subjects' interaction and organization's work in whole.

The traditional concept of the corporate culture means the complex of beliefs and expectations which are divided by the organization members. As provided by M.Saxton definition [1]: "Corporate culture is philosophical and ideological opinions, values, beliefs, expectations, possibilities and standards which integrates the organization and are divided by its members".

Despite the big number of the scientific developments in corporate culture research field, the practical activity of organizations is not provided with scientifically based methodological recommendations for corporate culture level assessment issue.

The analysis of the latest researches and publications of corporate culture showed that most of the authors [1-8] don't pay enough attention to creation of methodological approaches on corporate culture level assessment.

There are several approaches on corporate culture level assessment. C.Scholz [2] suggests the ethnographical approach to corporate culture level assessment. The process of corporate culture level assessment is based on survey and supervision of the workers by one of the responsible colleges.

E. Schein [3] suggests using the experimental approach, during which the research is made of rules, traditions, ceremonies and rituals, which were formed in the organization, traditional analysis of organization's documents.

E. Schein also suggests using clinical (holistic) approach. The direct penetration of the researcher into culture is supposed. That is the researcher actually has to become one of "them" (culture bearer) but to remain objective in the same moment.

Cameron K. and Quinine R. [4] suggest using metaphorical (linguistic) approach. The researcher uses the examples of the external display of culture: the language examples of the documents, accounting, present stories and conversations, trying to reveal the imprints of the

culture, its impact and essence.

The quantitative approach [5] is based on using the questionnaires and interviews holding for the specific displays of culture assessment.

The scientists of different countries also developed a number of models of corporate culture and its assessment.

Dutch researcher Geert Hofstede [6] decided to research the similarities and differences between cultures in different countries. Initial results were brought to four aspects which define similarities and differences of the cultures.

American sociologist Charles Handy [7] suggested his model for corporate culture level assessment, which is based on separation of powers, authorities and responsibilities system.

There is also the methodic of corporate culture assessment instrument (OCAI) [4]; it's quite known and popular among western and domestic consultants. OCAI is oriented on two organization states, current (actual state) and prevailing (desired). It is created on the Cameron and Quinine model.

For all the researched methodologies suggested in the analyzed studies of different authors is typical the narrowness of assessment trend and research of the separated problem areas. All of the studies have no complexity in corporate culture level assessment. Only individual authors made an attempt of complex assessment on directions and indexes and defined certain range of indexes from different directions of corporate culture display.

Inferiority of present approaches of corporate culture level assessment determines the necessity of development of the corporate culture level assessment generic methodology.

Goal-setting

Research the perception of corporate culture which appears during the interaction of management, subordinates and subjects of direct environment of the organization. The goal of this article is to define the main directions of the corporate culture level assessment and research and development on its base the methodological approach of corporate culture level assessment.

Results

The assessment on organizations nowadays is carried out only from the position of individualism or collectivism, the position power of every worker and stability, order and control in organization. These indexes are insufficiently complete and cannot ensure the analysis and assessment of high quality. The authors suggest making an analysis based on the criterion of the corporate culture perception different environment categories points of view (managers, subordinates and subjects of direct environment). Using the systems approach and logical analysis it's suggested to define the index of perception with help of three groups of particular indexes, which are given on Image 1.

For culture level assessment it must be assessed by every component in the first place: values, philosophy, standards, regulation behavior forms, rules and organizational climate. There by to every scheme block meets certain component and they are placed according to mentioned earlier sequence. Component analysis lets reveal and assess not only culture's general state but also its weaknesses. Therefore its use is entirely reasonable.

To assess the perception of certain subject it is suggested to use the semantic differential approach. Semantic differential is a subject's semantic dimension research tool. This methodology was developed in middle 50s by American scientists under the direction of C. Osgood [8]. To get the initial information questionnaires should be used in which respondent would assess opposite values and assess them.

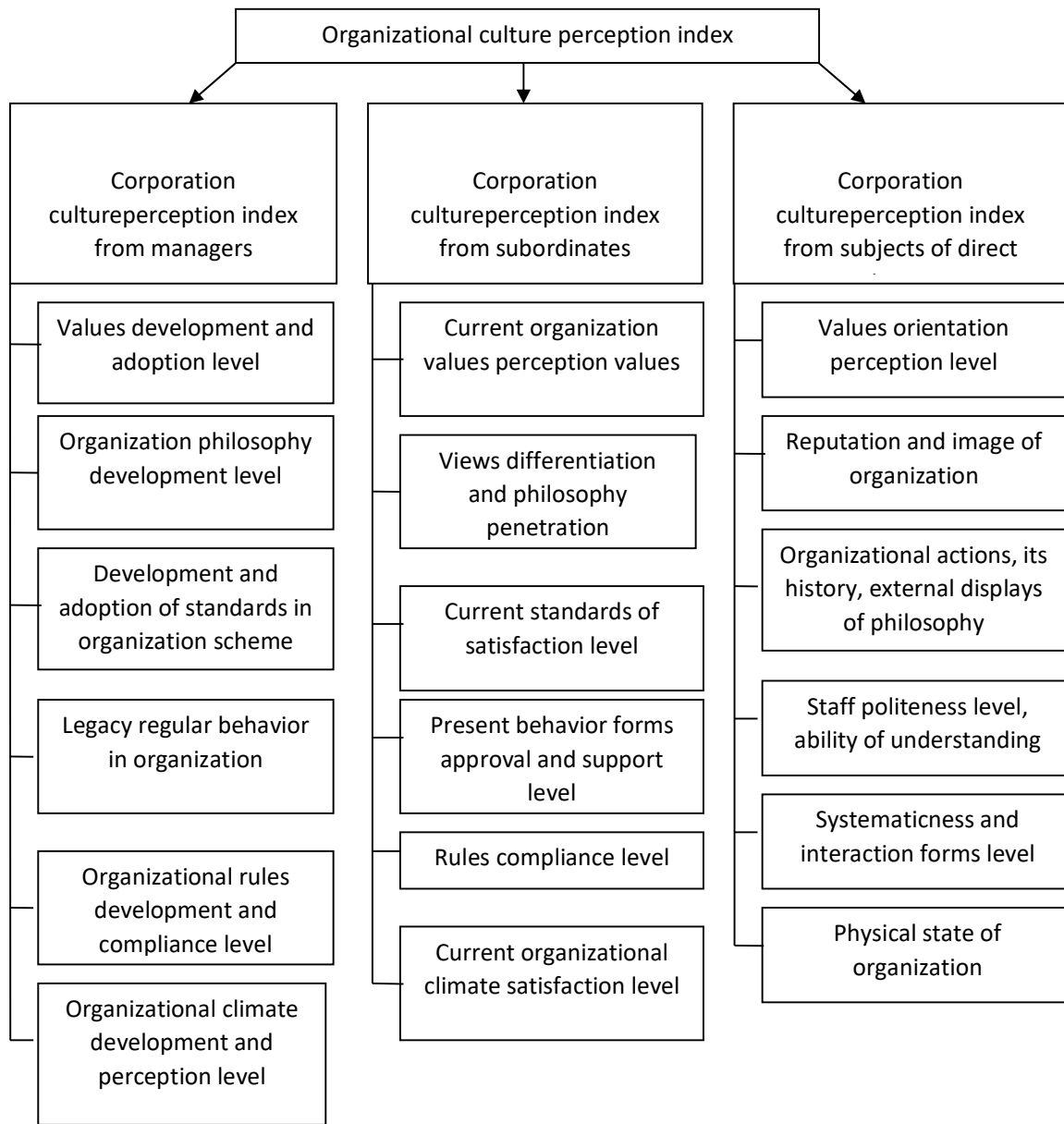


Image 1. System of corporation culture perception indexes by different organization’s categories and from outside

Corporate culture level assessment is suggested to be made on the base of three-dimensional matrix creation which is formed of general suggested directions (image 2): axis X – the corporate culture level perception from the managers’ point of view; axis Y – the corporate culture level perception from the subordinates’ point of view; axis Z – the corporate culture level perception from the subjects’ of direct environment point of view (competitors, suppliers, contact audience, etc.) The matrix space is divided into high, middle and low levels of corporate culture which form twenty seven concentrations. Depending on in which matrix concentration complex indexes are given it’s possible to define the corporate culture level and compare it with another organizations.

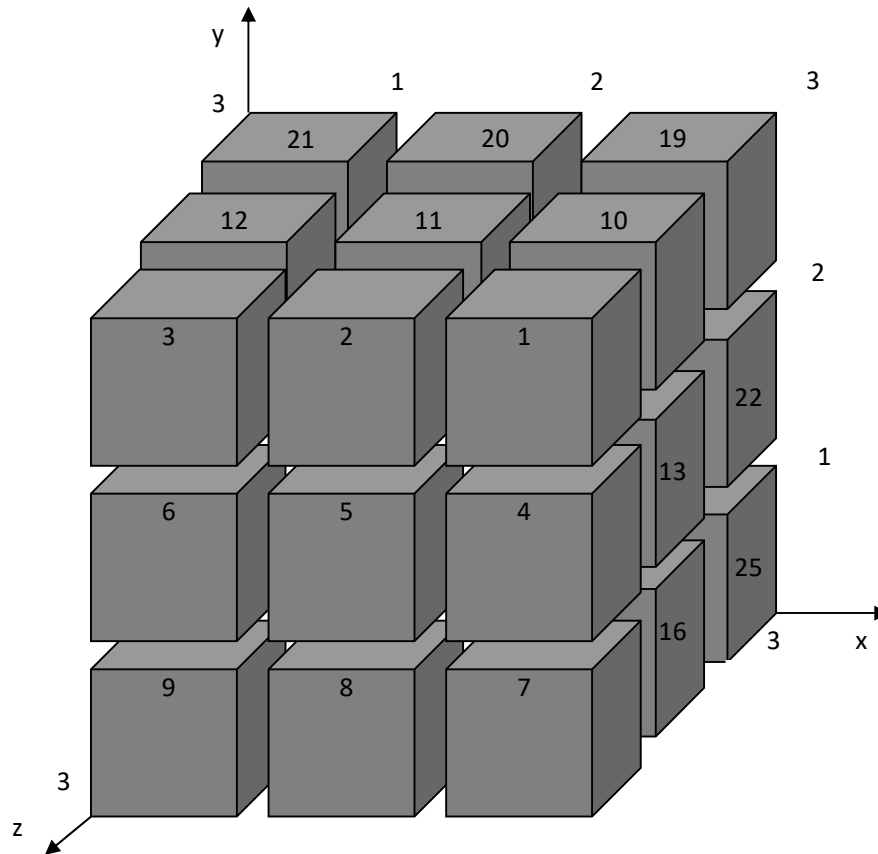


Image 2. Corporate culture level assessment matrix

Suggested matrix allows making qualitative corporate culture level assessment:

- *High level* of corporate culture is defined by high satisfaction of managers of present corporate culture ($2 < X < 3$), high unity of workers, their trust and awareness of unity with organization ($1 < Y < 3$), and also high satisfaction of interaction and wiliness of collaborating of subjects of direct environment ($1 < Z < 3$).

- *Middle level* of corporate culture is defined by middle satisfaction of managers of present corporation culture ($1 < X < 2$), middle unity of workers, their trust and awareness of unity with organization ($0 < Y < 2$), and also middle satisfaction of interaction and wiliness of collaborating of subjects of direct environment ($0 < Z < 2$). *Low level* of corporate culture is defined by low satisfaction of managers of present organizational culture, low unity of workers, their trust and awareness of unity with organization, and also low satisfaction of interaction and wiliness of collaborating of subjects of direct environment ($0 < X, Y, Z < 1$).

Conclusion

Methodological basics of corporate culture level assessment were improved which are based on three-dimensional matrix of corporate culture perception indexes from managers', subordinates' and subjects' of direct environment points of view. Suggested matrix of corporate culture level assessment allows not only define corporate culture level but also to compare it with culture level of other organizations and on its base suggest actions for current corporate culture level improvement.

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ŞİRKƏTDƏ KORPORATİV MƏDƏNİYYƏT SƏVİYƏSİNİN QIYMƏTLƏNDİRİLMƏSİ

^{1,3}İ.V.Fedotova, ^{2,3}N.A.Boçarova

¹iqtisad elmləri doktoru, dosent

²iqtisad elmləri namizədi, dosent

³Xarkov Milli Avtomobil və Yol Universiteti

Xülasə: Korporativ mədəniyyət səviyyəsinin qiymətləndirilməsinə metodoloji yanaşma təklif edilmişdir. Menecerlər, tabeliyində olanlar və təşkilatın birbaşa mühitinin subyektləri tərəfindən korporativ mədəniyyətin qavranma indeksləri ilə üçölçülü matrisə əsaslanan korporativ mədəniyyət səviyyəsinin qiymətləndirilməsinin metodoloji əsasları təkmilləşdirilmişdir. Təklif olunan metodika yalnız korporativ mədəniyyətin səmərəliliyini və vəziyyətini qiymətləndirməyə deyil, həm də təşkilatın işçiləri ilə bütövlükdə ətraf mühit subyektləri arasında əlaqə səviyyəsini müəyyən etməyə imkan verir.

Açar sözlər: təşkilat mədəniyyəti, qavrayış, menecerlər, tabeliyində olanlar, birbaşa mühitin subyektləri, qiymətləndirmə

ОЦЕНКА УРОВНЯ КОРПОРАТИВНОЙ КУЛЬТУРЫ В КОМПАНИИ

¹И.В.Федотова, ²Н.А.Бочарова

¹доктор экономических наук, доцент

²кандидат экономических наук, доцент

^{1,2}Харьковский национальный автомобильно-дорожный университет

Резюме: Предложен методический подход к оценке уровня корпоративной культуры. Усовершенствованы методические основы оценки уровня корпоративной культуры, которые базируются на трехмерной матрице по показателям восприятия корпоративной культуры руководителями, подчиненными и субъектами непосредственного окружения организации. Предложенная методика позволяет не только оценить эффективность и состояние корпоративной культуры, но и определить уровень взаимоотношений между ее сотрудниками и субъектами окружения в целом.

Ключевые слова: организационная культура, восприятие, руководители, подчиненные, субъекты непосредственного окружения, оценка

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