ORGANIZATIONAL CULTURE AND THE MAIN FEATURES OF CORPORATE CULTURE

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There are several definitions of the concept of organizational culture in modern literature. Like many other organizational and management science concepts, the concept of organizational culture does not have a single "correct" interpretation. Each of the authors seeks to give their own definition of this concept. There are very narrow and very broad interpretations of the process that constitutes organizational culture. The more definitions of culture, the more freely each new author comes up with his own version.

We cite P.B. Weill's version of culture: "Culture is a system of relationships, actions, and artifacts that stand the test of time and develop a very specific psychology in the members of a particular cultural society."

Hoffstede gives the following definition: "Culture is the collective programming of the human mind, which distinguishes one group of people from another. In this sense, culture is a system of collective values."

Despite the diversity of definitions and interpretations of organizational culture, they have one thing in common. Thus, in many definitions, the authors refer to examples of basic assumptions that members of an organization adhere to in their behavior and actions. These assumptions are often related to the perception of the environment (group, organization, community, world) that surrounds the individual and the variables that regulate it (nature, space, time, work, relationships, etc.). This view of the organization is often difficult to articulate.

The values (or value areas) that an individual can possess are the second general category included in the authors' definition of organizational culture. Values indicate which behaviors should be considered acceptable or unacceptable by an individual. Thus, in some organizations it is believed that "the customer is always right," so the client cannot be blamed for the failure of the members of the organization. In others, the opposite may be true. However, in both cases, the perceived value helps the

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individual understand how to act in a particular situation.

Finally, the third general attribute of the concept is considered: the "character" through which orientations are "transmitted" to the members of the organization. Many firms have public documents detailing their "value areas."

However, the meaning and meaning of the latter is fully revealed to the workers through the stories of the "walker", the legends. They are said, restated, interpreted. As a result, they sometimes impact more people than the values stated in the company's advertisement. Using what is common to many definitions, we understand organizational culture as follows. Organizational culture is the most important set of assumptions that are accepted by the members of the organization and expressed in the values promulgated by the organization, giving people guidelines for their behavior. These values are conveyed by the individual through the "symbolic" means of the environment within the spiritual and material organization.

The question of the extent of the impact of organizational culture on a company's success still remains open. However, it is clear that the relationship between culture and the activities of an organization largely depends on the content of the values affirmed by a particular culture in the organization. So, what overlooks a person, whether it's an employee or a consumer, is far from success.

Organizational culture has a certain structure, a set of assumptions, values, beliefs, and characters, and adherence to them helps people in the organization overcome their problems. Knowledge of organizational culture begins at the primary, "superficial" or "symbolic" level, including the technology used, the use of space and time, observed behaviors, external facts or everything that can be felt and perceived by a person through five specific senses (seeing, hearing, tasting and smelling, touching). At this level, things and events are easy to identify, but they can't always be deciphered and interpreted in terms of organizational culture.

Those who are trying to understand organizational culture more deeply fall for its second, "lower" level. At this level, the values and beliefs considered by the members of the organization are examined by the extent to which those values are reflected in the symbols and language. The perception of values and beliefs depends on the conscious and the desires of the people. Researchers often limit themselves

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to this level, because at the next stage arises difficulties that are almost insurmountable.

The third, "deep" level, involves basic assumptions that are difficult to understand even for members of the organization. Such vague and accepted assumptions guide people's behavior by helping to perceive the attributes that characterize organizational culture.

Depending on which of these levels is studied, there are subjective and objective views of organizational cultures. Subjective organizational culture arises from the patterns of common assumptions, beliefs, and expectations among employees, as well as group perceptions of the organization.

This "character" includes a number of elements, especially its "spiritual" part: the organization's heroes, myths, stories about the organization and its leaders, organizational taboos, rituals, dialogue, and perception of the language of slogans.

Subjective organizational culture serves as the basis for management culture, i.e., leadership styles and the formation of problem solving by managers and their behavior in general. This creates differences between organizational cultures that seem similar. For example, two companies may require that they provide quality service to their customers. But the end result will largely depend on how the process is managed.

Objective organizational culture is usually associated with the environment created in an organization: the building itself and its design, location, fixtures and furniture, colors and space size, amenities, kitchens, receptions, parking lots, and the cars themselves. To one degree or another, it reflects the values that the organization adheres to.

While both aspects of organizational culture are important, the subjective aspect creates more opportunities to find commonalities and differences between people and organizations.

In any McDonald's fast food restaurant, no matter what country in the world it is located in, you can see the familiar ambiance, the same menu - all these are components of the image of one of the most successful organizations in the world. The company's success is not only measured by the taste of the food, but also by its strong organizational culture. Every employee of the company is well acquainted

with the standards of conduct adopted in it. High quality, qualified service and freedom are the main conditions for success.

Don't break the company, use only the best ingredients for cooking - these are the basic principles of the company.

This organizational culture was shaped by R. Krok, who led the company until 1984. After his death, the company's position in the market remained stable. Today's leaders, wholly absorbed by R. Crook's philosophy, typically make decisions that are similar in many ways to those made under Kroc's leadership. In many ways, this explains the phenomenon that McDonald's symbolizes sustainability.

Organizational culture is an incomprehensible, unfathomable, unexpressed category whose existence does not require proof. Each organization develops a set of rules that govern the daily behavior of employees in its workplace. Until newcomers learn these rules of conduct, they cannot become full-fledged members of the community. Compliance with them is encouraged by the administration with appropriate rewards and career advancements. For example, it is no coincidence that Disney employees are perceived as charming, intelligent people who always smile at everyone. It is an image that is upheld by all the employees of the company. Therefore, it is clear that employees who start work in a company try to behave themselves according to the rules adopted in it.

According to the modern theoretical approach, an organization, like any social group, has its own set of behavioral rules, roles, rituals, heroes, and values. The cultural approach sees both the organization and its members as carriers of shared values and executors of common tasks. Like the citizens of the country, workers have to contribute to the growth and prosperity of their organization. On the other hand, they also enjoy the fruit of this comfort. Thus, the working efficiency of the members of the organization and their spirituality are inseparable.

Each organization has its own culture. Organizational culture is like a person's personality traits: it is a certain unnatural but ever-present image that provides the content, direction, and basis of his life activities. Organizational culture is the values, ideas, assumptions, and norms that everyone has when they join and work for the company. Just as character influences human behavior, organizational culture influences the behavior, thoughts, and actions of the people in the company.

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Organizational culture determines how employees and managers approach problems, provide customer service, work with suppliers, treat competitors, and generally conduct their business now and in the future. It defines an organization's place in the world around it, representing the unwritten laws, norms, and rules that unite the members of the organization and bind them together.

Organizational culture, like national or ethnic cultures, evolves over time and develops its values and norms of behavior in the same way. Certain models of behavior are supported in some organizations and rejected in others. Some organizations, for example, create an "open" culture in which everything can be questioned and new, original ideas can be proposed. In others, innovation is not supported and communication is minimized. Some people find it more pleasant to work in an organization with a "closed" culture: a person comes to work, completes his personal assignment, and returns home, that is, his personal life unrelated to work, while others need a family.

An organization usually creates traditions and norms that contribute to its corporate culture. For example, the ceremony of awarding prominent employees is confirmed. In many companies, it is customary on Fridays to come to work in loose-fitting rather than formal suits, which helps to create an informal atmosphere of communication and bring the team closer together. In other organizations it is impossible to imagine this: all members of the labor community follow a formal dress code, which in turn leaves its mark on forms of communication.

Organizational culture determines the level of risk that is perceived in the organization. Some companies reward employees who are willing to try a new idea, while others are conservative and prefer to have clear guidelines in any decision-making. Reaction to the conflict:

- Another indicator of corporate culture. In some organizations, conflict is considered creative and seen as an integral part of growth and development, while in others, they try to avoid conflict in all situations and at any organizational level.

There are many approaches to identifying different aspects that describe and identify a particular organizational culture at the macro and micro levels. Thus, S.P. Robbins proposes a review of organizational culture based on the following ten criteria:

• Individual initiative, that is, a person's level of responsibility, freedom and

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independence in the organization;

• the level of risk, i.e. the employee's willingness to take risks;

• a course of action, that is, a clear goal and expected results of the organization;

• coordination of actions, i.e. the state of interaction between units and people within the organization in a coordinated manner;

• management support, that is, free interaction, assistance to subordinates of management services;

• control, that is, a list of rules and instructions used to monitor and control the behavior of employees;

• Identity, i.e. the level of identification of each employee with the organization;

• organization of the reward system, that is, the level of accounting for work results, the system of incentives;

• tolerance of conflicts, that is, willingness to openly express one's opinion and enter into conflicts;

• Interaction models, i.e., the level of interaction within the organization.

By evaluating any organization according to these criteria, you can create a complete picture of organizational culture, against the background of which employees' general ideas about the organization are formed.

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