



## KAPITEL 6 / CHAPTER 6<sup>6</sup>

### GLOBALIZATION OF CORPORATE CULTURE

ГЛОБАЛІЗАЦІЯ КОРПОРАТИВНОЇ КУЛЬТУРИ

DOI: 10.30890/2709-2313.2022-08-03-029

#### **Introduction.**

Corporate culture plays a significant role in improving the efficiency of the enterprise, achieving high competitiveness and development of social and labor relations. The nature of this growth is that corporate culture covers a significant part of the social and productive life of the team. Therefore, this social phenomenon needs constant improvement as it is a necessary guarantee of effective use of human potential in the process of implementing effective strategies, improving management, strengthening team cohesion, and acts as a strategic motivating factor that guides employees to achieve mission and goals. The culture of work is the proper organization of your workplace. The organization and equipment of workplaces are designed taking into account the profession, the number of performers, the level of specialization and so on. The company has created all the prerequisites for the proper functioning of production activities of employees: functional furniture, electronic communications, telephone, fax, regulatory and information support. When designing the organization of work, the requirements for rational modes of work and rest are taken into account. Based on the peculiarities of technology and organization of labor, taking into account the patterns of changes in human performance in different working conditions.

#### **6.1. Systematization of knowledge about corporate culture in the context of globalization**

Awareness of the need and relevance of research on the integration of corporate culture of individual countries in the international business environment.

The main structure of the problem of the concept of corporate culture, the importance of corporate culture in the global market, updating approaches to adapting corporate cultures to rapidly changing conditions of the global business environment, reviewing opportunities for reforming corporate cultures. Actuality of the problem.

Corporate culture as one of the effective modern forms of management has been studied in the Western economic literature since the 1980s. The pioneers in this direction were T. Peters, R. Waterman. A significant contribution to the study of

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these problems was made by I. Ansoff, M. Armstrong, P. Vale, M. Grachev, G. Dowling, K. Cameron, E. Kapitonov, F. Kotler, R. Krichevsky, A. Maslow, B. Milner, R. Ruttenger, G. Simon, W. Singer and others. A number of scholars study the features of corporate culture in individual countries, which is important for finding opportunities to apply theoretical and applied developments in the formation and change of corporate culture within the national economy. V.O. The singer identifies the functions of organizational culture, in their definition based on similar, general functions of culture:

- production and accumulation of spiritual values;
- evaluative-normative - means comparing real human behavior with ideal;
- regulatory and regulatory - the use of culture as an indicator and regulator of behavior;
- cognitive - a way of inclusion in society;
- the formation of the essence - the participation of culture in the definition of man and society, the meaning of life, the meaning of personal existence;
- communication - through the values adopted by society, norms of behavior and other elements of culture provides understanding between members of society and their interaction;
- the function of public memory, preservation and accumulation of human experience;
- recreational - the reproduction of spiritual forces in the process of perception or inclusion in cultural activities [6].

According to MM Alekseeva, the most fully organizational culture is characterized by the functions listed below.

a) Security: culture is a kind of barrier to the penetration of undesirable trends and negative values of the external environment.

b) Integrating: instilling a certain system of values that synthesizes the interests of all levels of the organization, organizational culture creates a sense of identity in individuals and groups - its members. This allows each subject of internal corporate life:

- 1) better understand the goals of the organization;
- 2) get the most favorable impression of the company in which he works;
- 3) feel part of a single system and determine their responsibility to it.

## **6.2. Intagration into world community**

At the current stage of economic development, Ukraine has taken a course of



further integration into the world community, which involves the modernization of corporate culture as an important tool for the company's interaction with the business environment. Edgar Shane defines organizational culture as “a set of shared beliefs — self-formed, learned, or developed by a group as it learns to address adaptation and internal integration — that are effective enough to be valued and therefore passed on to new ones. members as the right way to perceive, think and relate to specific problems ”[2].

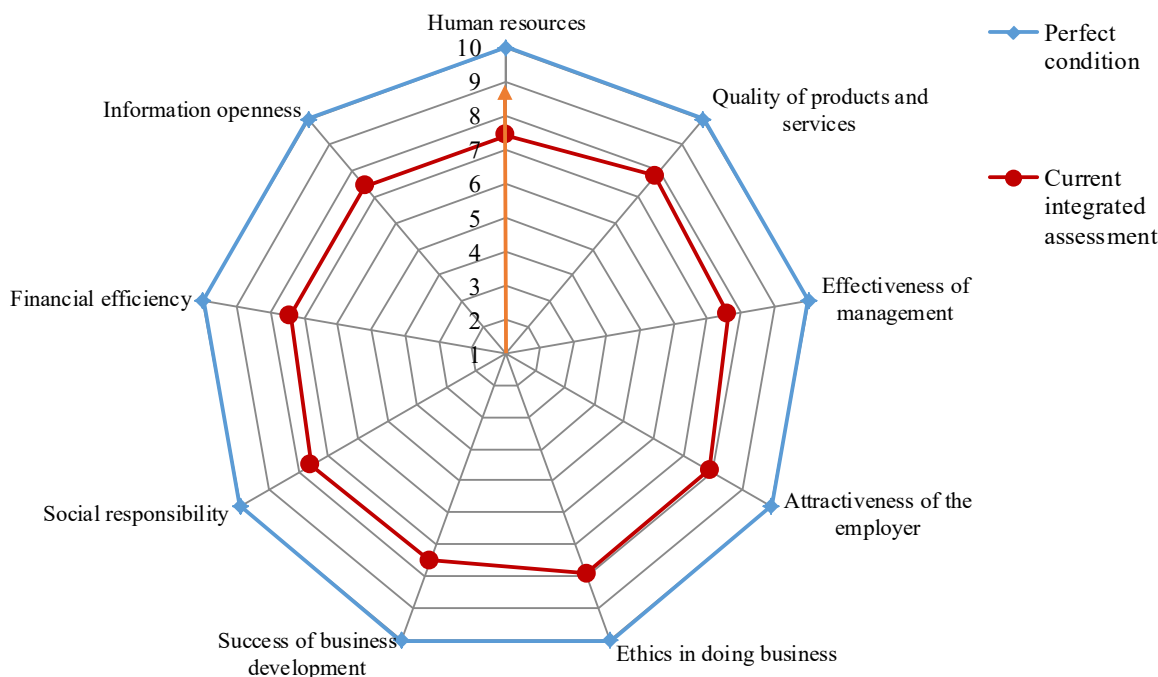
O.S. Vikhansky and O.M. Naumov provides the following definition of organizational culture: “it is a set of the most important assumptions accepted by members of the organization and those that are reflected in the values declared by the organization, which set people guidelines for their behavior and actions. These value orientations are transmitted by the individual through "symbolic" means of spiritual and material internal organizational environment. " It is extremely difficult to give comprehensive importance to the corporate, but in my opinion we can summarize its characteristics as a set of values, norms and guidelines for both internal and external environment of the organization, which in turn is one of the tools to improve corporate productivity and its "face". national economy and international relations. [3]The term "organizational culture" covers most of the phenomena of spiritual and material life of the team: the dominant material values and moral norms, the adopted code of conduct and ingrained rituals, the manner of staff to dress and established standards of service. I encountered the manifestations of organizational culture as soon as I crossed the threshold of the enterprise: it determines the adaptation of newcomers, is reflected in a certain philosophy of management, especially senior executives. The energy source of the leader and managers is distributed as follows. The leader, first of all, works with emotional and spiritual resources of the organization: values, ideas about desires; consumers are willing to take on responsibilities. Unlike the head, managers operate: material resources; technology; capital; labor force. In addition, they ensure that the work is performed competently, on time, at a high quality level. It should be noted that the interaction of the head and manager does not show any misunderstanding because to perceive management functions is not only the task of the board or management of the enterprise, but also of all management forces[3].

It should be noted that the success of the leader depends on communication skills, on the gift to convey a vision. The value of abilities lies in the fact that among employees there are always those who will not immediately indulge in the embodiment of the vision in everyday reality. The determining factor that unites these elements is the professionalism of employees, which achieves group effect and



cohesion.

The following is a figure showing the results of an audit of the reputation of this company (Fig. 1).



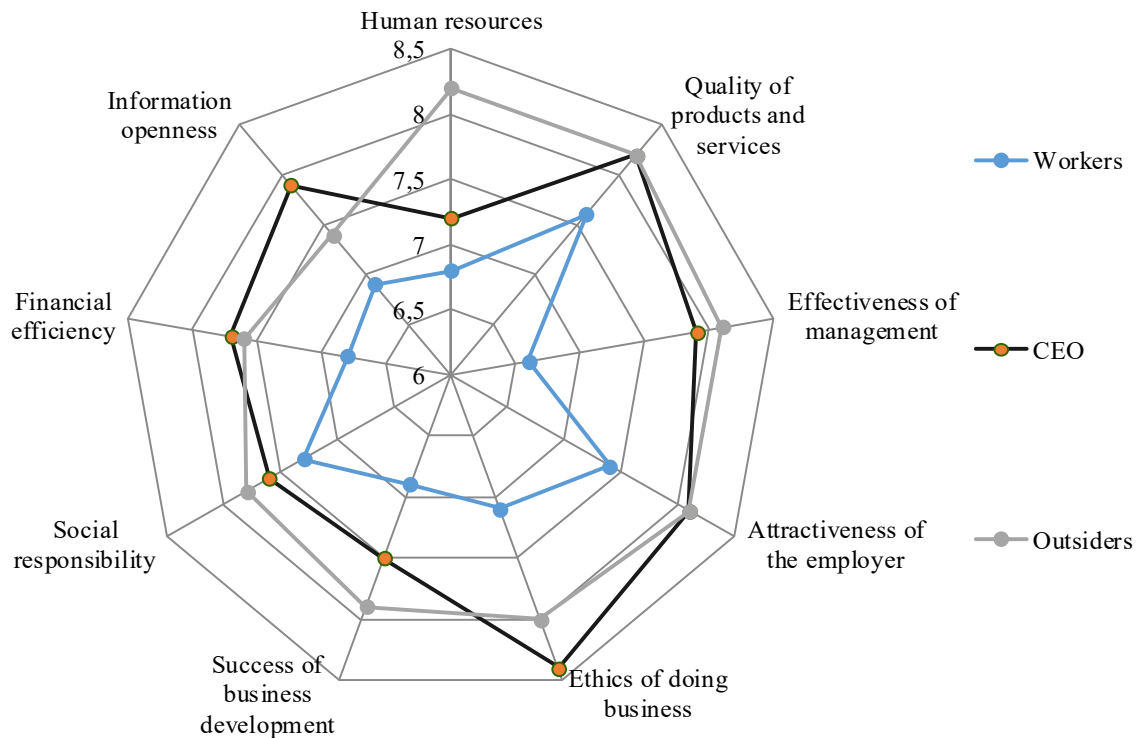
**Figure 1 - Reputation card (integrated assessment)**

The corporate culture of the studied corporation is mixed. It traces elements of the culture of "power" and the culture of "tasks". Elements of the first are reflected in the clear and rational activities of management on the allocation of available resources and their efficient use. Culture, in general, is based on the principles of hierarchical structure. Dedication to the common cause is an incentive for management to help promote an employee on the ladder. The elements of the second are clearly expressed in the goals of the enterprise on which the activities of all levels and levels are focused.

Based on this map, we can say that the reputation of the studied company is at a fairly high level, which reflects the truth of the company's focus on results and high professional qualities of both managers and ordinary workers in the manufacturing sector.

Consider the reputation, which, in turn, reflects the level of development and the state of corporate culture, it is necessary not only in integral terms, but also from the standpoint of each link in the business of the enterprise (Fig. 2).

The above figure shows that the assessment of management is quite different from the assessment provided by employees. This suggests that the existing corporate culture is not an ideal combination of two independent cultures and has its



**Figure 2 - Reputation card (respondents' assessment)**

drawbacks. Critical assessments of production staff are somewhat alarming, which in turn convinces me that the "deep" level of corporate culture is almost absent.

The agreement of managers and employees on the issue of human resources, which averages 7.1 points, suggests that the prospects for development in the type of corporate culture of "power" are slightly lower than the prospects for the development of a culture of "tasks".

Organizational values are an important element of organizational culture. On the basis of values, norms and forms of behavior of people in the organization are developed. The pursuit of common values is able to unite people in groups, creating a powerful force in achieving goals. At this point, most of the staff pays more attention to the moral and psychological climate in the team. Analysis of economic practice allows us to conclude that in Ukraine there are several models of corporate governance [4], in particular: the model of "private enterprise", the model of "collective ownership of managers", the model of "concentrated external ownership", the model of "scattered ownership". model of "predominant state control"

Integration of corporate culture is a set of measures to adjust the existing corporate culture to certain generally accepted parameters of the international business environment. The International Business Ethics Institute has identified four areas in which companies must operate to establish their reputation. First, it is honest work with investors and consumers.



Today, many tools are being developed that will allow companies to develop their corporate cultures and adjust them to the conditions imposed by the international business environment as a result of globalization. The most promising and interesting of them are listed below (Table 1).

**Table 1 - Techniques for the creation, development and reconstruction of corporate cultures**

Reception	Advantages	Disadvantages
Agreement on the exchange of management staff	A significant advantage of this approach is the strengthening of ties between corporations exchanging personnel, supplementing and modifying existing provisions of corporate cultures	Among the shortcomings are potential incompetence or poor perception of other values by employees involved in the exchange program
"Leasing" or "franchising" of corporate culture	This technique is as simple as possible to establish and quickly reach international relations	Is quite expensive as a result of "acquisition" of ready and adjusted culture of culture with impossibility of its modification on a franchise
International corporate events	Such measures are relatively inexpensive with their potential advantages, which are presented in the form of strengthening the interethnic unity of employees, the overall increase in the tone of international relations in cultural terms	The disadvantage is the inability to systematize the experience gained and determine its economic effect
Using mediation to resolve disputes between corporations	Such a tool precludes stakeholder dispute resolution	Requires appropriate remuneration for work performed



Such measures can be the basis for the development of new, advanced forms of corporate culture in the context of international relations, which will allow economic and social systems to merge into something more than a handful of companies involved in purely commercial matters.

## **Conclusions.**

The study highlighted the role of corporate culture as a tool through which interaction with the world community, the problems of not only Ukrainian corporate cultures but also other countries, the relevance of the integration processes of corporate culture in the context of the international business environment; some of the possible methods of integrating corporate culture are presented. Corporate culture is very important in both national and international contexts, the relevance of the topic is ensured by continuous research of outstanding foreign scientists and practical managers. All experts emphasize the high importance of corporate culture as an effective tool for managing the company; Researchers of the problem, both theorists and practitioners, note that globalization has very great prospects and is subject to detailed consideration in all contexts of cooperation.