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Corporate Culture of Organization: Typical and Russian model

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ABSTRACT

The subject of research is the processes and patterns of functioning of the corporate culture of the organization. The goal is to clarify the main features of the corporate culture and its type, the most important functions and identify the best practices of functioning. The hypothesis of the present study is that in a modern market economy, corporate culture is the most important factor in the growth of the efficiency of companies. The main research method is the critical analysis of scientific and methodical literature and practical experience of various companies. Presented a comparison of typical corporate culture models with the Russian model. The article concluded that an effective corporate culture allows the company to ensure competitiveness in the long term.

INTRODUCTION

This article discusses the evolution of a typical corporate culture model, which highlights some of its main differences with respect to the existing Russian model. J. Arnold (2005, p. 625) points out that corporate culture "*these are distinctive norms, beliefs, principles, and behaviors that unite to give each organization its own distinct character*". Recently, corporate councils have recognized the need to improve their control over critical levers of business performance, such as strategy, risk, major transactions, and people, including caring for the environment, planning of succession, and compensation for the executive. Corporate culture occupies a special place there. Corporate culture can break the most experienced executives, but it also can help create the most insightful strategy. Cultural models can create innovation, growth, market leadership, ethical be-

havior and customer satisfaction. On the other hand, an unhealthy or uncoordinated culture can hinder the achievement of strategic results, undermine business performance, reduce customer satisfaction and loyalty, and impede employee participation.

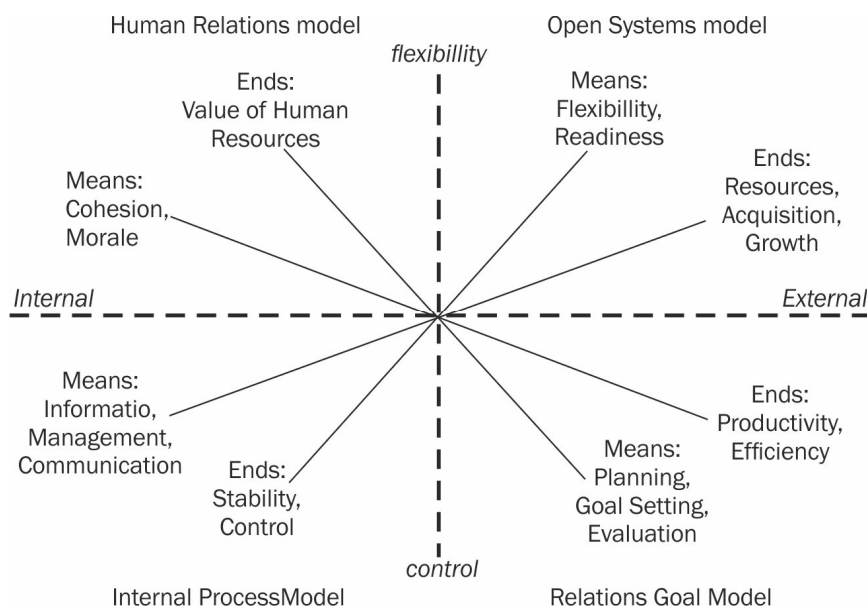
Based on a study of eight Russian companies, based on theoretical concepts, in our work we tried to explain the characteristics of corporate culture in Russia. Regardless of the many differences in corporate culture in the observed Russian companies, we managed to draw up average profiles for them, depending on whether they adopted more or less the institutional principles of market regulation or state regulation, as well as the corresponding property relations. Our research has shown that institutional elements, both social and economic (market regulation, government regulation and property relations), play a dominant role in corporate culture.

1. LITERATURE REVIEW

The literature articulates many models of corporate culture. It seems to us that The Model of Competing Values had the greatest impact, because emphasizes the value of human resources in an organization, the need for goal setting and proper planning. The Model was created by R. Quinn and J. Rohrbaugh (1983), and adapted by K. Cameron and R. E. Quinn (1999). It is based on indicators that have opposite values: the organization must be adaptable and flexible, but at the same time stable and controlled, because they need to attract resources, have external support, properly manage internal information and formal communications.

The observed model emphasizes the complex guidance of the organizational culture in terms of the following parameters: internal / external focus and stable / flexible structure. These two dimensions create four quadrants, representing four sets of values, which define organizational goals in accordance with the external environment and internal integration (Figure 1). This model presents various functions, as well as the institutional element, including the element of the three economic institutions: market regulation, state regulation and regulation of property relations.

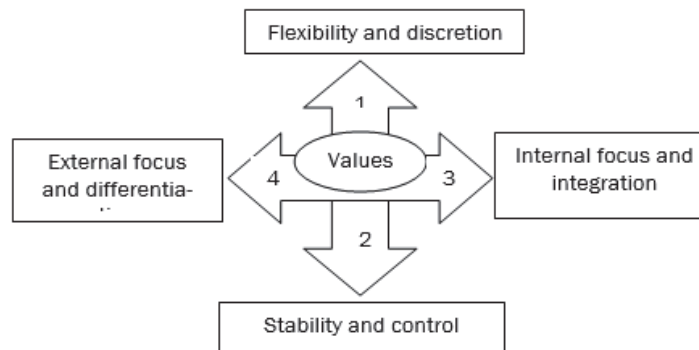
Figure 1. Competing Values Model - conceptual representation of corporate culture



Source: Cameron & Quinn, 1999.

In the process of creating an organization, its founders determine what type of organizational culture is assumed in the company in order to formulate its values, norms, behaviors and moral. But for achieving this purpose you need to know the classification of types of corporate culture. One of the most famous and popular typologies of corporate culture is the typology of K. Cameron and R. Quinn (Ibid.), which allows to diagnose the existing corporate culture and to outline the direction of its change. Authors presented a corporate culture changes scheme, which formed the basis of their typology that presented in Figure 2.

Figure 2. Changes in corporate culture



Source: according to Cameron and Quinn, 2001.

The combination of these criteria determines the fundamental values of the corporate culture, which received the corresponding titles. The authors identified four types of corporate culture (Cameron and Quinn, 1999): hierarchy culture, market culture, clan culture, and adhocracy culture. The main characteristics of the clan organizational culture are the following (Ibid.): friendly place of work, organizations look like large families, leaders or managers are perceived as educators or even parents, emphasis on strong team cohesion and moral climate. The characteristics of a hierarchical culture are (Cameron and Quinn, 2001): place of work is formalized and structured, leaders are coordinators and organizers with rational thinking, it is important to support the sustainable activity of the organization, and management of employees is aimed at ensuring employment and long-term predictability. Adhocracy culture has the following characteristics (Cameron and Quinn): a dynamic entrepreneurial and creative place of work; leaders are considered as innovators and people willing to take risks; aspiration to experimentation and innovations - unifying power of organization; the organization encourages personal initiative and freedom.

Any corporation, or in a broader sense, an organization, has a certain culture, which is reflected in the models of interaction of employees, attitudes towards customers, norms and rules of conduct, interior, dress code and other parameters. The term "culture" is derived from the Latin "cultura" - cultivation, education, development, worship. There are a number of definitions of culture used in relation to a particular organization. Well-known specialist in this field E. Schein (1985) proposed that culture is a set of collective basic rules developed by a certain group of people who learning how solve problems related to adaptation to the external environment and internal integration, and developed well enough to be considered valuable. Therefore, new members of group should be taught these rules as the only correct way to comprehend something, to think and feel in situations related to solving such problems. Considering the basic characteristics of the term "culture" as applied to an organization, a large number of specialists have attempted to identify cultural characteristics in relation to a corporation. M. Armstrong (2006) identified the following definition of corporate culture: "Organizational or corporate culture is the pattern of values, norms,

beliefs, attitudes and assumptions that may not have been articulated but shape the way in which people behave and things get done”.

V. Kozlov (2001) in his papers mentioned that modern researchers define corporate culture as the system of written and unwritten rules and norms of activity, traditions and customs, individual and group interests, peculiarities of behavior of employees of a given organizational structure, leadership style, indicators of employee satisfaction with working conditions, the level of mutual cooperation, employee identification of companies development. He also argued that this is a large complex of assumptions that are accepted without any proof by all members of the organization and set the general framework of behavior accepted by the majority of it. Corporate culture is manifested in the philosophy and ideology of management, value orientations, beliefs, expectations, norms of behavior. Corporate culture is an integral characteristic of an organization, its values, norms of behavior, ways of evaluating activities, given in the language of a certain terminology, understandable and shared by all members of the organization.

And finally, another one definition of corporate culture was given by N. Tesakova (2003), who defines corporate culture as rules of conduct (values; social, communicative and moral norms; rituals; corporate style) and rules of management (organizational structure, communication, personnel policy) that are recognized in a particular organization.

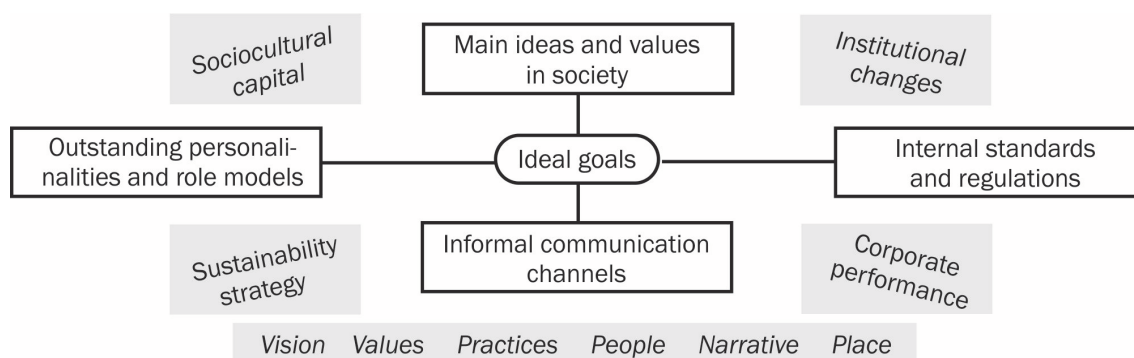
Professionals working in the field of business are also trying to identify the features of the corporate culture. For example, the leading consultant for the personnel selection and evaluation of the Agency “Leader” N. Merts (2008) believes that this is the psychological field of the company, which combines all the technological and business processes that constitute the specifics of the organization. P. Tsylin (2010) emphasizing that the company's corporate culture is a special system of norms of behavior, formal and informal rules, attitudes and values that determine personnel relations with customers, management, the company itself and its competitors, identifies three of its most important aspects: the creation, implementation, maintenance. Analysis of the above-mentioned definitions allows to the authors of this paper highlight the main features of the corporate culture of the organization, as follows: it is a set of beliefs, attitudes, norms of behavior and values; it is a system of formal and informal rules and standards of activity, customs and traditions, individual and group interests, peculiarities of behavior of employees of a particular organizational structure, leadership style, indicators of employee satisfaction with working conditions, level of mutual cooperation, identification of employees with an enterprise and prospects for its development; the majority of the members of the organization shares it; employees accept it without proof; it manifests itself in the philosophy and ideology of management, value orientations, beliefs, expectations, norms of behavior; it is an integral characteristic of the organization; it is in the psychological field of the company; it forms the psychological climate in the team; it systematizes the core values of the company.

Nowadays, both in theory and in practice, along with the term “corporate culture”, the term “organizational culture” is actively used. A several experts consider them as synonyms. What are the similarities and differences between these terms? We need to examine the concepts of "organization" and "corporation" to answer this question. Usually, the term “organization” in a broad sense means “a set of people and groups united to achieve a task on the basis of the division of labor, duties, and the presence of a hierarchical (managerial) structure” (Encyclopedia of law, 2015). The corporation, according to S. Ozhegov (1949), is “a united group, a circle of persons of the same profession, same estate”; according to T. Efremova (2000), “society, union, group of persons united by common social or professional interests”, as well as “joint-stock company ruled by managers”; on the business dictionary “a group of individuals united for joint activities and usually organizing a joint-stock company for this purpose” (Seryy, 2003).

In this context, it should be emphasized that in most cases corporations are understood as organizations formed according to the type of American transnational companies (TNCs), and not a small or medium-sized business. In Russia, the term “corporation” usually understood as a joint-

stock company, and exactly a public joint-stock company. The study allows us to conclude: since not every enterprise is a corporation, the concept of “organizational culture” is broader than the concept of “corporate culture”. An interesting approach to the concept of corporate culture was developed by B. Karlof, a well-known expert in the field of formation of the company's business strategy. He believed that the concept of corporate culture in recent years has been significantly rethought, widely used, but since it is often used out of place, it is necessary to give this term a definition and description. He defines corporate culture as “*certain positions, points of view, behaviors, in which basic values are embodied, the expression of these values is embodied in the organizational structure and personnel policy*” (Karlof, 1998). Illustration of the concept of "corporate culture" demonstrates in Figure 3.

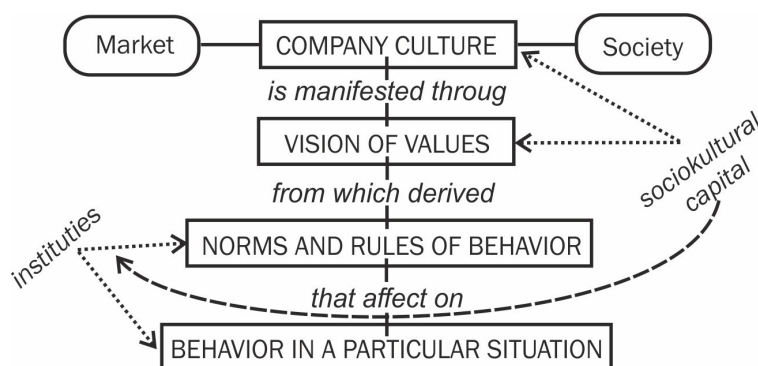
Figure 3. Illustration of the concept of “corporate culture”



Source: Kozlov, Odegov and Sidorova, 2017

The authors of the article contributed to the illustration, bearing in mind that many elements of the concept of "corporate culture" actively relate to sociocultural capital, sustainable development and institutional change. It should be noted that, according to M. Armstrong (2006), corporate culture can benefit the organization by creating conditions conducive to increasing productivity and implementing new ideas. But it can also work against the organization, creating barriers to development of a corporate strategy. These barriers include resistance to new ideas and lack of contact. The scheme of formation of the corporate culture of the organization is presented in Figure 4.

Figure 4. Scheme of formation of corporate culture of the organization



Source: adapted from Ruttinger, 1992.

In Figure 4, we also make our own contribution, bearing in mind that in the concept of “corporate culture” relations actively exist that relate to sociocultural capital and institutions. They determine the quality of some elements of the corporate culture, which is indicated by arrows in Figure 4. At the same time, “sociokultural capital”, according to experts, is a dynamic potential that has sociokultural significance, embodied in tangible and intangible forms formed by the processes of integration of the resources of a person, society and culture (Bogdan, 2012). By institutions in this context, we understand the rights, laws, established traditions and customs in a company that directly merge organizational culture.

2. BEST PRACTICES OF CORPORATE CULTURE

It is necessary to consider and analyze a number of best practices in the field of corporate culture. In the Volkswagen group, one of the most important elements of the company's corporate policy is the promotion of young professionals, their early integration into the business and production processes. Volkswagen corporate culture is based on four basic principles (Latyshev and Gadiyeva,)

- High productivity - the corporation maintains high productivity. The main condition of that is achieving of a good balance between the requirements and abilities of the staff. For this reason, the company does not overload its employees, and does not allow deviations from work norms and fights against disciplinary offences.
- Exemplary management - the company believes that it will be able to achieve its goals only through exemplary leadership and constructive cooperation between management and employees.
- Active participation - the company has developed a system for researching the opinions of employees, called the “Mood barometer”, that allows employees to anonymously express their opinions, thereby actively participating in the life of the company. The results are the basis for the sustainable development of the company. The high level of staff participation shows that employees have positively perceived this tool as a means to express their opinions.
- Social responsibility - Volkswagen corporate culture is focused not only on people, but also on the sustainable implementation of economic and social goals.

Compliance with these four principles allows the company to ensure high efficiency of the company and hold a large market share. McDonald's has gained interesting experience in shaping and ensuring the stability of corporate culture. The basic foundations of the company's corporate culture were laid by Ray Kroc, who was the head of the organization until 1984. Since then, these foundations have been preserved in almost all countries of the world where McDonalds exists. The main elements of corporate culture include (Kuznetsova, 2017): company image: the appearance of employees; leadership style; social responsibility; ceremonies and rituals; leadership style; views and values of management, etc. At the same time, the main advantages of working at McDonalds include: stability and security; flexible work schedule; a small distance between the restaurant and the employee's place of residence or study; free food; friendly team; decent salary levels; opportunity for career growth.

To strengthen the corporate culture and increase team cohesion in the organization, a number of events are being held. In particular, it is possible to call the ongoing program “The Best Employee of the Month”, as well as the participation of employees of all restaurants in the annual All Stars competition, in which employees compete in production skills. The organization has developed a number of activities to strengthen the corporate culture and increase team cohesion. In particular, the ongoing “Best Employee of the Month” program is used, employees can enter the annual “All Stars” competitions in which they compete in production skills. In addition, McDonalds pays a scholarship for training aims to the best employees-students, that studies in higher education.

Those employees who have vocal abilities and who have been selected for the final of the "Voice of McDonalds" competition are sent to the United States of America for the final of the competition. The best performers get a chance to try themselves in show business.

The corporate culture of Procter & Gamble is based on the philosophy of *"building from the inside," which means that "employees are hired only for positions of a certain profile and level – lowest managerial positions or specialists", nurturing of their own top managers (not an invitation from the outside).*" With such a strategic choice, the youth workers of company are "doomed to success". In our opinion, the concept of "corporate competence" deserves undoubted attention. In this company, the corporate competence components include teamwork skills and abilities to interact with people, capacity to analyze information and make informed decisions in conditions of limited data and time and the ability to quickly adapt to changing environment and initiate developments in company. In our opinion, the corporate culture of the Japanese company Matsushita Electric, which was "clearly formulated 14 years after its foundation, in 1918, and has changed little since then" is interesting to consider. The first feature is that it is *"closely connected with the national culture and traditions of Japan."* The second is that "the founder of the company, Konosuke Matsushita, created an organizational culture based on national values, on the idea of involvement of each person in public welfare." Consequently, *"the organizational culture of Matsushita Electric is based on a value system that reflects the direct connection between the prosperity of the company and each employee and the prosperity of the Japanese nation and state".*

3. FUNCTIONS OF CORPORATE CULTURE – RUSSIAN SPECIFICS

The issue of identifying the functions of corporate culture is important. Currently, distinguished two types of functions. First of all, the functions within the corporation. In general, the aim of them is maintaining the corporate culture and forming the organizational behavior of employees. Researchers distinguish the following several functions: reproductive, contributing to preservation of the best elements of the existing corporate culture; cognitive, which helps employees, especially new staff members, to know the existing corporate culture and helps adopt it easily; adaptive - allows employees to quickly adapt to existing values and norms, models of organizational behavior in the company; communicative, which through the knowledge of values and norms, patterns of organizational behavior ensures the interaction of employees; regulatory, contributing to the regulation of the organizational behavior of employees; security function prevents undesirable elements of the counterculture from penetrating into the existing corporate culture.

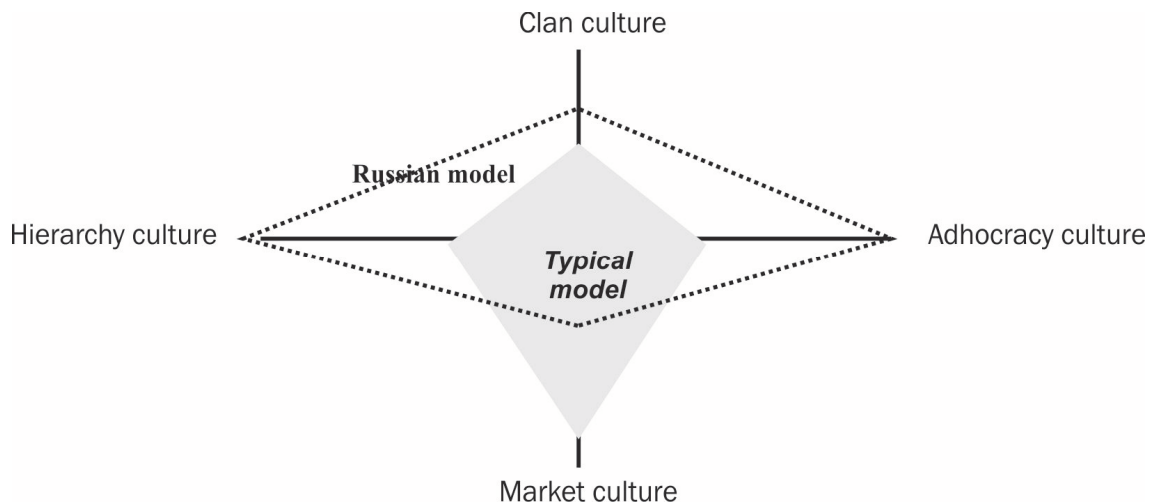
The corporate culture outside the organization has the following functions: positioning, contributing to the formation of the "image" of the company, which it positions in the external environment for business partners, customers and society as a whole; the function of improving the competitiveness of the company through the demonstration of its uniqueness and originality. All concepts of corporate culture should take into account three of its basic dimensions (levels):

- **Level 1:** Structural dimension (is closely related with those inherent objective characteristics understood as physical environmental-structural characteristics and the working roles);
- **Level 2:** Interpersonal dimension of work, including patterns of interaction between the members of a group in a given context and the dynamics through which individuals are integrated into the organizational culture, e.g. if cooperative or conflictual mechanisms are established);
- **Level 3:** Individual dimension, the individual perception of external conditions, the interpretation of the psychological processes that mediate context and personal requirements.

In fact, organizational climate will combine these three dimensions in a manner inseparable from each other (Bitsani, 2013, pp. 50-51). Market culture implies such properties as (Cameron and Quinn, 2001): organization is result oriented; people are purposeful and compete with each other; leaders - solid managers and tough competitors; and competitive pricing and market leader-

ship are important. It should be noted that the method of determining the type of organizational culture of a company shows that there are practically no “pure cultures” in an organization. Usually, occurs a combination of them, which is reflected in the Figure 5. A solid line reflects the corporate culture at this moment, and dotted line illustrates the desirable culture.

Figure 5. An example of a corporate culture profile (typical and russian model)

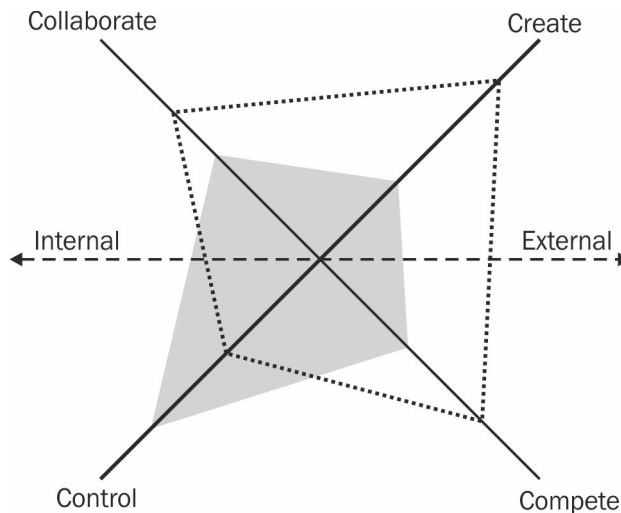


Source: adapted from Kozlov, Odegov and Sidorova, 2017.

Expert's researches show that in Russia there are four types of organizational cultures. The first is bureaucratic, which is most often found in large organizations that have a stable position in the market. The second is the power type. It is characterized by the presence of a strong leader, around who there is a circle of close associates helping him to manage the company. This structure is preferred by organizations that are in their infancy, which allows them to quickly adapt to any changes in the market. Third is a personal-oriented culture, which provides many opportunities for unlocking the potential of each of the employees, encourages initiative and activity. All decisions are made collectively and in concert. This type is characteristic of law firms and consulting firms, as well as enterprises of creative orientation. Finally, fourth is a target culture. It is based on a clear division of responsibilities among the staff. At the same time, it maintained tight control over the execution of the work. As in the previous personal form, decisions are made jointly (Panova, Mesropyan, Semenova, 2016).

Starting with the well-known theoretical model in which each quadrant, designated as “cooperate, create, control, and compete”, means four main corporate cultures, we have tried to explore them using the example of eight large Russian companies. We concluded that there are large differences between each corporate culture profile, since different organizations always have the same dominant culture, but may also contain many different subcultures. Different corporate cultures, of course, bring different successes to different organizations. Regardless of the fact that all these companies had a different corporate culture profile, based on the large differences between them, we concluded that they could all be divided into two general profiles, which are shown in Figure 6.

Figure 6. Various profiles of a corporate culture in Russian companies



Source: own research

In sum, an assessment of toxic corporate cultures must take into account an organization’s tangible and intangible manifestations (Schein 2010), and in particular, the organizational structures (rules, authority lines, and incentives) (Schein 2010), organizational values (injunctive social norms), and organizational practices (descriptive social norms) (Cialdini 2007; Cialdini et al. 2006; Cialdini and Goldstein (2004). These form the core three organizational levels at which organizational culture can be assessed. They are entry points to do a cultural assessment, but are not wholly distinct, as structures can derive from and shape values and practices, and values can originate in structures and practices, and, of course, practices can follow the structures and values of an organization. Table 1 outlines the three levels of organizational culture.

Table 1. Levels of corporative cultural analysis from the aspect of institutions and socio-cultural capital

Level		Aspects	
Structures	Rules*	Targets and Incentives	Hierarchy*
Values	Explicit Shared Values	Injunctive Social Norms*	Hidden Assumptions
Practices	Visible common behavior*	Unaware common behavior*	Situational Norms

* aspect of institutions and socio-cultural capital

Source: adapted from Schein, 2010.

It should be noted that there is a mutual influence of sociocultural capital and institutions and organizational culture. The culture-protective and cultural-creating activities of individual and collective subjects are necessary for the generation of sociocultural capital. The result of such activities, in addition to subjectively perceived obligations, are the sociocultural integration of the individual and certain products of creativity (material, artistic, intellectual, etc.) that are important both for actors and for society. The “fullness” of sociocultural capital and institutions is determined by the values of the organizational culture existing in the company (Bogdan, 2012).

The model of competing values has been seriously tested for a long time (more than 10 years) on the example of more than a thousand organizations, both in the USA and in Europe. At the same time, both the reliability (the measurement is accurate) and validity (it really measures the corporate culture of the organization) of the method were proved. The interest of Russian companies in corporate culture issues is increasing. More and more attention is paid to its formation, since it contributes to the certainty and individuality of companies and to increasing the efficiency of employees of corporation. To identify problems in the corporate culture, we offer companies make employees survey. The survey results should help trace the dynamics of the influence of corporate culture on employee performance indicators. An example of such a survey was developed by the authors of the article and is presented in Table 2. The study was conducted in a Russian company focused on the production of engineering products. The main goal is to increase employee productivity and overall performance of the organization.

Table 2. Results of the survey “Can corporate culture problems interfere with productive work?”

<i>What prevents you from working more productively?</i>	<i>20... г. (%) (previous year)</i>	<i>20... г. (%) (current year)</i>	<i>Difference (%)</i>
Corporate culture issues	10	8	-2
Lack of respect for corporate employees	23	26	3
Weak management leadership	16	10	-6
Financial constraints	27	32	5
Ineffective preparation and trainings	8	4	-4
Employees lack support from each other	17	7	-10
Management rejects new ideas from staff	32	24	-8

Source: developed by the authors

The study shows that the main problems of corporate culture that impede the growth of productivity in the company are aversion of the ideas of staff by management, financial constraints and lack of respect for corporate employees. Authors suggest that it is possible to positively assess the dynamics of answers to the questions. The rejection of the ideas of personnel by the management - decreased by 8 points, financial constraints - by 5 points, problems related to corporate culture - by 2 points, problems in leadership by the authorities - by 6 points. In our opinion, this indicates a greater attention of the management to the ideas and suggestions of employees, improving the perception of corporate culture in the organization. Analysis of the corporate culture of Atomstroyexport showed that for its employees the most important are:

- A good leader who makes decisions himself.
- Competence and professionalism is the basis of authority in the team.
- Practical value of the results of their work.
- Material remuneration of everyone achievements.
- High value of authority and power.

From this we can conclude that the organization is characterized by bureaucratic culture, combining administrative and collectivist features and not risk-prone types, and it is quite stable, since those in the group of significant values are not mutually exclusive, but are closely interconnected (Kozlov, Odegov and Sidorova, 2017).

CONCLUSION

Studies show that the organizational culture of the company is influenced by such factors as socio-cultural capital and institutions that determine rights, laws, rituals, traditions, etc. At the same time, socio-cultural capital and institutions interact with organizational culture, since the “fullness” of sociocultural capital and institutions is determined by the values of the organizational culture existing in the company.

The concept of “organizational culture” is broader than the concept of “corporate culture”, since not every organization is a corporation. Corporate culture can affect organization in two ways. On the one hand, by increasing productivity and promoting innovation, but on the other hand, it can hinder the development of a corporate strategy, creating barriers, including resistance to new things and the lack of interaction. Specifying of the required type of organizational culture is very important for formation of an organization. It allows accurately formulate values, norms, behaviors, morals and diagnose the existing corporate culture and outline the direction of its change. It should be borne in mind that there is practically no organizations with one “pure culture”.

An organization typically combines several types of corporate cultures. An analysis of the organizational culture of Russian companies allows us to conclude that the bureaucratic (hierarchical) type is still predominant, but the dynamics testifies to an ever greater emphasis on the market, taking into account clan and adhocratic cultures. The study shows that corporate culture is one of the most important factors for the effective work of an organization, which allows the company to ensure competitiveness in the long term.

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