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**INTEGRATIVE ANALYSIS OF INTERCONNECTION OF ORGANIZATIONAL COMPONENTS
OF A MULTINATIONAL ORGANIZATION
ІНТЕГРАТИВНИЙ АНАЛІЗ ВЗАЄМОЗВ'ЯЗКУ ОРГАНІЗАЦІЙНИХ КОМПОНЕНТІВ
МУЛЬТИНАЦІОНАЛЬНОЇ ОРГАНІЗАЦІЇ**

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Understanding organizational culture as a system of values and ideas, which determines the content of relations within the organization and its relations with the environment, led to the development of modern management technologies, particularly value management (management by values, values-based management). Research conducted within various disciplines has shown that the effectiveness of an organization is determined not only by technology and finances but also by the spirit of the organization and the type and strength of its culture. For the successful functioning of the enterprise and ensuring its competitiveness, it is necessary to develop and implement effective mechanisms for managing organizational culture. All enterprises need to form and maintain clearly expressed features of the corporate culture that most closely correspond to the goals of the enterprise. Modern theoreticians and management practitioners have realized that the most crucial element of strategic management of a company, especially in conditions of rapid changes, is organizational culture management. It is essential to familiarize yourself with the current situation in detail - defining cultural dimensions is essential for developing a culture to create an appropriate corporate culture and determine the direction of development. The complex nature of the concept, as well as the importance of the topic, requires that the study of organizational culture be conducted using a professionally established and validated instrument. Many studies using the OCAI questionnaire have been conducted in recent years among various organizations, including logistics enterprises, family firms, and universities. With the help of OCAI, we can determine the values that are perceived and considered ideal employees for individual units and the entire organization. For a multinational organization, organizational culture is the core of the organization and serves as the basis of a stable organization due to the stability of specific values, norms, principles, rules of operation, etc. This is very important for a multinational team, which is much more challenging to manage in the dynamic conditions of modern business than a mono-national one.

Keywords: multinational organization, organizational culture, research tool, values, team, structure.

Розуміння організаційної культури як системи цінностей та уявлень, що визначає зміст відносин всередині організації та її відносин з навколишнім середовищем, зумовило розвиток сучасних технологій управління, зокрема ціннісного керівництва (management by values, values-based management). Дослідження, виконані у межах різних дисциплін, показали, що ефективність організації визначається не тільки технологіями та фінансами, але духом організації, типом та силою її культури. Для успішного функціонування підприємства та забезпечення його конкурентоспроможності необхідне розроблення та запровадження дієвих механізмів управління організаційною культурою. Усім підприємствам необхідно формувати та підтримувати в собі яскраво виражені риси організаційної культури, які найбільше відповідають цілям підприємства. Сучасні теоретики та практики менеджменту дійшли усвідомлення того, що найважливішим елементом стратегічного управління компанією, особливо в умовах стрімких змін, є керування організаційною культурою. Щоб створити відповідну організаційну культуру та визначити напрями розвитку, важливо детально ознайомитись з поточною ситуацією – визначення культурних вимірів є важливою умовою розвитку культури. Комплексний характер концепції, а також важливість теми вимагає, щоб дослідження організаційної культури проводили з використанням професійно встановленого та перевіреного інструменту. Останніми роками було проведено багато досліджень з використанням опитувальника OCAI серед різних організацій, включаючи логістичні підприємства, сімейні фірми та університети. За допомогою OCAI маємо можливість визначати цінності, які співробітники сприймають і вважають ідеальними як для окремих підрозділів, так і для всієї організації. Для багатонаціональної організації організаційна культура є ядром організації і основою стабільної організації завдяки стабільності певних цінностей, норм, принципів, правил діяльності тощо. Це дуже важливо для багатонаціональної команди, керувати якою в динамічних умовах сучасного бізнесу набагато складніше, ніж мононаціональною.

Ключові слова: мультинаціональна організація, організаційна культура, інструмент дослідження, цінності, колектив, структура.

Statement of the problem

Today, a developed organizational culture is not only a matter of pride for the company and a means of attracting high-class professionals but also allows creation within it such a socio-economic space that provides the organization with competitive advantages: motivation and loyalty of employees, synergy of teamwork and, as a result, the highest productivity.

What needs to be done for the corporate culture to become a tool for the development of the organization so that the development of the organizational culture causes positive changes in the structure of the firm? Since the situation at each moment is unique for the organization, like the organization itself, it is legitimate to talk only about the general mechanism of organizational culture development, that is, about the sequence of actions for designing culture changes that will lead to other changes.

Theoretical and applied aspects of managing the development of the organizational culture of enterprises in the conditions of a changing environment are reflected in the works of scientists, in particular: N. Didenko, L. Volyanska-Savchuk, V. Dergacheva, G. Fedirko, O. Androsova, and others.

According to the literature, there are many definitions available to describe organizational culture. Some authors' intentions contradict each other, which leads to disputes. In general, the meaning of the term "organizational culture" is divided into four main topics: as a subject to be studied - the group's way of thinking and behavior, belief system - the central management beliefs, strategy - improving quality and productivity, and mental programming - the group's collective thinking [1].

Organizational culture is defined as "the pattern of shared underlying assumptions that have been learned by a group in dealing with problems of external adaptation and internal integration that have worked well enough to be considered valid and therefore to teach new members the correct way of perceiving, thinking, and feeling about those problems" [2].

Each organization exhibits a different organizational culture that will be unique in its characteristics.

These definitions of organizational culture help to analyze the organization's work model. A wide range of administrative culture research tools is available in the literature, but it is necessary to single out those that can be used to determine the directions of organizational culture development.

The purpose of the research

The article aims to analyze the relationship between elements such as organizational culture and the organizational structure of a multinational organization.

Presentation of the main research material

Organizational culture determines the company's strategy, structure, control, coordination system, leadership style, motivation profile, job satisfaction, reward system, employee performance evaluation, organizational training, knowledge management, model, power distribution in the organization, and management of organizational changes.

By influencing all these "hard" and "soft" organizational elements of a company, corporate culture also affects business processes and, therefore, the company's performance. Elements of management and organization, such as strategy, structure, leadership, and human resource management (HRM) systems, are the framework for deploying the business processes that should lead to a company's competitive advantage and performance.

Internal harmony, consistency, and balance between the elements of organization and management are the sources of competitive advantage and better performance of organizations. For this reason, organizational components such as strategy, structure, systems, and processes must be aligned and aligned. They must also be coordinated with external contingencies. The consequence of internal and external consistency and harmony of organizational elements is the creation of their typical configurations [3]. The study of specific designs is mainly intended to show management how to harmonize different types of individual and organizational components; for example, what type of structure fits a particular culture, what leadership style blends with a specific type of organizational structure, and what types of design and culture are compatible with knowledge management, which cultural values stimulate organizational learning and facilitate knowledge management, which changes management strategy is consistent with a specific type of culture, etc.

To build an integrative structure of organizational culture, structure, and power, you can take the diagram shown in Fig. 1 as a conceptual basis. Based on it, it is possible to build a framework for organizational analysis that can show how the organizational components included in it differ from the whole of the organization, as well as how each variable contains all the other variables by itself and how each variable resembles the total of the organization. According to the structure built in Fig. 1, organizational culture, power, and structure should be considered as different conceptualizations of the

same corporate reality that make up each other. The mutual definition of organizational culture, structure, and power arises precisely because these three organizational components emerge from and support the organization's integrity.

Organizational culture includes the core values, assumptions, interpretations, and approaches that characterize and make an organization unique. In its activities, each organization develops its own unique organizational culture, which largely determines its work. All management and staff members play a crucial role in shaping corporate culture. The values of managers and owners determine the principles and values of the organization; therefore, organizational culture reflects management's goals, vision, spirituality, style, and values. One of the most critical functions of leadership is to create, manage, and develop an organizational culture that supports the organization's goals.

The development of the organizational culture of a multinational organization is significant because it is closely related to the employer brand, which has a direct impact on the perception of the organization. Culture determines the motivation and performance of internal stakeholders - employees or members of the organization - and the external perception of the organization from the perspective

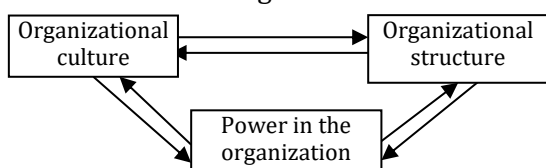


Fig. 1. Relationships between organizational components

of partners, customers, or potential employees. In market-driven companies, culture has a fundamental impact on, among other things, competitiveness, and market share, attracting, retaining, and satisfying employees and customers.

The analysis of scientific sources revealed the essence of managing the development of the organizational culture of the collective as an activity of

the enterprise and its administration aimed at ensuring the reproduction of the corporate culture, achieving its stabilization, and updating the norms and principles of professional behavior of employees.

This management is a process that includes the following stages:

- 1) development of parameters for evaluating the organizational culture of units;
- 2) direct assessment and analysis of socio-cultural information aimed at identifying the state of the organizational culture of units;
- 3) identification of problem areas and areas of project management influence on organizational culture;
- 4) presentation of the main sections of the socio-cultural project for the development of organizational culture;
- 5) implementation of a socio-cultural project to develop organizational culture and social control of this implementation.

As shown by surveys of members of organizations, most often, the respondents' answers to the question "What, in your opinion, manifests itself in the organizational culture of a modern team?" show that about half of the survey participants associate organizational culture with the values, needs, ideals, traditions, and ideas of team members (47.6%). It is also expressed in the assumptions, beliefs, norms of behavior, and professional actions of employees (47.6%). The values and norms are defined as the fundamental components of the manifestation of the collective's organizational culture. Respondents consider the symbolism of the organization to be an essential component of the manifestation of organizational culture (40.2%). Attention is often focused on the fact that everything that can be seen, considered, heard, and felt in the team, to one degree or another, also characterizes the cultural foundations of the unit.

A separate block of manifestations of organizational culture is associated with the image of actions and behavior of employees. Thus, more than a third of the respondents (33.6%) call the style of conduct and professional interaction of actors the leading indicator (component) of organizational culture. Respondents draw attention to the fact that declared and behavioral practices do not always coincide. Meanwhile, it is in behavior that one can see how the culture of groups manifests itself in a social context. Here, essential indicators will be politeness, communication practices, level of education, and method of professional interaction. Also, legal documents were mentioned as auxiliary components of the manifestation of organizational culture:

- orders;
- instructions for regulating activities (22.7% of respondents);
- motivation for activities;
- elements for stimulating their work activities (20.9%).

That is, we see that the organizational culture of the collective has both a narrow and a broad manifestation. Corporate culture manifests itself as a set of collective symbols, as well as prevailing

values, needs, ideals, traditions, and norms of behavior. In the expanded context, organizational culture can be considered as a manifestation of all aspects of the organization's activity. This may include legal and regulatory documents (characteristic features of orders, legal norms, principles, rules).

The organizational culture of any enterprise is manifested in the following moments [4]:

- basic philosophical, social, and moral values;
- for the main purposes of work;
- in the peculiarities of business interactions "vertically" (manager – subordinate) and "horizontally" (manager – manager, subordinate – subordinate);
- basic philosophical, social, and moral values;
- in the accepted rules of behavior of employees;
- presence of a certain socio-psychological atmosphere in the organization; the number and direction of labor conflicts;
- in dissatisfaction/satisfaction of employees with their work;
- in the presence of growth prospects for each employee and incentive system;
- at the level of stability – staff turnover of the organization;
- in sustainable traditions (forms) of stimulation and encouragement;
- in the gender profile of the business organization;
- in the accepted rules of behavior of employees;
- in the presence of a certain socio-psychological atmosphere in the organization; the number and direction of labor conflicts;
- in dissatisfaction/satisfaction of employees with their work;
- in the presence of growth prospects for each employee and incentive system;
- at the level of stability - staff turnover of the organization;
- in sustainable traditions (forms) of stimulation and encouragement;
- in the gender profile of the organization.

According to S. Bowman and D. Faulkner, culture is formed and developed under the influence of three factors: organizational processes cognitive (cognitive) processes of organizational behavior [5].

For the successful functioning of the enterprise and ensuring its competitiveness, it is necessary to develop and implement effective mechanisms for managing organizational culture. All enterprises need to form and maintain pronounced features of the corporate culture that most correspond to the goals of the enterprise, but, of course, the organizational culture of enterprises is differentiated, depends on many factors, and is related to organizational behavior.

We start any change process with diagnostics because we are interested in our organization and situation. Researchers K. Cameron and R. Quinn summarized theoretical and practical research and proposed the following classification of approaches in the field of diagnostics and measurement of organizational culture:

- The holistic approach is that the researcher immerses himself in the culture and acts as a deeply involved employee, tries to become a full-fledged member of the organization, to be a component of the "core" of the organization.

- A metaphorical approach in which the researcher uses samples of documents, reports, existing stories and conversations, company anecdotes, and legends; the researcher here becomes an involved observer, so this approach is sometimes called linguistic.

- The quantitative approach is characterized by the researcher using questionnaires and conducting interviews to assess specific manifestations of culture. He acts as an official diagnostician, sociologist, and psychologist.

The model involves putting the researcher as a part of the team, who must work in the same status as the employees of the organization under study until he earns the group's trust. Compliance with this condition results in excellent reliability obtained during the information research. The proponent of the clinical research model has the possibility of deeper immersion in the culture being studied, and this, in turn, insures him against certain risks that are present in other approaches, for example, the selection of irrelevant or unimportant parameters of the researched from the point of view of the cultural dynamics of a particular organization.

The second metaphorical approach lies at the junction of two ways of researching culture – ethnographic and experimental. This is a traditional way of studying organizational culture by conducting surveys or questionnaires. The developers and supporters of this approach are G. Hofstede, D. Kunde, R. Akoff, F. Trompenaars [6, 7].

K. Cameron, R. Quinn, and others consider the third quantitative approach to be the most effective, provided that the evaluation and interpretation system issues are correctly and clearly formulated.

The relationship between OC (organizational culture) and organizational performance is a growing research interest. The Competing Values Framework (CVF) theoretical structure proposed by Quinn and Rohrbaugh [8] is often chosen. This theory contributes to the measurement and understanding of the organizational culture system.

It is essential to familiarize yourself with the current situation in detail - the definition of cultural dimensions is necessary for developing a culture to create an appropriate organizational culture and determine the direction of development. The complex nature of the concept, as well as the importance of the topic, requires that the study of organizational culture be conducted using a professionally established and validated tool.

Researchers have developed and successfully tested a methodology for measuring organizational culture-the OCAI (Organizational Culture) Assessment Instrument), which is based on the theoretical model "Framework of Competing Values" and allows to diagnose the dominant types of organizational culture from the set: clan (family), adhocratic (creative), market (entrepreneurial), hierarchical (bureaucratic) [9]. This tool was created to measure aspects of organizational culture in the current situation and to satisfy employees' wishes.

It also provides a framework for studying and understanding organizational culture, which may reflect a mixture of many cultural types and the diverse characteristics of a particular artistic type.

As organizational culture tends to evolve as members adapt and respond to the environment, CVF is a conceptual framework that can respond to changing contexts and, as a result, be applied to research and promote organizational culture change. The OCAI discussed below is one of the tools developed based on such a structure.

The clan culture defined by aspects of CVF's flexibility and inward focus is typical of a family-type organization with a friendly working atmosphere. Leaders act as mentors and facilitators. Employees are dedicated and focused on the long-term benefits of individual development. Teamwork, cohesion, and loyalty are essential aspects of this culture.

An adhocracy culture characterized by the flexibility and external focus of CVF is typical of a dynamic and creative work environment. Leaders are seen as innovators and risk-takers. Employees are challenged, want to make a difference, and can be seen as aggressive and wanting to lead. A commitment to experimentation and innovation, high specialization, and rapid organizational change are critical aspects of an adhocracy culture.

Aspects of CVF's internal focus and stability are described in Hierarchy Culture, a severe and organized work environment like government organizations. Leaders are proud of their workplace and play the role of coordinators and supervisors. Employees are aware of and adhere to the principles and procedures of the organization. Steady growth, efficiency and control, rules and policies are critical aspects of a hierarchy culture.

The latter is a market culture defined by the sustainability aspects and external focus of CVF, which is typical of a result-oriented workplace. Managers are keen competitors and producers. Employees are focused on success and achievements. Essential aspects of this culture are a long-term concern for competitiveness and winning.

The OCAI methodology makes it possible to evaluate the six most important parameters of organizational culture: 1 - the most essential characteristics; 2 - general leadership style in the organization; 3 - management of employees; 4 - the connecting essence of the organization; 5 - strategic goals; 6 - success criteria.

It is also possible to analyze their absolute and expected levels. The data obtained as a result of the application of the methodology allow solving several tasks: to determine the type and strength of the culture that dominates the organization, establish the similarity of the profiles for the intended culture to determine the scenarios of further changes in the organizational culture; to compare the culture profile of the researched organization with the profiles of organizations in the same or another field of activity.

The OCAI questionnaire includes six questions, each with four possible answers. Respondents must distribute the 100 points of assessment given to each question among the proposed options in the ratio corresponding to the organization's culture to the greatest extent. At the same time, the assessment should be carried out not only about the culture that has developed at present ("Now" column) but also to allocate points for the future better (anticipated) state of the organization's culture ("Predominantly" column). Diagnosing the degree of dominance of specific perceived values allows us to determine and graphically display the profile of organizational culture, in which each quadrant corresponds to one of the types of corporate culture.

Completing the tool provides a picture of how the organization works and the values that characterize it. There are no right or wrong answers to these questions, just as there is no right or wrong culture. Each organization will likely produce different solutions, so you need to answer the questions as accurately as possible.

OCAI can describe the organizational culture congruently and identify the expected pattern between cultural factors and other organizational variables of interest. Additionally, the OCAI is one tool that can assess culture with demonstrated adequate internal consistency and evidence for aggregating individual data to represent the organization.

For a multinational organization, organizational culture is the core of the organization and serves as the basis of a stable organization due to the stability of specific values, norms, principles, rules of operation, etc. This is very important for a multinational team, which is much more challenging to manage in the dynamic conditions of modern business than a mono-national one.

Conclusions and prospects for further research

Management of the development of the team's organizational culture is carried out within the framework of the strategy of socio-cultural development of the multinational organization. It involves the achievement of a targeted qualitative renewal of both the external symbols of the team as well as the prevailing values, needs, ideals, traditions, and norms of employee behavior. It manifests itself in the general system of complex targeted strategic management of the organization's units, which determines the development of its organizational culture.

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