

# ECONOMICS AND BUSINESS MANAGEMENT

UDC 005.32.621:008(477)

<https://doi.org/10.26661/2414-0287-2020-4-48-01>

## MODELS OF CORPORATE CULTURE AND ITS OPTIONS: WORLD AND UKRAINIAN EXPERIENCE FOR INDUSTRIAL ENTERPRISES

**Androsova O. F., d.e.n. prof.***Zaporizhzhia National University  
Ukraine, 69600, Zaporizhzhia, Zhukovsky str., 66*

AndrosovaEF@gmail.com

ORCID 0000-0002-2727-2474

**Key words:**corporate culture, models, elements,  
communication channels, ideas, values,  
standards.

The article is devoted to the models of corporate culture and its options at industrial enterprises. Models of corporate culture are studied, and world and Ukrainian experience is considered. Based on the study, it was found that there are: E. Shane's model, which is based on three levels: cultural indicators, worldview, levels of symbols and signs; The model of F. Harris and R. Moran that is formed of ten elements and helps industrial enterprises to pay more attention to their workers, to promote the strengthening of industrial relations, the correct development of corporate strategy among the models of world-class corporate culture. It is found that the model of R. Ruttiger contains such basic elements as the market and society, and its values are the culture of the organization, the idea of values, norms, rules of conduct, specific behavior. G. Hofstede's model of culture is based on practices, the main elements of which are: values, rituals, heroes, symbols. B.F. Usmanov's model is based on perfect, namely: outstanding figures and role models, leading ideas and values in society, internal standards and rules, informal communication channels. The Performance Engineering Group, Inc. model combines elements of corporate culture with elements of corporate strategy. It was found that the models of Ukrainian scientists differ from foreign ones. M.I. Ovcharenko's model contains the process of formation and development of corporate culture, consumer profile procedures, allows to fully implement the customer-oriented function of corporate culture. S.I. Hrybinska's model is based on the factors of external and internal influence on corporate culture, reflects the levels of its manifestation, provides personal needs of employees and motivates staff, helps to satisfy employees with work, helps to achieve creative self-realization and self-development.

## МОДЕЛІ КОРПОРАТИВНОЇ КУЛЬТУРИ ТА ЇЇ ВАРІАНТИ: СВІТОВИЙ ТА УКРАЇНСЬКИЙ ДОСВІД ДЛЯ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

**Андросова О. Ф.***Запорізький національний університет  
Україна, 69600, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**корпоративна культура, моделі, елементи,  
канали зв'язку, ідеї, цінності, стандарти.

Стаття присвячена моделям корпоративної культури та її варіантам на промислових підприємствах. Досліджено моделі корпоративної культури та розглянуто світовий й український досвід. На основі дослідження виявлено, що серед моделей корпоративної культури світового рівня виділяють: модель Е. Шейна, яка базується на трьох рівнях: культурних індикаторах, світогляді, рівні символів і знаків; модель Ф. Харріса і Р. Морана формується з десяти елементів та допомагає промисловим підприємствам більше приділяти увагу до своїх робітників, сприяти укріпленню між виробничих зв'язків, правильній розробці стратегії корпорації. З'ясовано, що модель Р. Рютінгера містить такі основні елементи як ринок і суспільство, а її цінностями виступають культура організації, уявлення про цінності; норми, правила поведінки, конкретна поведінка. Модель культури Г. Хофтседа будується на практиках, основними елементами яких є: цінності, ритуали, герої, символи. Модель Б. Ф. Усманова базується на ідеальних ідеях, а саме: видатних діячах та прикладах для наслідування, провідних в суспільстві ідеях та цінностях, внутрішніх стандартах та правилах, неформальних каналах зв'язку. Модель Performance Engineering Group, Inc., поєднує елементи корпоративної культури з елементами корпоративної стратегії. Виявлено, що

моделі українських вчених відрізняються від іноземних. Модель М. І. Овчаренко містить процес формування й розвитку корпоративної культури, процедури профілю споживача, дозволяє повністю реалізувати клієнтоорієнтовану функцію корпоративної культури. Модель С. І. Гривінської побудована на факторах зовнішнього та внутрішнього впливу на корпоративну культуру, відображає рівні її прояву, забезпечує особисті актуальні потреби працівників від роботи та мотивує персонал, сприяє одержувати задоволення працівників роботою, допомагає досягти творчої самореалізації та саморозвитку.

### Problem statement

Models of corporate culture always attract the attention of scientists and managers. They are the main engine of development of industrial enterprises, promote the introduction of new equipment, investment innovations, attract new labor, develop entrepreneurship, strengthen corporate culture, have a positive impact on the development of the region and the country as a whole.

### Analysis of recent research and publications

Recent research and publications of this topic have been engaged by such economists as: Yevtukhova T. I., Legenko Y. V., Rodionov O. V., Rudenko O. M. [4], Khimich I. G. [1,2], Ovcharenko M. I. [6], Gribinskaya S. I. [5], Andrushkiv B. M. [3].

Models of corporate culture focused on improving the efficiency of industrial enterprises in the country and also contribute to the creation of alliances with local and foreign partners, suppliers, customers or stakeholders' groups. But models of corporate culture always need improvement, the latest innovative developments and implementation, so this issue is very relevant and requires further research by scientists.

### The formation of objectives of the article

To study the options of models of corporate culture of world and Ukrainian scientists, to determine their features, influence on the development of corporate culture of industrial enterprises. Consider and justify the levels, elements, values on which these models are based.

### Presentation of the main research material

Scientific community provided a large number of definitions of corporate culture and developed various options of its models. Among the models of corporate culture are the following: Model E. Shane (1986) (Fig 1.1). It is based on three levels.

1st level, which is responsible for forming a basic idea of people and the world:

- about the environment of the organization;
- about the truth within the organization;
- about the nature of people: an inner idea of general human characteristics;
- about the nature of human actions, in particular the idea of activity and work;
- about the nature of interpersonal relations.

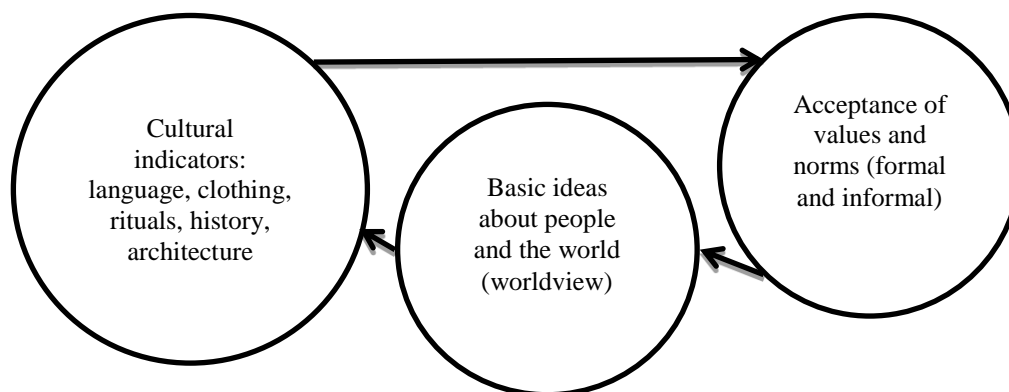


Fig. 1.1. E. Shane's corporate culture model

Note: built by the author based on [4]

These unconscious and unplanned basic preconditions are not isolated from each other but form a common image. In order to understand the culture of an organization, you must first understand its worldview.

2nd level represents the worldview of the organization, which is reflected in specific values and standards of behavior. This means unpredictable behavior, prohibitions, which members of the organization more and. Some organizations try to capture such patterns and form the philosophy of management / organization.

In general, the basic preconditions and standards of behavior give impetus to the development of the

organization's priorities (which is one's own / someone else's, etc.) (Mulfeit and Kostya, 2018).

Such unconscious and invisible preconditions and standards are manifested at the 3rd level - the level of symbols and signs. At this level, invisible values become fully visible, interpreted through symbols, rituals and more. Thus, with the help of elements of the 3rd level, the organizational culture is transferred to new employees. Symbols and signs of organizational culture form make up the visible part, but they are considered not separately, but together with the 1st and 2nd levels (Khimich, 2010a).

Stories, legends about the founders of the organization, about important events are elements of the 3rd level.

The next element is holidays and traditions, as well as greetings and reception of visitors, architectural design of buildings and premises, clothes, language and more.

Model of F. Harris and R. Moran. This model is based on the following elements:

1. Awareness of themselves and their place in the organization (some cultures value the employee's concealment of their inner moods, others - encourage their external manifestation, in some cases independence and creativity is manifested through cooperation, and in others - through individualism) [4].
2. Communication system and language of communication (use of oral, written, nonverbal communication, "telephone law" and open communication, differs in each group or organization; abbreviations, gestures vary depending on the sectoral, functional and territorial affiliation of organizations) [4].
3. Appearance, clothing and presentation of themselves at work (a variety of uniforms and overalls, business styles, etc. confirm the presence of many microcultures) [4].
4. What and how people eat, their habits and traditions in this area (organization of food for employees, including the presence and absence of appropriate places in the company; people bring food or visit the cafeteria inside or outside the organization; food subsidy; frequency and duration meals, etc.).
5. Awareness of time, attitude to it and its use (the degree of accuracy and relativity of time in employees; compliance with the time schedule and encouragement for it; monochronic or polychronic use of time).
6. Relationships between people (by age and gender, status and power, level of intelligence, experience and

knowledge, rank and protocol, religion and citizenship, etc.; the degree of formalization of relations, support, ways to resolve conflicts).

7. Values (as a set of criteria for assessing what is good and what is bad) and norms (as a set of assumptions and expectations about a particular type of behavior) - what people value in their organizational life (their position, titles or the work itself, etc. other.) and how these values are preserved.

8. Belief in something and attitude or commitment to something (faith in leadership, success, strength, mutual aid, ethical behavior, justice; attitude to colleagues, customers and competitors, to evil and violence, aggression, etc.; the influence of religion and morality).

9. The process of employee development and learning (thoughtless or conscious performance of work; reliance on intelligence or strength; procedures for informing employees; recognition of the superiority of logic in reasoning and action or rejection; abstraction and conceptualization in thinking or learning; approaches to explaining reasons).

10. Work ethic and motivation (attitude to work; division and replacement of work; cleanliness of the workplace; quality of work; work habits; work evaluation and reward; human-machine relations; individual or group work; promotion) [4].

In fig. 1.2-1.5 models of corporate culture developed by leading scientists are presented.

R. Ruttinger's model is based on the following values: the culture of the organization, the idea of values, norms and rules of conduct, specific behavior. The main elements are the market and society.

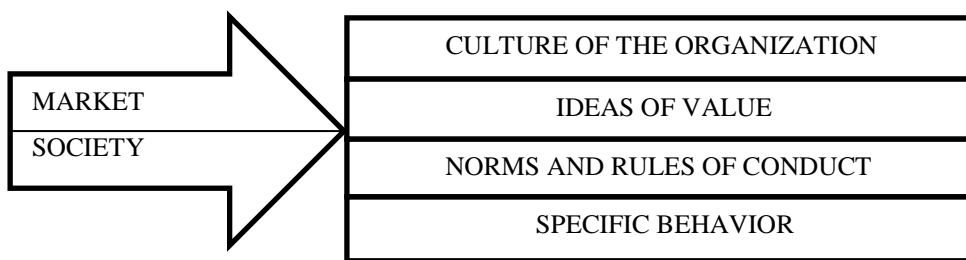


Fig. 1.2. R. Ruttinger's model of corporate culture

Note: generated by the author based on [4]

G. Hofstede's model of cultural manifestation is based on practices, the elements of which are: values, rituals, heroes, symbols (Fig. 1. 3).

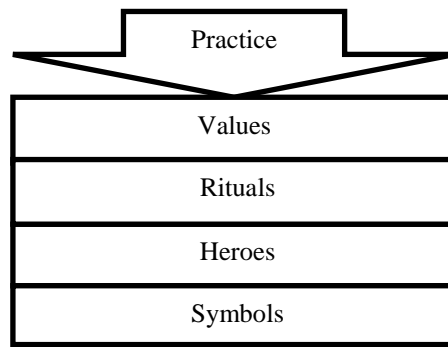


Fig. 1.3. G. Hoftsed's model of cultural manifestation

Note: generated by the author based on [4]

BF Usmanov's model of corporate culture is characterized by perfect ideas, they include outstanding figures and role models, leading ideas and values in society, internal standards and rules, informal communication channels (Fig. 1.4).

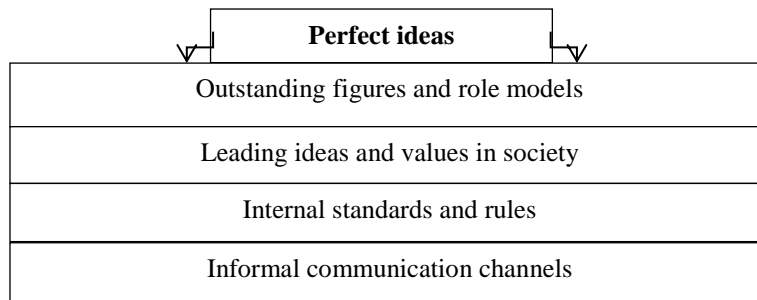


Fig. 1.4. Model of corporate culture BF Usmanov

Note: generated by the author based on [4]

The following model proposed by Performance Engineering Group, Inc., combines elements of corporate culture with elements of corporate strategy. 1.5. In the presented models, we can identify several common components that need to structure such disparate elements into a single system. Andrew Brown proposes a system in which there are five main elements: artifacts; beliefs,

values and attitudes; ethical norms; basic assumptions; history.

In the literary sources there are two types of Ukrainian culture: agricultural and knightly (Cossack). Both types of cultures reflect the mentality of the nation and they are integrated into the noble and knightly culture of Ukrainians.

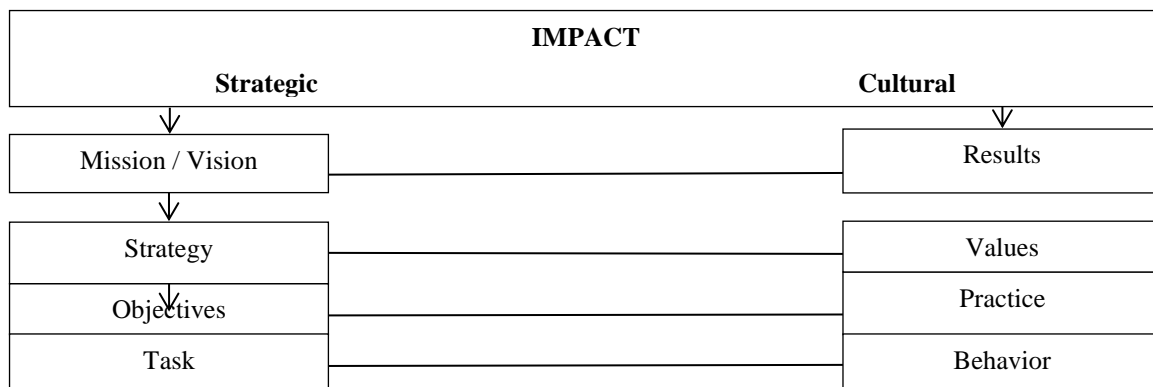


Fig. 1.5. A model of combining elements of corporate culture with elements of corporate strategy

Note: generated by the author based on [4]

Model of corporate culture Ovcharenko MI includes the formation and development of corporate culture in an industrial plant and contains four main stages (Fig. 1.6.).

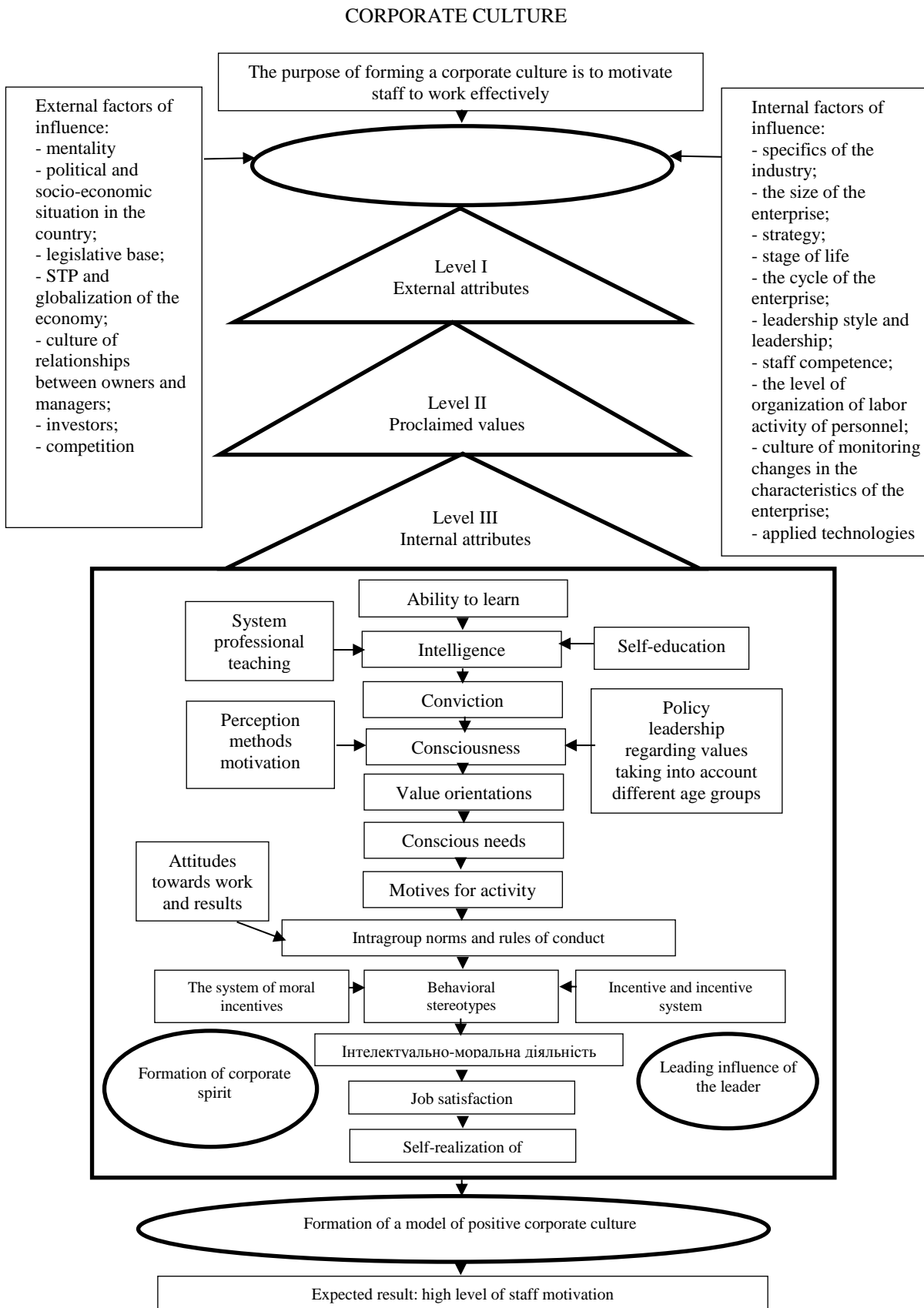


Fig .1. 6. Model of formation of positive corporate culture in the system of motivation of personnel of machine - building enterprise [5]

This model has the main difference from existing ones, namely it contains consumer profile procedures, which allows a fully customer-oriented function of the corporate culture of an industrial enterprise. SI Hrybinska (Fig. 1.7.) proposed a model of forming a positive corporate culture in the system of motivation of

personnel of the machine-building enterprise, which contains factors of external and internal influence on corporate culture, shows the levels of its manifestation, provides personal needs, job satisfaction, achieving creative self-realization and self-development and creates powerful incentives for staff motivation.

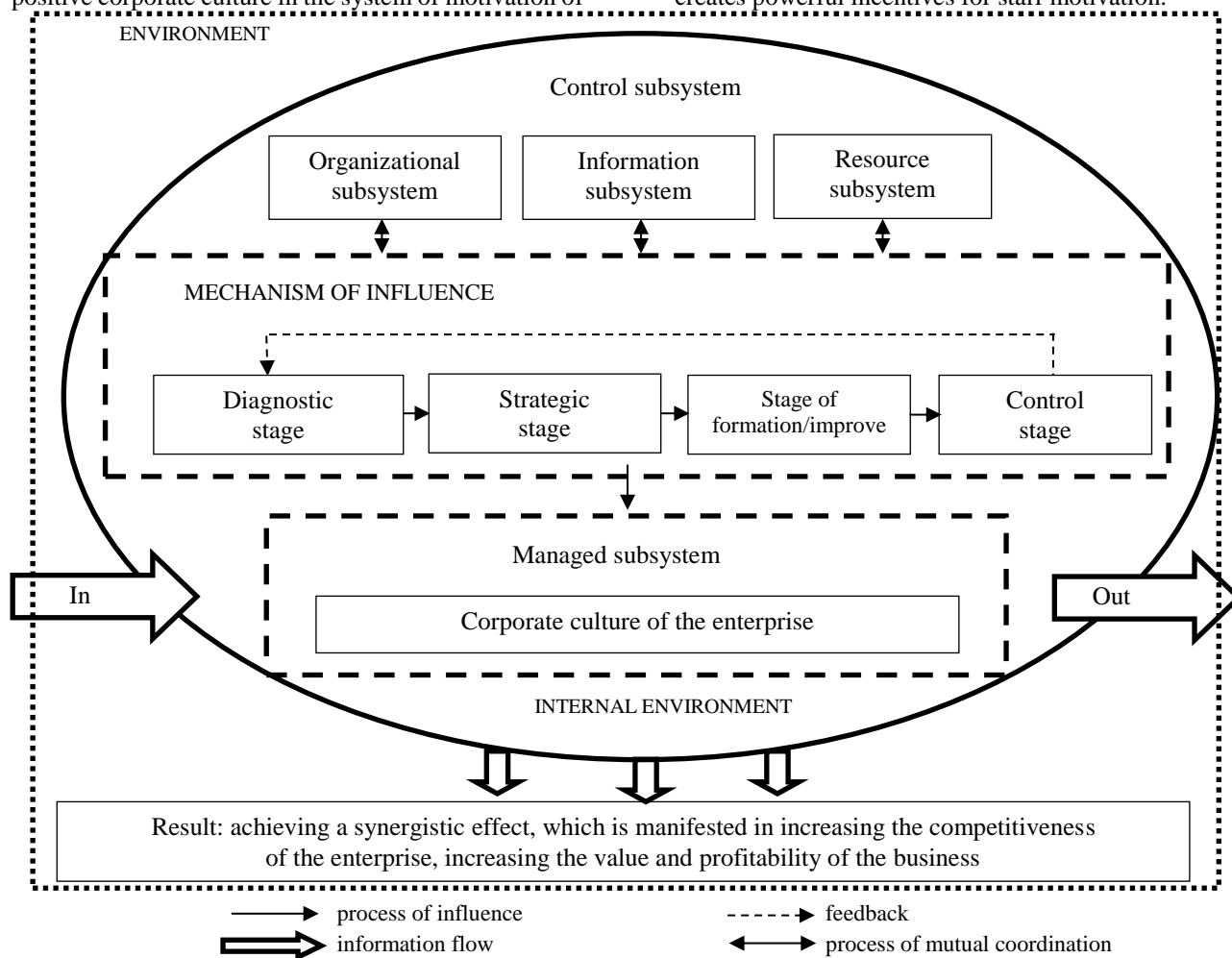


Fig.1.7. Structural logic circuit forming the system of organizational and economic principles of managing the development of the corporate culture of industrial enterprise [6]

**Conclusions**

Models of corporate culture and its options under the study of world and Ukrainian experience are important for industrial enterprises. They help the management of industrial enterprises to develop a successful strategy that meets today's requirements, adapted to the production, production and marketing of competitive products.

Corporate culture and its models are closely linked to the company's strategy. Properly formed strategy promotes innovation, the use of new technologies, attracts investment in production, improves working conditions, creates new jobs, increases corporate profits, increases the efficiency of corporate culture and its models, motivates staff to self-development, creative self-realization.

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