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ANALYSIS OF THE FACTORS INFLUENCING OF ORGANIZATIONAL CULTURE FORMATION

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Abstract — Organizational culture is not only an important part of the strategic competitive advantage of an enterprise, but also an important content of change management. Therefore, it is of great significance to study the construction and regularity of organizational culture in the context of change. This paper puts forward the four-level structure of culture: idea culture; emotional culture, institutional culture, and material culture from the logical perspective of organizational member recognition of organizational culture. This paper analyzes internal and external factors affecting the formation of organizational culture, and considers social culture and industry culture; leaders, employees, and Asia Culture, enterprise system, organizational structure, stories about important events and important figures, and organizational cultural exchanges have important research value for the formation of organizational culture.

Key Terms — organizational culture, organizational culture formation, influencing factors.

With the intensification of global competition and the rapid development of the knowledge economy, the basic assumptions of organizational operations and the external environment have undergone fundamental changes, and innovation and change have become a theme for corporate survival and development. As an important intangible resource for enterprises Organizational culture can bring lasting competitive advantages [1]. Many empirical studies at home and abroad have also confirmed that companies with a

strong organizational culture perform better than other companies [2-5].

The American scholar Edgar H. Schein sees organizational culture as a model of basic assumptions. He pointed out: Culture is learned by a specific organization in the process of internal integration and external adaptation, and it is an organization Invented and developed basic types of assumptions, and these basic types of assumptions can play a better role and can be accepted and learned by new members.

I. Structural levels of organizational culture

According to Schein: Culture is mainly composed of the following three levels: one is the physical layer, the observable organizational process and the organizational structure; the other is the values, which mainly include guiding philosophy, strategy, quality awareness, goals, etc. The third is the basic subconscious hypothesis, some of the subconscious feelings, thoughts, beliefs, perceptions, etc.

At present, there are three ways to divide the organizational culture structure: (1) two-level division: dividing the organizational culture into two parts: explicit culture and implicit culture [6]; (2) three-level division: dividing the organizational culture into three levels :material culture, behavioral culture, and spiritual culture [7], and some scholars believe that the three levels include institutional culture but not behavioral culture [8]; (3) four-level division: dividing organizational culture into material cultural layers There are four levels: institutional culture layer, spiritual cultural layer and comprehensive cultural layer [9]. Some scholars believe that organizational culture includes four layers: material culture, behavioral culture, institutional culture, and spiritual culture. [10]. From the perspective of development, By Fan Yun the organizational culture is divided into

four levels: idea, system, personality, and background. At the same time, the organizational culture at different levels shows different cultural characteristics, and each has its own personality representative, that is, the cultural adoption at different levels To specific interest groups in the organization.

This article divides organizational culture into four levels from the perspective of the internal logic of organizational members' identification of organizational culture: idea culture; emotional culture, system culture, and material culture. Idea culture refers to what kind of ideas an organization does and its pursuit of truth, goodness, and beauty For example, business philosophy, values, organizational philosophy; organizational vision, etc .; institutional culture refers to how the organization does things, and is a system norm and code of conduct that members of the organization must abide by; material culture refers to materials that meet the survival and development needs of organizational members Products and the culture they represent, including food, clothing, architectural styles, tools, etc .; emotional culture is the process of culturalizing emotions based on the emotional needs of employees, including employees' awareness of affection, friendship and love, and transmission of love among members , such as unity, friendship, harmony, etc.

II. Factors affecting the formation of organizational culture

(I) External factors

The corporate culture is formed under the interaction of the external and internal environment of the enterprise. Therefore, to examine the process that affects the formation and development of the corporate culture, it is necessary to start from the influencing factors from both the internal and external environment. The external factors affecting the formation of corporate culture mainly include social culture and industry culture.

Culture is a historical category, different countries and nations, and different histories have produced different cultures. Corporate culture, as an important part of social culture, with the mark of social and historical development, and is the history of national

culture in the production and management process of enterprises.

National culture can explain the attitudes and behaviors of employees to a certain extent. The American management Peter. Druck believes that by creating a strong organizational culture, organizations will have a greater impact on employees' behavior.

Corporate culture and industry culture are interactions. On the one hand, the formation of industry culture depends on the development of corporate culture; on the other hand, once the industry culture is formed, the corporate culture will actively absorb and transform it. In a sense, corporate culture is the reconstruction and rebuilding of industry norms by enterprises.

(II) Internal factors

Schein (1985) argues that the diversity of corporate culture cannot be explained solely by environmental factors. We should complicate between the personality of leaders, group members and the environment to seek the most basic explanation of the interactive relationship. Leaders. Many studies have shown that corporate culture often has a direct relationship with the entrepreneurial consciousness, business thinking, work style, management style ,will, courage, courage, and character of the basic entrepreneurs who are the founders of a company.

Employees and subcultures. A cultural community, as long as it is not a collection of a single isomorphism, as long as it has a multipolar and multicultural body, or as long as there is a cultural individual such as a single person with rich cultural creation, it must be It will form the basis for the coexistence and coexistence of the main culture and subcultures, and corporate culture is no exception. Organization members are incompetent and may successfully break down the mainstream culture of the organization and establish a new culture (Schein, 1985).

Enterprise system. Enterprise system is a prelude to corporate culture. It plays a very similar role to formal structure: it makes corporate activities predictable, which can reduce ambiguity and reduce anxiety ((Schein, 1985); Reward and punishment standards enable managers to send a strong signal showing their

interest and commitment to corporate culture change.

Organizational structure. As Gram Baviski once pointed out, without the support of an appropriate organizational structure, the idea of a leader to develop an effective organizational culture will inevitably fail. The important assumptions about how to organize a company's apparent internal relations with the company and how The theory of getting the job done is closely related (Schein, 1985).

Stories about important events and important people. Important events or important people—whether expressed in the form of fables, legends or myths—reinforce the assumptions of the business and teach them to new members. Of course, Shain is also pointed out that preaching in this way may have counterproductive results. When the onlookers know the truth, they are more distrustful and sneer at the leader.

Organizational cultural exchange enables an organization's culture to spread within the organization, and the means and content of the communication are of great significance to the development of organizational culture. Leaders and members of the organization must fully understand the organizational cultural exchange and the existing communication methods And content to evaluate whether it is necessary to develop organizational culture, and at the same time, any organizational culture development requires the effective dissemination of organizational culture, which obviously depends on the exchange of organizational culture. Common slang, circulating songs, slogans in organizations, Proverbs, and jokes all effectively spread organizational culture.

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