Influence of national culture on the organizational culture of employess: case of China and Ukraine

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ABSTRACT

Organizational culture is a complex social phenomenon formed within the organization under the influence of several factors. Due to its social nature, it has a strong influence on the individual but at the same time, the individual influences the formation and change of the organizational culture itself, that is, there is mutual influence and relationship between the organizational culture and the individual. An important aspect of organizational culture research is the relationship and interdependence of national and organizational culture of personnel. Thus, organizational culture, like national culture, is formed in the process of joint activity of people as carriers of this culture. However, the main difference between organizational culture and national culture is that the former is created spontaneously in the course of the development, life, and activity of the country, while the latter is usually formed with the help of conscious construction with further management of its development.

Results of the comprehensive assessment of the organizational culture of the personnel in Chinese organizations taking into account national content proved that Chinese national culture significantly influences the organizational culture of the personnel of these organizations. This is primarily the courage and restraint of Chinese culture (higher position of conformity value among Chinese female respondents and higher value position of achievement among Chinese male respondents). Pragmatism (long-term orientation) of Chinese national culture also has a significant influence (higher position of the tradition value among Chinese female respondents).

Results of the comprehensive assessment of the organizational culture of the personnel in Ukrainian organizations taking into account national content prove that Ukrainian national culture significantly influences the organizational culture of the personnel of these organizations. These are primarily the femininity of Ukrainian national culture (higher value position of universalism among Ukrainian female respondents) and pragmatism (long-term orientation) of Ukrainian national culture (higher value position of tradition among Ukrainian female respondents).

1 INTRODUCTION

Organizational culture serves as an organizing metaphor between the concepts of organization and culture because "culture is not something that can be imposed on the social environment as it develops during social interaction" (Morgan, 2006). That is, organizational culture is a metaphor for the organization, the process of creating values, standards, and rules shaping human behavior, including organizational behavior. This conceptual approach is also called "the organization is a culture" (Jayantilal and Jorge, 2021). Organizational culture is a basic metaphor, i.e. "culture for the organization is a hidden but unifying entity that provides meaning, direction and mobilization" (Kilmann, 1989), as something that the organization is (Mouritsen, 1989).

This conceptual approach to defining the nature of culture is based on the study and interpretation of the mechanism of organizational culture (cultural variables) to "encourage critical re-

flection on beliefs, values and understanding" (Alvesson, 1993) and seek to measure the impact of certain cultural orientations on organizational outcomes, such as entrepreneurship and organizational performance (Adiguna, 2015). At the same time, it is important that organizations themselves are cultures, and their essence is people who construct and reconstruct the meaning, share and create knowledge, act and interact with others, and discuss and negotiate mutual understanding. It is this conceptual approach to defining the nature of organizational culture that is used in this study.

One of the most important external factors influencing the formation of organizational culture is a group of cultural factors. After all, any organization functions in at least one cultural environment. Therefore, sociocultural factors, among which attitudes, life values, and traditions dominate, affect the organization. That is why an important aspect of organizational culture research is the relationship and interdependence of national and organizational culture. Thus, organizational culture, like national culture, is formed in the process of joint activity of people as carriers of this culture. However, the main difference between organizational culture and national culture is that the former is created spontaneously in the course of the development, life, and activity of the country, while the latter is usually formed with the help of conscious construction with further management of its development.

2 COMPREHENSIVE ASSESSMENT OF THE ORGANIZATIONAL CULTURE OF THE STAFF IN A MULTINATIONAL ORGANIZATION

Understanding the place and importance of organizational culture for the success of achieving the strategic goals of a multinational organization and the ability to form the desired profile of it are important conditions for organizational changes. In this process, we form a strong organizational culture as a necessary condition for the effective functioning of multinational organizations in the languages of different national cultures.

The organizational culture of a multinational organization is a holistic result of repeated social interaction of the organization's personnel, connected by the common goal of finding ways to adapt to the conditions of changing external and internal environment, being accepted by all employees (representatives of various national and regional cultures) of the declared organizational values, norms, and behavior patterns to achieve the single goals of the organization. Multinational organizations must adapt to the conditions of the changing external environment and the internal environment through the formation and development of organizational culture, which allows for achieving the unified goals of the organization through full self-identification of all employees of a multinational organization with this organization.

2.1 The methodological approach

The methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content included six stages. In the first stage, the possibility of using a 6-D model (Hofstede, 2015) or an alternative to the results of the GLOBE study (GLOBE, 2004) is checked. The second stage is formed based on a value approach as a combination of three approaches to assessing culture: RVS (Rokeach, 1973), PVQ (Schwartz, 2012), and the 6-D model (GLOBE). In the third stage, a study of the organizational culture of a particular multinational organization is carried out, taking into account national content. In the fourth stage, an analysis of the value structure of the organizational culture and national culture of the personnel of a multinational organization is carried out. The result of this stage is a comprehensive list of the most important values of the

personnel of a multinational company, because of the influence of the national culture and organizational culture of the analyzed multinational organization. In the fifth stage, the presence (absence) of a conflict between the values of the national and organizational culture of the personnel of the analyzed multinational organization is determined. In the sixth stage, concrete proposals are formed for the development of organizational culture in the analyzed multinational organization.

2.2   Case of China

The most important values identified because of the analysis of the personnel values in the Chinese multinational company based on the approaches of Rokeach, Schwartz, and Hofstede are represented in Table 1.

The national personnel culture (Chinese) significantly influences the organizational culture of the personnel of Scholl of Economics and Management in Neijiang Normal University. This is primarily the courage and restraint of Chinese culture (higher position of conformity value among Chinese female respondents and higher value position of achievement among Chinese male respondents). Pragmatism (long-term orientation) of Chinese national culture also has a significant influence (higher position of the tradition value among Chinese female respondents). The research on the staff values at the School of Economics and Management in Neijiang Normal University shows a conflict between the national and organizational culture of the personnel in these multinational organizations.

As the value hierarchy of the personnel in these Chinese multinational organizations, obtained by using S. Schwartz's approach, differs from the universal hierarchy, defined by S. Schwartz in his study [Schwartz], it indicates a significant level of personnel control in this organization and greatly increases the importance of security values for the staff in these organizations, thus reducing the staff's desire for creativity.

The values hierarchy of the personnel in the analyzed Chinese multinational organization differs from the universal hierarchy highlighted by Schwartz. These discrepancies are explained by the influence of national culture. Thus, the security values, occupying the 4th position in the universal hierarchy, are placed in the 1st position by the personnel of the Chinese organization, which is a characteristic of the Chinese national culture and a manifestation of its collectivism. The values of self-direction, which take the 3rd position in the universal hierarchy, were put on the 5th position by the staff of the Chinese multinational organization. This confirms the results obtained during the analysis of values taking into account Rokeach's approach, since it has been found that such a terminal value as freedom is important, but not required, the terminal value in creativity is generally denied, but it is also a manifestation of the national culture' influence.

The values of benevolence, taking the 1st position in the universal hierarchy, are ranked 3rd by the staff of Chinese multinational organization. This confirms the results obtained in the analysis of values based on Rokeach's approach. It has been found that the instrumental values of communication and instrumental altruistic values are less important for the respondents. An optional terminal value is a happy family life, while true friendship is an unimportant terminal value. These are the main elements of the benevolence value.

Table 1. The most important values of personnel values in the organizational culture of Scholl of Economics and Management in Neijiang Normal University*

Levels of culture	Hierarchy of values based on M. Rokeach's approach	Hierarchy of motivational types of values based on S. Schwartz's approach	List of values based on G. Hofstede's approach
National culture	1. Health 2. An active and interesting life 3. Internal harmony 4. Materially secured and comfortable life 5. Love 6. Wisdom		training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work; use of competencies and abilities as an opportunity to fully use one's knowledge, skills, and abilities at work; earnings as an opportunity for high earnings; self-realization as a desire for work that will give a sense of self-realization; promotion as an opportunity for professional growth, and performance of more complex work; interesting work as work, during the performance of which you can feel personal achievements; life for work; patience; saving face; feeling ashamed
		1. Security 2. Universalism	
Organizational culture	1. Responsibility 2. Intelligence and education 3. Independence 4. Diligence 5. Manners and politeness 6. Self-control	3. Benevolence 4. Conformity 5. Self-Direction	group interests are placed above individual interests; orientation to the manager's values, his (her) ideas and expectations; "the end justifies the means"

*developed by the authors

2.3 Case of Ukraine

The most important values identified because of the analysis of the personnel values in the Ukrainian multinational company based on the approaches of Rokeach, Schwartz, and Hofstede are represented in Table 2.

The national personnel culture (Ukrainian) significantly influences the organizational culture of the personnel of these organizations.

These are primarily the femininity of Ukrainian national culture (higher value position of universalism among Ukrainian female respondents) and pragmatism (long-term orientation) of Ukrainian national culture (higher value position of tradition among Ukrainian female respondents).

Levels of culture	Hierarchy of values based on M. Rokeach's approach	Hierarchy of motivational types of values based on S. Schwartz's approach	List of values based on G. Hofstede's approach
National culture	1. Health 2. Happy family life 3. Love 4. Internal harmony 5. Materially secured and comfortable life 6. An active and interesting life	1. Benevolence 2. Universalism	training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work; use of competencies and abilities as an opportunity to fully use one's knowledge, skills, and abilities at work; relations as having a good relationship with management; cooperation as working with people who willingly cooperate, a friendly team; place of residence as an opportunity to live in a place that is pleasant for you and your family; employment guarantee as an opportunity to work in your organization as long as you wish; work for life; patience; saving face; feeling ashamed
Organizational culture	1. Intelligence and education 2. Honesty 3. Responsibility 4. Independence 5. Rationalism 6. Buoyancy	3. Conformity 4. Security 5. Self-Direction	group interests are placed above individual interests; orientation to the manager's values, his (her) ideas and expectations; "the end justifies the means"

*developed by the authors

In addition, the staff of Simon Kuznets Kharkiv National University of Economics is feeling the influence of restrictions on Ukrainian national culture (higher value position of conformity among male respondents). In addition, the staff of these two Ukrainian multinational organizations feels a significant influence of gender culture since achievement values are associated with the desire for personal success, which is more important for the male part respondents. The hierarchy of the personnel values in the analyzed Ukrainian multinational organization differs from the universal hierarchy highlighted by Schwartz, and these discrepancies are explained by the influence of national culture. Thus, self-direction values, which occupy the 3rd position in the universal hierarchy, rank 5th (Simon Kuznets Kharkiv National University of Economics) by the staff in a Ukrainian multinational organization. This confirms the results obtained during the value analysis, considering Rokeach's approach. We have found out that such a terminal value as freedom (12th position in both organizations) is important, but not mandatory,

it is a manifestation of the national culture's influence. Conformity values, which occupy the 5th position in the universal hierarchy, were ranked 3rd by the staff in the Ukrainian multinational organization. This confirms the results obtained in the value analysis based on Rokeach's approach, as the terminal value of a happy family life (2nd position in Simon Kuznets Kharkiv National University of Economics) is important for respondents. The values of hedonism, which have the 6th position in the universal hierarchy, were put in the 8th position by the staff in a Ukrainian multinational organization. This confirms the results obtained in the value analysis based on Rokeach's approach, as the terminal value of satisfaction (15th position in Simon Kuznets Kharkiv National University of Economics) is unimportant for respondents.

3   CONCLUSIONS

It is very important for multinational organizations operating in the conditions of Chinese national culture to use the following competitive advantages created by Chinese national culture:
1)   A combination of masculinity, collectivism, and a low level of uncertainty avoidance gives the following advantages of the Chinese style of leadership: harmony of relations and efficiency of interaction at all levels of management and between them with practically no distortion of information; proportionality and coordination of all divisions development as a result of the leader's development, allowing to avoid an imbalance in the development of the company; staff cohesion and efficiency as a result of high moral principles that the leader transmits to his subordinates; constant self-improvement of leaders brings new ideas for the company's development.
2)   A combination of large power distance, masculinity, and collectivism creates an "exemplary leadership" characteristic. Managers of Chinese companies often become the founders of the organizational culture in their organization. Since the communication style of these leaders, their behavior and morals principles become a model for their subordinates to follow, at the same time employees voluntarily accept their style of behavior as a model; as a result, these leaders form a unique organizational culture in such organizations. Therefore, Chinese leaders should demonstrate a model of behavior that will increase the effectiveness of multinational personnel organizations.
3) the combination of collectivism and low level of uncertainty avoidance creates a condition of teamwork only. All team members work closely in cooperation and close interaction with each other, make joint decisions and consult with each other, listen to the opinions of others, listen to relevant thoughts before making decisions, associate their tasks with the tasks of others, take on different roles and regularly evaluate the effectiveness of the whole team, their strengths, and weaknesses in teamwork.
Multinational organizations functioning in the conditions of Ukrainian national culture need to use the following competitive advantages created by Chinese national culture:
1) a combination of femininity, collectivism, and a high level of uncertainty avoidance, gives the following advantages of the Ukrainian style of leadership: high readiness to take risks in conditions of uncertainty; creativity and innovation, lack of stereotypes when making decisions; speed of decisions, simplicity, directness, accessibility and openness in communication; charisma and ability to establish social connections; desire for development and developed intuition.
2) the combination of large power distance and collectivism creates such characteristics as strong individualism of the manager, leaders concentrate decision-making powers in their

hands and demand loyalty and submission from their employees in addition to professional skills.

3) a combination of large power distance, collectivism, and high level of uncertainty avoidance creates a phenomenon of combining the formal and informal authority of the manager. The power of the leader in the organization is reinforced by both formal and informal signs, as there is great respect for the official status of the leader (informal power), and subordinates recognize his right to power (formal power).

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