DIMENSIONS OF THE ANALYSIS OF THE ORGANIZATIONAL CULTURE OF MULTINATIONAL COMPANIES

Tetiana Vlasenko[1]

Original Article

[1] Simon Kuznets Kharkiv national university of economics, Kharkiv, Ukraine

Corresponding Author:

Tetiana Vlasenko

Email:
tatyanavlasenko2011@gmail.com

 ABSTRACT

In the conditions of globalization processes in the world, the existing dimensions of the analysis of organizational culture contribute to the development of multinational companies (further down the text - MNC). Organizational culture refers to a variety of practical values that affect the company's activities both internally and externally. The study analyzed three different concepts of organizational culture: American, Asian, and European. It was concluded that for the development of MNC it is necessary to harmonize organizational cultures in international contracts. An analysis of the theoretical foundations of the concept of "organizational culture" was carried out, an attempt was made to provide its own definition, the scientific novelty of which consists in taking into account the paradigmatic principles. The TOP-10 best MNCs in the world were determined, which made it possible to characterize models of organizational culture concepts. Thus, the research confirms that MNC should develop internal communication and external communication for successful development. The author developed a system of organizational culture of multinational companies by implementing dimensions of corporate culture analysis. It is a complex and scalable system because the world is constantly changing. Its necessity lies in the ability to adapt to the requirements of the business environment of multinational companies. The system includes a development factor that manifests itself at two levels. Implementation of the system will enable development and increase of business results.

Keywords: culture, management risks, management tools, development, management methods, international contracts

1. INTRODUCTION

Today, under the conditions of globalization processes in the world, the existing tools for the organization of the cultural system continue to show significant differences. In the context of the development of multinational companies (hereinafter - MNC), this aspect is quite important and needs immediate improvement and resolution. The development and successful functioning of the MNC requires taking into account certain features. However, it is worth noting that it is the globalization conditions, the spread of management tools and the peculiarities of cultural differences that have weight among risk management in business life.

The US and China are the largest global markets that are constantly developing and dominating the foreign direct investment market. More than 3,000 European companies operate in China, but at the socio-cultural level, modern Chinese society represents a hybridization of three influences (traditional, communist and western), which leads to the appearance of numerous paradoxes between Chinese values and western ones. This example is an example of a local feature of the organizational

culture, which forces to reorient the activities of the MNC with its consideration. This is possible by changing management practices related to their corporate culture.

A modern solution to such a problem is co-evolution to create a predisposition to certain types of behavior. A space for dialogue between different cultures is created. It is worth noting that structural and organizational changes can have an impact on what is deeply rooted in the cultural values of individual states.

This observation points to the "processual" nature of culture: cultural values are neither static nor immutable. However, one of the risks in cross-cultural management is overestimating "the stability of cultures and identities and underestimating the enormous movement of mixing and transformations associated with globalization".

MNCs are faced with a multiplicity of socio-cultural, organizational and national environments when operating in countries with certain features of organizational culture.

So, the research problem is the development of the organizational culture of multinational companies with the help of management tools. The hybrid cultural context at the organizational level is able to contribute to solving managerial tasks in MNC. The emergence of managerial risks associated with changes occurring in companies and their socio-economic and political environment determine the relevance of the current study.

The evolution and development of MNC is accompanied by the emergence of alternative management methods. This marked a change in management style, and more precisely, organizational and corporate culture. These aspects, indeed, are the result of traditions, worldview, religion and other external and internal factors.

Looking back, organizational culture is an important tool for managing economic relations and human capital, especially in MNC. Understanding organizational culture and its impact on managerial decision making makes it possible to contribute to globalization conditions and sustainable development.

Modern international economic relations have determined international contracts between different states, between states with different cultures. However, the harmonization of different "worlds" in business is a tool for the development of the global economy.

Modern business conditions marked a break with the traditional functioning of MNC, whose main concern was profit optimization and displacement of employee motivation. MNC is no longer considered exclusively as an operator in the labor market, which facilitates the circulation of capital and products. It acts and reacts to the environment, putting a person at the center of its problems. That is why there is a need for social responsibility. Thus, MNC is forced to develop an organizational and communication plan for better interaction with the environment, both internal and external. These transformations establish a balance between the goals of MNC and the needs of the society in which it is founded and with which it works.

Creation of interdependent elements and management tools to unite its employees, partners, investors to preserve its existence. It is at this stage that the organizational culture of MNC emerges, which is a product of the vision and intention of the founders. Organizational culture is based on traditions, but is constantly being improved in order to achieve the set goals.

Thus, initially, organizational culture is the result of two main parameters. The first is a set of strategic orientations and a configuration established by the founders. The second parameter is the accumulated experience of the company's first employees and the knowledge transfer system.

In this sense, organizational culture refers to various practical values that are shared in MNC and influence the behavior of employees.

Thus, to emphasize the importance of the chosen research topic, it is worth paying attention to three important points. First of all, people perceive culture through everyday practices in the organization. Second, organizational culture is a descriptive model that takes into account different perceptions without creating an evaluative judgment. Thirdly, it is necessary to harmonize individual cultural el-

ements in order to achieve the general goal of MNC. It was these aspects that determined the choice of the research topic and allowed to form its goal.

2. LITERATURE REVIEW

In the current study, the works of many scientists were analyzed, however, in the opinion of the author, it is appropriate to single out the work of such researchers as Cicea C., Țurlea C., Marinescu C., Pintilie N. (Cicea et all, 2022) the work reveals the organizational culture as a management system, the author also provides a thorough classification of types of organizational structures. But emphasizes the peculiarities of each. Also, it is worth mentioning the work of Assoratgoon W., Kantabutra S. (Assoratgoon, Kantabutra, 2023), it is fundamental for the current study, because it reveals the peculiarities of organizational culture in relation to corporate initiatives. Also, the authors touch on the process of sustainable development and the contribution of organizational culture to it. It can be said that the research of these authors contributes to the discovery of new knowledge about the organizational culture of sustainable development.

Bockius H., Gatzert N. (Bockius, Gatzert, 2023) devoted their research to the study of parameters and evaluation of organizational culture and reveal possible levers for its improvement. The work of Chatman J.A., Choi A. (Chatman, Choi, 2022) is dedicated to the measurement of organizational culture, it talks about an interdisciplinary construction - organizational culture and tools for its maintenance. The work is devoted to the problem of defining organizational culture, which helped to determine the theoretical basis of the topic in the current study.

Characterizing the state of organizational culture research is an appropriate question for the purpose of the current study, so the work of Chatman J.A., O'Reilly C.A. (Chatman, O'Reilly, 2019), which is devoted to the development of the theory of organizational culture, helped to build a system of organizational culture.

Table 1. Analysis of the studied scientific works devoted to the topic of this study

Sources	the organizational culture as a management system	the peculiarities of organizational culture in relation to corporate initiatives	the study of parameters and evaluation of organizational culture and reveal possible levers for its improvement	the development of the theory of organizational culture	an analysis of modern definitions of the concept of «organizational structure»	the mechanism of organizational culture management due to its transformation
Cicea C., Țurlea C., Marinescu C., Pintilie N. (Cicea et all, 2022)	+			+		
Assoratgoon W., Kantabutra S. (Assoratgoon, Kantabutra, 2023)		+				
Bockius H., Gatzert N. (Bockius, Gatzert, 2023)			+	+		
Chatman J.A., Choi A. (Chatman, Choi, 2022)	+			+		
Chatman J.A., O'Reilly C.A. (Chatman, O'Reilly, 2019)				+		
Wong K. (Wong, 2020), Chalmers R., Brannan G. D. (Chalmers, Brannan, 2022),				+	+	
Akpa V. O., Asikhia O. U., Nneji N. E. (Akpa et all, 2021),				+	+	
Rasak B. (Rasak, 2022),				+	+	
Assens-Serra J., Boada-Cuerva M., Serrano-Fernández M.-J., Esteban A.-T (Assens-Serra et all, 2021),				+	+	
Kurniady D. A., Rubianty M., Riadini B. (Kurniady et all, 2020),				+	+	
Abane J. A., Adamtey R., Ayim V. O. (Abane et all, 2022),				+	+	
Mesfin D ., Woldie M., Adamu A., Bekele F. (Mesfin et all, 2020),				+	+	
Srimulyani V. A., Hermanto Y. B. (Srimulyani, Hermanto, 2022),				+	+	
Asma Siddiqua R. (Asma Siddiqua, 2022),				+	+	
Haiduchenko S. O. (Haiduchenko, 2020),				+	+	
Yuskevich A.I., Lehkiy O.A. (Yuskevich, Lehkiy, 2020),				+	+	
Brusientseva O. A., Sholokhova K. (Brusientseva, Sholokhova, 2019)				+	+	
Rynkevych N. S. (Rynkevych, 2020)	+			+		+

Source: systematized by summarizing the works

Works of authors who are dedicated to analysis of modern definitions of the concept of "organizational structure", which is a significant contribution to the current study and allows to achieve the goal of the study and form its theoretical aspect.

The dissertation study of Rynkevych N. S. (Rynkevych, 2020) is also noteworthy, the work proposes the improvement of the mechanism of organizational culture management due to its transformation.

Analysis of the studied scientific works devoted to the topic of this study systematized by the author on Table 1.

The proposed meaningful structure of organizational culture enabled the author of the current study to develop a system of organizational culture of multinational companies.

3. AIM OF THE RESEARCH

The purpose of the study is to develop a system of organizational culture of multinational companies by combining organizational culture tools and dimensions of analysis.
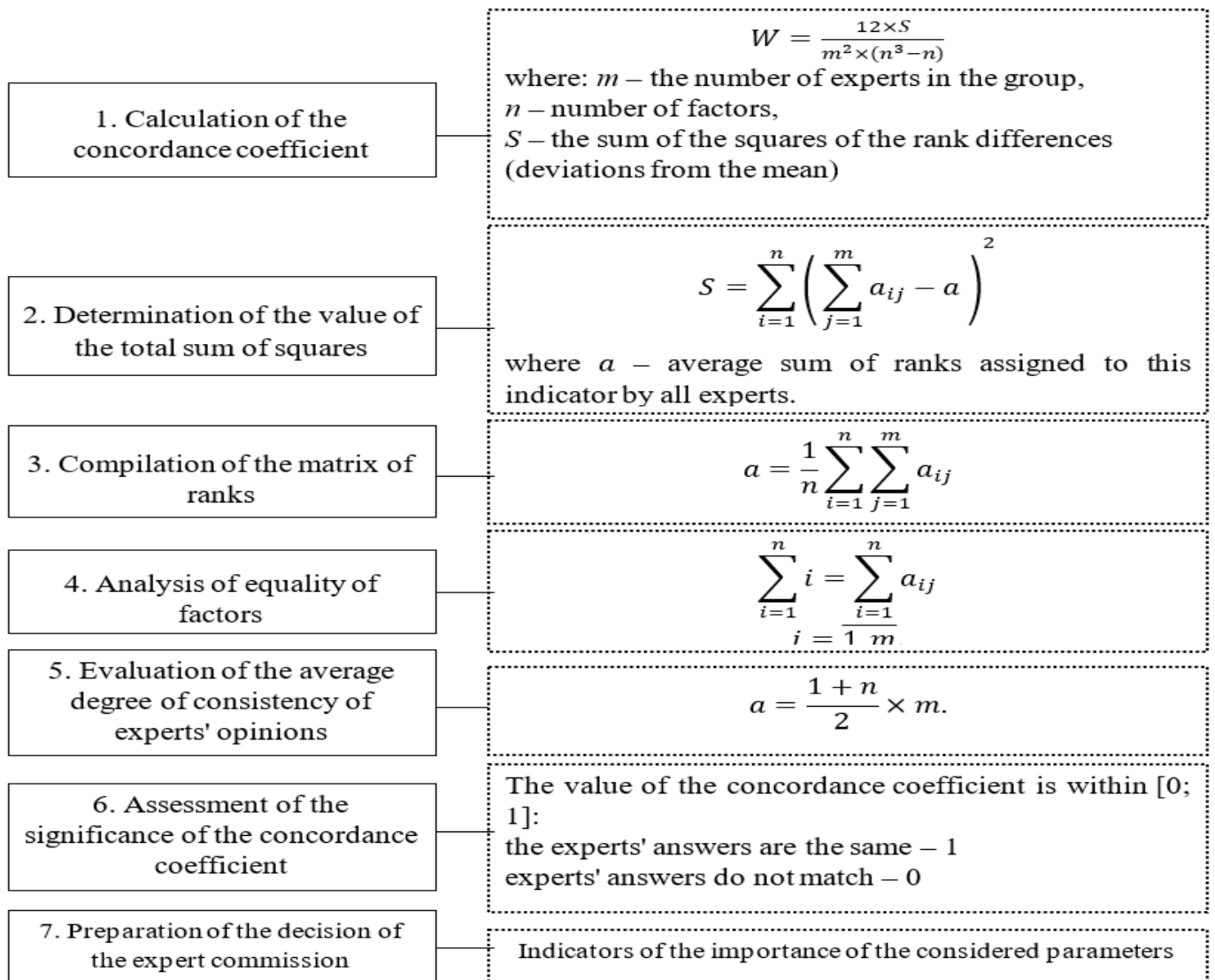
4. METHODS

The application of a competent and comprehensive research methodology made it possible to avoid deviations or revisions. Scientific methods as a set of tools and principles, which were selected by the author of the study, made it possible to build the further theoretical and practical part of the article. The main theoretical methods of the current scientific research in the work were: induction, namely obtaining probabilistic information about management tools that contribute to the development of the organizational culture of multinational companies. Deduction, as a method by means of which a chain of research conclusions regarding the organizational culture of multinational companies of the organizational culture of multinational companies was established. The axiomatic method was chosen at the beginning of the research process in order to select the basic provisions of the organizational culture of MNC. Using the analysis of literary sources, the relevance of the chosen research topic was established and the theoretical aspects of the research were followed. With the help of synthesis, the author combined the conclusions that were obtained as a result of the research analysis. The main empirical methods of this scientific research include observation, as the basis of a characteristic perception of management tools of the organizational culture of multinational companies. With the help of the comparison method, it was possible to establish the common features and differences of organizational culture in order to compare the characteristics of the cultures of certain countries, which made it possible to answer the main tasks of the research. Identifying the common characteristic of two objects is a way of learning regularities. With the help of abstraction by diverting from unimportant parameters of management tools of the organizational culture of multinational companies, the aspects of interest to the author of the study were recorded. As a result of abstraction, the author obtained information about the peculiarities of the organizational culture of multinational companies. The methods used in this study are interrelated and organically complementing each other and correspond to the set tasks. However, their use was necessary considering the specifics of each of the methods. In the author's opinion, special attention should be paid to the comparative-historical analysis, it made it possible to highlight the cause-and-effect relationships with the help of which the organizational culture of multinational companies was formed and made it possible to build a logical chain. One's own conclusions can be built taking into account objective information or obtained independently with the help of methods that are scientific and generally recognized. Acquaintance with the history enriched the research with additional facts and caused consideration of the problem from a new point of view. In the work, the authors used the concordance method to conduct an expert evaluation of the dimensions of the analysis of the organizational culture of multinational companies. The minimum required number of experts was determined by the formula:

$$N_{min} = 0,5 \times \left(\frac{3}{\lambda} + 0,5 \right)$$

where λ – an error in the examination results is possible ($0 < \lambda < 1$).

Figure 1. The method of determining the concordance coefficient

1. Calculation of the concordance coefficient	$W = \frac{12 \times S}{m^2 \times (n^3 - n)}$ where: m – the number of experts in the group, n – number of factors, S – the sum of the squares of the rank differences (deviations from the mean)
2. Determination of the value of the total sum of squares	$S = \sum_{i=1}^{n} \left(\sum_{j=1}^{m} a_{ij} - a \right)^2$ where a – average sum of ranks assigned to this indicator by all experts.
3. Compilation of the matrix of ranks	$a = \frac{1}{n} \sum_{i=1}^{n} \sum_{j=1}^{m} a_{ij}$
4. Analysis of equality of factors	$\sum_{i=1}^{n} i = \sum_{i=1}^{n} a_{ij}$ $i = \overline{1\ m}$
5. Evaluation of the average degree of consistency of experts' opinions	$a = \frac{1 + n}{2} \times m.$
6. Assessment of the significance of the concordance coefficient	The value of the concordance coefficient is within [0; 1]: the experts' answers are the same – 1 experts' answers do not match – 0
7. Preparation of the decision of the expert commission	Indicators of the importance of the considered parameters

Source: (Lawrence I-Kuei Lin, 1989)

The choice of these methods of scientific knowledge contributed to the successful completion of the research and the achievement of its goal.

5. CUSTOMER CHURN MODELING RESULTS

In modern globalization conditions, the problem of organizational culture is important and significant in an enterprise or organization. Promoting the development of organizational culture allows companies to reach a new level and promote international agreements and contracts, taking into account certain characteristics of the cultures of different countries. However, today one of the problems of the development of organizational culture is the theoretical ignorance regarding the definition of key concepts. That is why, in the opinion of the author, it is appropriate to analyze modern definitions of the concept of "organizational culture" (Table 2).

As can be seen from Table 2, quite different points of view were analyzed by the author of the study. It is worth paying attention to the geography of definitions, this is an important feature, because organizational culture, namely its theoretical aspect, takes into account not only the general definition, but also the specific characteristics of the culture of a certain region. As can be seen from the definition table, scientists from the Asian region define organizational culture somewhat differently than European researchers. This is a confirmation of the peculiarities of the diversity of cultures. That is why, in the opinion of the author, it is appropriate to offer his definition of the concept of "organizational culture" as a system of values that form the standards of behavior of employees in order to promote the international integration of the company and increase involvement in work, which contributes to the social and psychological environment of the organization.

Table 2. Modern definitions of the concept of "organizational culture"

Source	Definition of the concept	A meaningful characteristic
Wong K. (Wong, 2020)	Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. A great culture exemplifies positive traits that lead to improved performance.	collection
Chalmers R., Brannan G. D. (Chalmers, Brannan, 2022)	Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. A great culture exemplifies positive traits that lead to improved performance.	collection
Akpa V.O., Asikhia O. U., Nneji N. E. (Akpa et all, 2021)	Organizational culture is an essential component of an organization that has evoked various studies to determine and establish its' relationship with organizational performance and sustainability.	essential component
Rasak B. (Rasak, 2022)	Organizational culture is a framework of common assumptions, values, and beliefs that dictates how organizations treat individuals. Organizational culture involves values and attitudes that «contribute to an organization's unique social and psychological environment.»	a framework
Assens-Serra J., Boada-Cuerva M., Serrano-Fernández M.-J., Esteban A.-T. (Assens-Serra et all, 2021)	Organizational culture is a pattern of basic values and presuppositions that are shared and learned by a group while resolving the problems of external adaptation and internal integration.	is a pattern
Kurniady D. A., Rubianty M., Riadini B. (Kurniady et all, 2020)	Organizational culture is a major source of sustainable competitive advantage in the microfinance industry. organizational culture is conceived to determine better deployment of the firm's resources that lead to desirable performance outcome.	a major
Abane J. A., Adamtey R., Ayim V. O. (Abane et all, 2022)	Organizational culture, also referred by many as corporate or company culture, is explained to be a set of qualities that distinguishes one institution from others by establishing its distinctiveness. It is a set of common values and standards that employees and groups in an organization adhere to and express in their interactions. There is the consensus that organizational culture is a tool for regulating employee conduct.	corporate or company culture
Mesfin D., Woldie M., Adamu A., Bekele F. (Mesfin et all, 2020)	Organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated in words but shape the ways in which people behave and things get done in the organization.	pattern
Srimulyani V. A., Hermanto Y. B. (Srimulyani, Hermanto, 2022)	Organizational culture is agreed upon as values and behaviors that contribute to the social and psychological environment of the organization. Complexity and a comprehensive understanding of organizational culture are essential and inevitable. Organizational culture is one of the main factors for increasing work engagement.	is agreed
Asma Siddiqua R. (Asma Siddiqua, 2022)	Organizational culture is a collection of certain values, principles, customs and traditions shared by all the members of the organization when communicating within framework of the organization. Organizational culture may be invisible and materialistic, but a well-founded component of the organization. Organizational culture is more than the behavioral practices that workers experience in their regular work. It refers to strongly ingrained ideals that are considered important not only to individual employees, but to the whole organization as a whole. It is culture that defines the connection between the interests and expectations of individuals, instilling in them a sense of attachment and rewarding them for it, and it also stresses the uniqueness of each organization.	a collection
Rynkevych N. S. (Rynkevych, 2020)	Organizational culture can be characterized as a certain system of connections, relations carried out within the framework of a specific activity, as well as ways of doing business. This term also refers to a strategic tool that allows you to orient all employees of the company to achieve common goals, increase their initiative and improve communication between them.	system
Haiduchenko S. O. (Haiduchenko, 2020)	Organizational culture is a social phenomenon that occurs in any organization and is a system of values, beliefs, as well as norms, roles, rules that guide the activities of the organization (enterprise), forms relationships and connections between employees and organizational units.	social phenomenon
Yuskevich A.I., Lehky O.A. (Yuskevich, Lehkiy, 2020)	Organizational culture is a totality of spiritual traditions, values, historical moments, a set of organizational symbols, norms of behavior and rules that are included in the work and appreciated by every employee of the enterprise.	totality
Brusientseva O. A., Sholokhova K. (Brusientseva, Sholokhova, 2019)	Organizational culture permeates the entire organization both vertically and horizontally, it is both a product of the company's vital activities and a factor that determines the parameters of the effectiveness of such activities. Organizational culture is a set of the most important assumptions accepted by the members of the organization and expressed in the values that the organization declares and determine for people the orientations of their behavior and actions.	product and factor

Source: systematized by summarizing the works

Geographically, mainland China and Japan (including Hong Kong and Taiwan) have the most companies on the list with 196 companies. United States 122 companies. From the countries of Europe, France is the 5th country represented with 26 companies, after Germany (27 companies) and ahead of the United Kingdom (22 companies). To achieve the goal of the research, the author proposes to consider the main multinational companies of Europe, the USA and Asia (Table 3).

Table 3. List of multinational companies of the USA, Europe and Asia TOP-10 (systematized by the author)

Europe		USA	Asia	
The company name	Country	The company name	The company name	Country
Shell	Netherlands, Great Britain	Microsoft	State Grid	China
BP	Great Britain	Apple	China National Petroleum Corporation	China
Volkswagen	Germany	Amazon	Sinopec	China
Glencore	Switzerland	Alphabet	Toyota Motor Corporation	Japan
Daimler	Germany	Facebook	NTT	Japan
TotalEnergies	France	Berkshire Hathaway	Honda Motor	Japan
Trafigura	Switzerland	Visa	Hitachi	Japan
Stellantis	France Italy	JPMorgan Chase	Nissan Motor	Japan
Exor	Italy	Johnson & Johnson	Samsung	Korea
AXA	France	Walmart	Matsushita	Japan

Source: (Largest Companies in the World, 2023)

As can be seen from Table 1, European multinational companies are concentrated in Great Britain, France, Germany and Switzerland, it is worth noting that almost all the listed countries are part of the G8 countries. The analysis of US multinationals showed that the listed companies, which entered the TOP-10, are today the most famous companies in the world that implement their activities, products, and services all over the world. Multinational companies in Asia are mainly in the automotive industry and the electronics industry. Analysis of company turnover allowed the author to single out the TOP-10 multinational companies in the world (Table 4)

Table 4. Top 10 multinational companies by turnover in millions of dollars (systematized by the author)

The company name	Country	Turnover (million dollars)
Walmart	USA	523964
State Grid	China	383906
Amazon	USA	280522
China National Petroleum Corporation	China	379130
Sinopec	China	193346
Apple	USA	260174
CVS Health	USA	256776
United Health Group	USA	242155
Toyota Motor Corporation	Japan	275288
Volkswagen	Germany	282760

Source: (Largest Companies in the World, 2023)

For the eighth year in a row, the American Walmart leads the list of the largest companies in the world and for the sixteenth time since 1995 with 524 million dollars.

This analysis allowed the author to make sure that multinational companies deal with radically different organizational cultures. For example, Asia is a continent where culture and rituals are very important every day. So important that they are also present at the very heart of the company. Asian management derives from this culture and these traditions to become the authoritarian management characteristic of Asians.

For a better understanding of the organizational culture of Asian countries, it is necessary to conduct an analysis of the behavior of the Asian population.

A behavior divided in two, between tradition and modernity, which can sometimes be paradoxical. Thus, constrained by the burden of tradition and significant ideological culture, Asian culture is often considered complex in itself, like their countries. Take just the example of Korea, a country that is perceived as mysterious and inaccessible, simply because of the country's handed down political ideology and power. Asian life is guided by very important and very important values: family, religion, spirituality, country and community. In contrast to Western countries, where society is perceived as individualistic, for Asia it is primarily a collective and collectivist perception, a real difference in social perception and the role of everyone.

Sharing, harmony and finding consensus in every moment of life are the pillars of traditional Asian society. No one should promote himself or assert himself by suppressing others. Under the guidance of currents of thought, the main one of which is Confucianism, Asians are immersed in the doctrine of loyalty and the importance of rituals in everyday life.

But Asia is also something completely different, a modernity and openness to other cultures, brought in particular by different communication channels and the many Western expatriates in Asia today. According to the study, almost 56,231 citizens of France, a European country, are registered on the Asian continent (including 15% in China). Modernity, which is revealed thanks to unprecedented technological progress and the approach of developing countries to Western economic models.

The organizational culture of the EU is based on three key factors: coordination, transformation and the purpose of pursued actions. However, organizational culture does not develop in an abstract way within the organization. It is formed and developed during the implementation of projects, sometimes with the involvement of external partners, and is often part of the historical trajectory of the establishment of the organization.

Coordination, characterized by community cooperation (organic solidarity), justified by the joint definition of project boundaries and goals. This first stage is based on social identification, which leads to regulation (pre-allocation of tasks, initial goals).

Hierarchical authority or formalization by contract is little used at this stage. This first phase culminates in the conclusion of external agreements with partners who are not part of the initial network, and formally mark the boundaries between the shared identity group and the external environment.

Transformation is dominated by complementary cooperation. The latter is thus characterized by a logic of task specialization by profession, leading to a hierarchy of knowledge between specialized professions and the support function, and a greater formalization of rules, the difficulties faced in the field forcing participants to revise their respective goals, as well as to invent collective work rules specific to the project. This second stage ends with the implementation of the project, before any adjustments (prototype).

The goal of pursued actions begins with a review of goals after the project is completed (prototype) or implemented (service). Cooperation is moving in the direction of reviewing the obligations of all partners and attracting new external partners. Incremental collaboration gives way to community collaboration as the group rethinks "its identity in the materialization of the project." It is moving towards a review of the commitments of all partners and the involvement of new external partners.

American organizational culture is as follows: feedback culture: evaluation and continuous improvement, time management: punctuality and efficiency, the art of meeting: quick decisions for action, result culture: success ideology and entrepreneurial spirit, initiative: innovation and competitive-

ness, relaxed management style: lack of hierarchical distance and team cohesion and positive spirit: interpersonal communication skills and use of opportunities.

One of the main documents regulating the organizational culture of multinational companies is an internal document that explains and supports the values, ethics and behavior of employees. Among these core values are three: respect, integrity and excellence, which correspond respectively to the dimensions: attention to detail, valuing partners, creativity and innovation.

The idea of integrating the organizational culture is not always unanimous among the staff, believing that it promotes the assimilation of employees rather than allowing them to flourish.

However, it is the focus on the study of the management methods of multinational companies in different countries that contributes to the successful harmonization of cultures.

The success of modern Asian industry is based on the transplantation of traditional values of solidarity and respect for order and hierarchy. Organizational culture has become an undeniable tool in the management of human resources and has enabled a large number of management processes, such as expression groups, quality circles, projects and corporate history.

It is through this notion of culture that Asian companies have focused their interest on the importance of human resources. Asian staff effectively and actively participate in company projects. This type of management advocates full integration of the individual, elimination of any conflict of interest between groups.

Based on the conducted research, the author proposes to compare three models of organizational culture concepts: American, Asian and European (Table 4).

Table 4. Concept models of organizational culture: American, Asian and European (author's vision)

Organization-al and cul-tural features	American model	Asian model	European model
Company loyalty	Short employment	Lifetime employment	Employment mobility
Evaluation of employees	Fast and quantitative	Slow and high-quality	Systematic and qualitative
Career	Specialized	A wide spectrum, not based on a specialty	A wide spectrum, not based on a specialty
Nature of control	Explicit and formal	Hidden and informal	Clear and permanent
Decision-making	Individual	Group and consensual	Group
The nature of responsibility	Individual responsibility	Collective responsibility	Individual responsibility
Interests	Narrow (individual)	Traditional (family)	A person is the center of a company

Source: based on the work of the authors (Akpa, V.O., Asikhia, O. U., Nneji, N. E. (2021), Qi, J. C., Lee, K. L. (2019), Redding, G., Harris Bond M., Witt, M. A. (2012))

All three models of the concept attach great importance to organizational culture. This allows American companies to become an attractive center for talent, thereby ensuring their normal functioning. They rely more on their individual productivity, which is the main principle of their way of organizing. It also guarantees a career plan for employees and obtaining a responsible position. Thus, the American model favors hierarchical separation and benefits from specialization. This model allows you to attract the most talented candidates. As a result, he advocates individualism and a more results-oriented vision. This makes it possible to deduce the main foundations of American management; accurate and clear definition of goals.

As for the Asian model, it is very different from the American and European ones. Asian companies are based on a great principle: lifelong employment is considered a major aspect of the relationship between the hierarchy and employees. It is a moral obligation to keep the job of a person who belongs to the company. An employee, through his dedication, must support his organization and be loyal under all circumstances. Contrary to the fashionable specialization among Americans,

Asians prefer versatility and multifunctionality. All employees, regardless of their hierarchical rank, are able to work in multiple positions and perform multiple tasks. Thus, the sense of security that the Asian organization provides to its employees increases their motivation and involvement in the company's projects. Unlike Americans, decision-making in Japanese firms is based on consensus, hence the feeling of systematic listening, as well as the efficient and constant circulation of information. This improves the company's response time.

The European concept is that the person is the center of the company with its own interests. The main aspect in the organizational culture is that European companies promote mobility in employment. Thus, the organizational culture is built in such a way that it educates the staff and teaches them various competencies that are able to develop professional skills taking into account the characteristics of each person.

The observed differences regarding the organizational culture developed over time can be explained by the cultural imprint that the multinational company imposes. This cultural factor will influence the forms of cooperation.

Figure 2. System of organizational culture of multinational companies
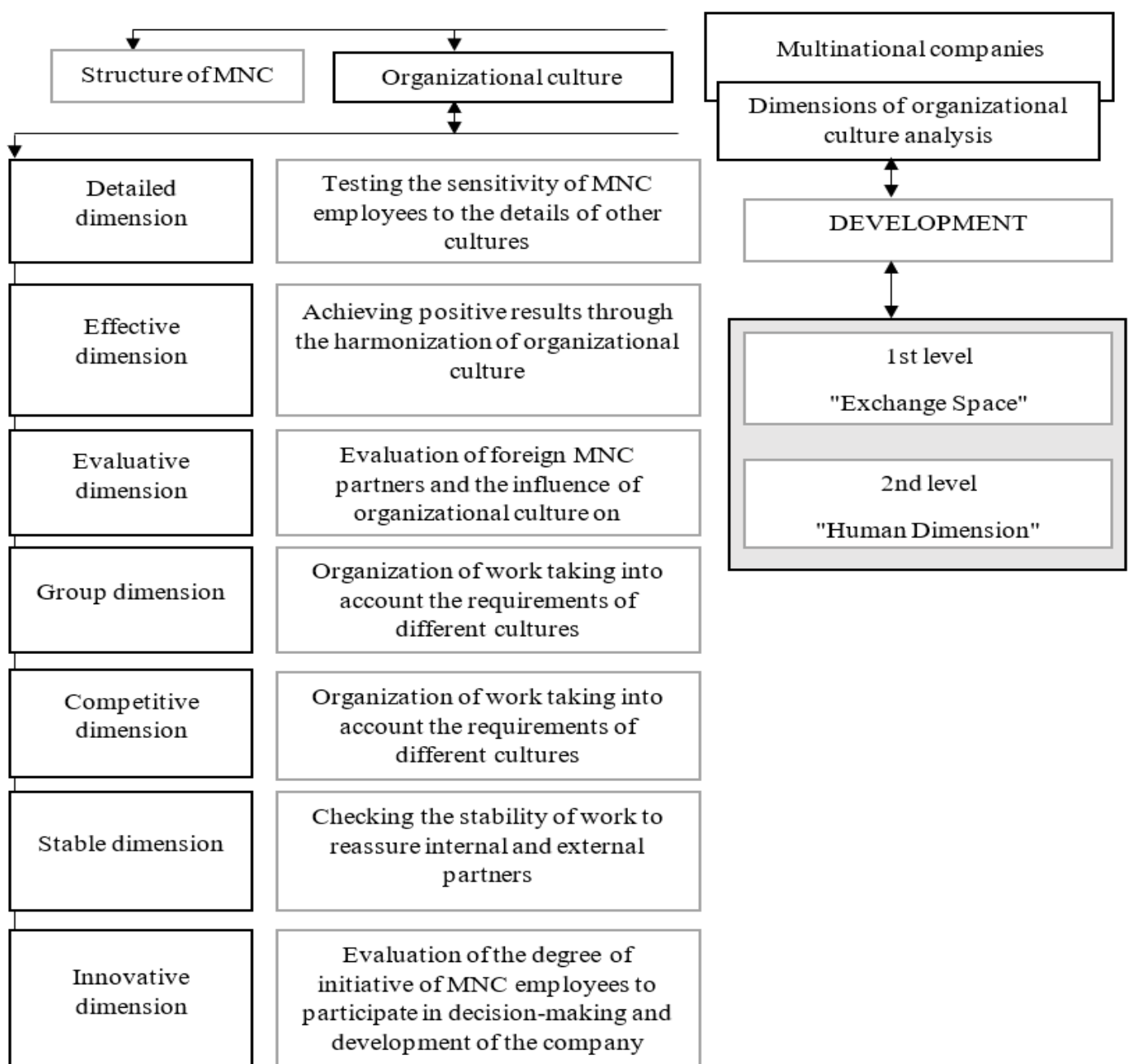
Source: (author's development)

Thus, a culture that is perceived as ambiguous by its members will generate either community or additional cooperation. If the introduced organizational culture allows the working group of MNC to develop a common idea about them (an organizational culture that corresponds to the integration paradigm), it can contribute to the development of community cooperation. In contrast, the embodiment of cultural traits that are not unanimous in the group (local cultures corresponding to the differentiation paradigm) will lead to complementary cooperation in anticipation of the development of a shared representation and mutual trust between people.

A multinational company must develop internal communication to consolidate its value system and spread them, as well as external communication to publicize its style, way of thinking, its skills and interpersonal skills. Culture would then be evolutionary; a widely recognized and relevant approach. It promotes diversity in the company's cultural system. It is a complex system because it is heterogeneous, but also scalable because it is constantly changing to adapt to the demands of the business environment (Figure 2).

According to Figure 2, the identity of a multinational company is based on two main aspects. The first aspect is the structure of the company, namely its sector of activity, type of technology, its size, applied strategies. The second aspect is organizational culture: a set of values, patterns, and standards established by groups within an organization. By extension, organizational culture has become an elusive concept that has a certain power over MNC, forcing it to constantly evolve. This manifests itself at the first level as not only a place of production and profit, but also a space of exchange where sociability is formed and where values are developed. At the second level, reassessment of the human dimension, which plays a key role in the development of the company's strategy. In this case, it is necessary to integrate culture into the managerial vision of business leaders. To ensure the organizational culture system of multinational companies, it is necessary to conduct measurements and analysis of organizational culture, and promote development on two levels, which will ultimately stabilize the personnel processes within the enterprise and increase the level of effectiveness of multinational companies.

To determine the importance of components in the analysis of organizational culture, an expert survey was proposed, which would allow identifying the most significant influences from the point of view of the managers and executives of the studied multinational companies, confirming the conclusions of the analysis results, and accordingly increasing the validity of recommendations for the implementation of the organizational culture system in multinational companies. The coefficient of concordance was used to determine the agreement of experts' opinions. The coefficient of concordance is a value that characterizes the agreement of experts' opinions and the reliability of the survey results obtained. An important stage of this block is the formation of a group of experts. Thus, if the maximum sampling error is 0.05, the calculated number of experts is 30 people. Thirty experts were surveyed, and their work was carried out through questionnaires and interviews. The methodology for determining the coefficient of concordance is presented in Figure 1. The calculated value of the concordance coefficient is in the range from 0 to 1. If the value of the coefficient is greater than 0.8, this allows us to assert the consistency of the experts' opinions and the reliability of the obtained research results. The obtained value of the concordance coefficient according to the survey data is equal to 0.77, that is, we have reliable results and consistency of experts' opinions. The analysis of the qualitative composition of experts allows us to confirm the following: highly qualified personnel were involved in the examination (81% of experts have a higher education, 19% have secondary special education) mainly with 15-20 years of work experience in their specialty (38% of experts have 15-20 years of work experience, 35% - 10-15 years; 18% - from one to ten years; 9% - more than 20 years of work experience). The results of the assessment of the importance of the dimensions of the analysis of organizational culture are presented in the Table 5.

Table 5. The matrix of ranks for measurements the importance of the dimensions of the analysis of organizational culture

Measurements	Experts																														$\sum_{j=1}^{m} a_{ij}$	Weight of measurements
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Detailed measurement	6	6	5	5	6	5	6	6	5	6	5	6	6	5	6	5	5	6	5	4	5	6	5	5	6	6	5	6	6	6	165	0,02381
Effective measurement	4	5	3	4	4	4	4	4	4	4	4	4	5	6	5	6	6	3	4	5	4	3	6	3	5	5	4	4	5	3	130	0,07937
Evaluative measurement	1	2	2	1	2	2	1	1	2	2	2	1	1	1	1	1	1	2	2	2	2	2	1	1	1	2	1	2	1	1	44	0,2159
Group measurement	3	3	4	3	3	3	2	3	3	3	3	2	2	3	3	3	3	4	3	3	3	4	3	2	3	3	3	3	3	4	90	0,1429
Competitive measurement	2	1	1	2	1	1	3	2	1	1	1	3	3	2	2	2	2	1	1	1	1	1	2	4	2	1	2	1	2	2	51	0,2048
Stable measurement	3	4	4	3	3	4	5	3	3	4	4	5	2	2	2	6	3	2	3	3	5	5	2	3	3	3	4	3	2	2	100	0,127
Innovative measurement	2	1	1	2	1	1	3	2	1	1	1	3	3	2	2	2	2	1	1	1	1	1	2	4	2	1	2	1	1	2	50	0,2063

$\sum_{i=1}^{n}\sum_{j=1}^{m} a_{ij} =$	630	1
	S=	13112
	W=	0,77

Source: calculated by the author

In the Table 5, the rows contain information on the analysis of organizational culture, and the columns contain information on the experts who perform the evaluation. The experts were asked to arrange the dimensions of organizational culture analysis by level of importance: 1 – the most important component, 6 – the least important.

Therefore, the results of the expert evaluation indicate the predominance of such dimensions of the analysis of organizational culture as: the competitive dimension and the innovative dimension.

According to the author, it is advisable to analyze the organizational culture of multinational companies along seven dimensions in order to determine the degree of its strength and weakness.

Thus, organizational culture is a dynamic construct consisting of several subcultures, which allows for the reconstruction of the company's history. The author of the study summarizes the extent to which, from a diachronic point of view, organizational culture can influence the development of a multinational company.

This change in the perception of organizational culture has made it easier for companies to cross the threshold of globalization. This has given managers the opportunity to apply methods that take into account the organizational cultural characteristics of the markets in which they operate. Employees work and collaborate in different ways that are specific but largely reflect the culture and politics of each country.

6.DISCUSSION

Finally, the concept of organizational culture is closely related to values, norms, traditions, and customary and shared practices that have a direct or indirect influence on how members of a company act. It can be analyzed, modified or enhanced according to the needs of the organization to enable the latter to have market share.

Organizational culture is the main driver of a company's identity, which is never equated with habits. Otherwise, stereotypes are born, and the process of change will not be easy. On the other hand, considering culture as a matrix of orientations, a way of producing and giving meaning, in this case every actor in the company will act intelligently.

7. CONCLUSIONS

Finally, the influence of organizational culture on the development of activities of multinational companies is quite significant. Research highlights the fact that understanding organizational culture can foster collaboration. Indeed, if you perceive organizational culture exclusively from the point of view of integration or differentiation, there is a risk of misinterpreting certain features of another culture.

The study made a theoretical generalization of approaches to the formation of organizational culture of multinational companies and proposed a system of organizational culture of multinational companies as a practical recommendation for its improvement in the context of sustainable development.

A properly constructed organizational culture can mitigate some of the effects of national culture, but cannot eliminate or completely erase it. On the other hand, strengthening a very strong organizational culture can increase the productivity of foreign subsidiaries by adapting their management practices to the national culture of the host country.

Cultures travel and meet together with economic globalization. The development of MNC activities can integrate foreign culture into traditional local culture, but cannot eliminate it either at the national or administrative level. New management performance measures must support organizational knowledge that continues to develop strategies and create new business models. Asian BNCs must understand that traditional values still prevail today in industrialized and commercial organizations in China, Japan, and elsewhere.

However, research for the purpose of further research should be supplemented by work in other areas (commercial companies, associations of employers and managers), this will allow generalization of the entire scope of the influence of organizational culture.

REFERENCES

Abane, J. A., Adamtey, R., & Ayim, V. O. (2022). Does organizational culture influence employee productivity at the local level? A test of Denison's culture model in Ghana's local government sector. *Future Business Journal*, 34. https://fbj.springeropen.com/articles/10.1186/s43093-022-00145-5

Abramova, D.S. (2020). Teoretychni polozhennia orhanizatsiinoi kultury v derzhavnomu upravlinni. [Theoretical provisions of organizational culture in public administration]. Derzhavnyi universytet «Zhytomyrska politekhnika». https://conf.ztu.edu.ua/wp-content/uploads/2020/05/15.-publichne-upravlinnya-ta-administru-vannya.pdf

Akpa, V.O., Asikhia, O. U., Nneji, N. E. (2021). Organizational Culture and Organizational Performance: A Review of Literature. *International Journal of Advances in Engineering and Management (IJAEM), 3(1),* 361-372. https://www.researchgate.net/publication/356105838_Organizational_Culture_and_Organizational_Performance_A_Review_of_Literature

Asma Siddiqua, R. (2022). Organizational culture: Conceptual discussion. *Scholars Journal of Research in Social Science (SJRSS),* 2(1), 22-27. https://doi.org/10.5281/zenodo.6309726

Assens-Serra, J., Boada-Cuerva, M., Serrano-Fernández, M.-J., & Esteban, A.-T. (2021). Gaining a Better Understanding of the Types of Organizational Culture to Manage Suffering at Work. *Frontiers in Psychology*, 12. https://www.frontiersin.org/articles/10.3389/fpsyg.2021.782488/full

Assoratgoon, W., Kantabutra, S. (2023). Toward a sustainability organizational culture model. *Journal of Cleaner Production*, 400. https://doi.org/10.1016/j.jclepro.2023.136666

B. Mašić, L. Vladušić, S. Nešić (2018). Challenges in creating transformative growth for companies in digital economy. ECONOMICS-Innovative and Economics Research Journal, 6(2), 37-48. https://doi.org/10.2478/eoik-2018-0024

Bockius, H., Gatzert, N. (2023). Organizational risk culture: A literature review on dimensions, assessment, value relevance, and improvement levers. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.02.002

Brusientseva, O. A., & Sholokhova, K. (2019). Problemy rozvytku orhanizatsiinoi kultury pidpryiemstva. [Problems of the development of the organizational culture of the enterprise]. *Naukovyi visnyk UMO*, 6. http://umo.edu.ua/images/content/institutes/imp/vydannya/visnyk_umo/ekonomi-ka/V_6/%D0%A8%D0%BE%D0%BB%D0%BE%D1%85%D0%BE%D0%B2%D0%B0-%D0%B5%D0%BA%D0%BE%D0%BD%D0%BE%D0%BC.pdf [in Ukrainian]

Chalmers; R., & Brannan, G. D. (2022). Organizational Culture. StatPearls Publishing LLC. https://www.ncbi.nlm.nih.gov/books/NBK560543/#_NBK560543_pubdet

Chatman, J.A., Choi, A. (2022). Measuring organizational culture: Converging on definitions and approaches to advance the paradigm. Handbook of Research Methods for Organisational Culture, 92-107. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85129577473&partnerID=40&md5=3e772735ddb1c53c914ffd8b9ebe62d7

Chatman, J.A., O'Reilly, C.A. (2019). Paradigm lost: Reinvigorating the study of organizational culture(Review). *Research in Organizational Behavior*, 36, 199-224. https://www.scopus.com/record/display.uri?eid=2-s2.0-85003827464&origin=inward&txGid=b8b-0c51509d0fafc22e1521c2f931c5a

Cicea, C., Țurlea, C., Marinescu, C., Pintilie, N. (2022). Organizational Culture: A Concept Captive between Determinants and Its Own Power of Influence. *Sustainability*, 14(4). https://doi.org/10.3390/su14042021

Diia Biznes. (2021). Korporatyvnyi biznes Yevropy ta SShA. Hovorymo z kliientamy odniieiu movoiu. [Corporate business of Europe and the USA. We speak the same language with clients]. https://business.diia.gov.ua/en/cases/masstabuvanna/korporativnij-biznes-evropi-ta-ssa-govori-mo-z-klientami-odnieu-movou [in Ukrainian].

Dzhengiz, T., Hockerts, K. (2022). Dogmatic, instrumental and paradoxical frames: A pragmatic research framework for studying organizational sustainability. *International Journal of Management Reviews*. https://www.scopus.com/record/display.uri?eid=2-s2.0-85123482338&origin=inward&txGid=fa0f-1c779d79fac18a616750134f6acf

E. De la Poza, L. Jódar (2019). Modelling Human Behaviour in the Digital Era: Economic and Social Impacts. *ECONOMICS -Innovative and Economics Research Journal*, 7 (2), 43-47. https://doi.org/10.2478/eoik-2019-0015

Gasco-Hernandez, M., Nasi, G., Cucciniello, M., Hiedemann, A. M. (2022). The role of organizational capacity to foster digital transformation in local governments: The case of three European smart cities. *Urban Governance*, 2(2), 236-246. https://doi.org/10.1016/j.ugj.2022.09.005

Grover, V., Tseng, Shih-Lun, Pu, W. (2022). A theoretical perspective on organizational culture and digitalization. *Information & Management*, 59(4). https://doi.org/10.1016/j.im.2022.103639

Haiduchenko, S. O. (2020). Orhanizatsiina kultura. [Organizational culture]. *Kharkivskyi natsionalnyi universytet miskoho hospodarstva imeni O. M. Beketova.* https://core.ac.uk/download/pdf/356030187.pdf

Heras-Saizarbitoria, I., Urbieta, L., Boiral, O. (2022). Organizations' engagement with sustainable development goals: From cherry-picking to SDG-washing? *Corporate Social Responsibility and Environmental Management*, 29(2), 316-328. https://www.scopus.com/record/display.uri?eid=2-s2.0-85113754900&origin=inward&txGid=0bcf-b8221241cc71671b7f897d8e0282

Kantabutra, S. (2020). Toward an organizational theory of sustainability vision. *Sustainability (Switzerland)*, 12(3). https://www.scopus.com/record/display.uri?eid=2-s2.0-85081233176&origin=inward&txGid=fa8f-4685c1ebb5dc7c82f73dd818487b

Kaur Bagga, S., Gera, S., Nadimul Haque S. (2022). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review,* 28(2),120-131. https://doi.org/10.1016/j.apmrv.2022.07.003

Kurniady, D. A., Rubianty, M., & Riadini, B. (2020). Analysis of the Role of Organizational Culture at the Center for Employee Education and Training. *Propósitos y Representaciones*, 8. https://revistas.usil.edu.pe/index.php/pyr/article/view/773

Largest Companies in the World (2023). https://www.gfmag.com/global-data/economic-data/largest-companies

Liu, G., Tsui, E., Kianto, A. (2021). Knowledge-friendly organisational culture and performance: A meta-analysis. *Journal of Business Research,* 134, 738-753. https://doi.org/10.1016/j.jbusres.2021.05.048

Lin, L. I-K. (1989). A Concordance Correlation Coefficient to Evaluate Reproducibility. *International Biometric Society*, 45(1), 255-268. https://doi.org/10.2307/2532051

Ma, C., Yee Cheok, M. (2022). The impact of financing role and organizational culture in small and medium enterprises: Developing business strategies for economic recovery. *Economic Analysis and Policy*, 75, 26-38. https://doi.org/10.1016/j.eap.2022.04.009

Mesfin, D., Woldie, M., Adamu, A., & Bekele, F. (2020). Perceived organizational culture and its relationship with job satisfaction in primary hospitals of Jimma zone and Jimma town administration, correlational study. *BMC Health Services Research*, 20(438). https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-020-05319-x

Naranjo-Valenciaa, J. C., Jiménez-Jiménezb, D., Sanz-Valleb, R. (2019). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología*, 48(1). https://www.elsevier.es/es-revista-revista-latinoamericana-psicologia-205-articulo-studying-links-between-organizational-culture-S0120053415000436

Neustroiev, Yu. H. (2021). Analiz innovatsiinoho rozvytku SShA. [Analysis of the innovative development of the USA]. *Efektyvna ekonomika*, 5. http://www.economy.nayka.com.ua/pdf/5_2021/96.pdf

Owino, O. J., & Kibera, F. (2019). Organizational Culture and Performance: Evidence From Microfinance Institutions in Kenya. *SAGE Open*, 9(1). https://journals.sagepub.com/doi/epub/10.1177/2158244019835934

Pavlenchyk, A. O. (2020). Orhanizatsiina kultura orhanizatsii. [Organizational culture of the organization]. *Lvivskyi derzhavnyi universytet fizychnoi kultury imeni Ivana Boberskoho.* https://repository.ldufk.edu.ua/bitstream/34606048/28071/1/ %D0%9B%D0%95%D0%9A%D0%A6%D0%86%D0%AF_%D0%A2%D0%B5%D0%BC%D0%B0%208%20(1).pdf.

Qi, J. C., Lee, K. L. (2019). A Review on Western and Chinese Organization Culture: Similarities and Differences. *Inti Journal*. http://eprints.intimal.edu.my/1364/1/vol.2019_065.pdf

Rasak, B. (2022). Organizational culture. Industrial Sociology, Industrial Relations and Human Resource Management. Fab Educational Books, Fab Anieh House, Awka, Anambra State Nigeria, 109-122. https://www.researchgate.net/publication/357605292_ORGANIZATIONAL_CULTURE

Redding, G., Harris Bond M., Witt, M. A. (2012). Culture and the Business Systems of Asia. The Oxford Handbook of Asian Business Systems. https://www.researchgate.net/publication/256042000_Culture_and_the_Business_Systems_of_Asia

RMW Amaradasa (2018). Innovative Policy Reforms for Sustainable Development: Empirical Evidence from PICs. ECONOMICS -Innovative and Economics Research Journal, 6 (2), 79-85. https://doi.org/10.2478/eoik-2018-0027

Rynkevych, N. S. (2019). Orhanizatsiina kultura pidpryiemstv: vyklyky, zahrozy ta tendentsii. [Organizational culture of enterprises: challenges, threats and trends]. *Ekonomichnyi visnyk Donbasu*, 3(57). http://www.evd-journal.org/download/2019/3(57)/15-Rynkevych.pdf

Rynkevych, N. S. (2020). Transformatsiia orhanizatsiinoi kultury pidpryiemstv v umovakh modernizatsii. [Transformation of the organizational culture of enterprises in the conditions of modernization]. Natsionalna Akademiia Nauk Ukrainy Instytut Ekonomiky Promyslovosti. https://iie.org.ua/wp-content/uploads/2021/05/dysertatsiia-rynkevych-n.s..pdf

Shapovalova, T. V. (2020). Upravlinnia personalom na pidpryiemstvakh u Kytai: suchasna praktyka ta tendentsii rozvytku. [Personnel management at enterprises in China: modern practice and development trends.]. http://nvdu.snu.edu.ua/wp-content/uploads/2020/03/2012_7_27.pdf

Srimulyani, V. A., & Hermanto, Y. B. (2022). Organizational culture as a mediator of credible leadership influence on work engagement: empirical studies in private hospitals in East Java, Indonesia. *Humanities and Social Sciences Communications*, 9(274). https://www.nature.com/articles/s41599-022-01289-z

Sun, Y., Shahzad, M., Razzaq, A. (2022). Sustainable organizational performance through blockchain technology adoption and knowledge management in China. *Journal of Innovation & Knowledge*, 7(4). https://doi.org/10.1016/j.jik.2022.100247

Triguero-Sánchez, R., Peña-Vinces, J., Matos Ferreira, J. J. (2022). The effect of collectivism-based organisational culture on employee commitment in public organisations. *Socio-Economic Planning Sciences*, 83. https://doi.org/10.1016/j.seps.2022.101335

Wang, T. (2020). The impact of organizational culture on the success of the company. Linnaeus University. https://www.diva-portal.org/smash/get/diva2:1464343/FULLTEXT01.pdf

Wong, K. (2020). Organizational Culture: Definition, Importance, and Development. Achievers. https://www.achievers.com/blog/organizational-culture-definition/

Yuskevych, A.I., & Lehkyi, O.A. (2020). Teoretychni aspekty orhanizatsiinoi kultury ta yii mistse v systemi menedzhmentu pidpryiemstva. [Theoretical aspects of organizational culture and its place in the enterprise management system]. *Pryazovskyi ekonomichnyi visnyk*, 2(19). http://pev.kpu.zp.ua/journals/2020/2_19_ukr/27.pdf.