

## THE SOCIO-ECONOMIC ANALYSIS OF THE CONCEPT OF CORPORATE CULTURE

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In given article some problems of the analysis of concepts of corporate culture and some types of corporate culture are considered. The analysis of approaches to definition of corporate culture allows us to consider this phenomenon fuller. The corporate culture is important for the organisation because it provides effective work of all mechanisms and elements of modern management.

The success of the modern enterprise appreciably depends on a merger of external and internal factors. The strategic management represents the difficult phenomenon covering various organizational processes, connected both with the internal environment of the organisation, and with an environment. Thus, its consideration depending on what processes are made the cornerstone. There is a struggle for survival for the enterprises in an environment, and the more economic and organizational problems appears, the more often heads have to use untapped reserves. First, such a resource should be the corporate culture. The corporate culture becomes an important tool of the strategic management in the highly competitive Russian market.

Working out of the concept of culture of the organisation was begun in the early eighties in the USA under the influence of the following scientific directions: research in the field of strategic management, the theory of the organisation and research of organizational behaviour.

The concept of culture includes the set of elements making it, levels, and senses. Therefore, in a concrete case it is necessary to designate a context in which this concept is used.

A special version of culture is corporate culture.

Before the beginning of 1980s, scientists did not give proper attention to welfare factors. In leading experts' works (M. Porter, P. Druker, G. Mintsberg) in the field of management these aspects were not considered. Interest in corporate culture in practice has been caused by the prompt economic growth of Japan. Though the Japanese economy lacked many essentials from the point of view of the international competition, in the 1960s and 1970s Japan became the centre of industrial development. The majority of researchers and heads of the western companies correlated these suc-

cesses with special welfare factors of the country, there is such concept, as a Japanese style of management. Therefore, such concept as "culture" was created. First, this term meant the Japanese traditions connected with a management method at enterprises, the specific employees' relation to the work and labour.

It was found out that existing mechanisms of estimation do not reveal factors, which allow the companies to remain successful during research of the successful leading western companies.

Interest of many researchers directs attention to search for proof of interrelation of corporate culture and success of the companies. T. Dil and A. Kennedy developed profiles almost for 80 organisations ("profitable" and "non-profitable"). Interrelation revealing between success of the company and strong culture became result of research, and has been revealed that managers-founders put the bases of corporate culture.

Another research in this area belongs to T. Peters and R. Uotermenu. Having analysed the successful American companies they have revealed that distinctive feature of "the magnificent companies" is symbiosis of business strategy and corporate culture.

The following peak of interest in the organizational culture has been caused by development of the companies with foreign representations; there were management problems before managers at such companies. The experience stored in the international business and empirical researches once again have turned researchers' and heads' attention to importance of the cultural approach to management of the organisation. It has caused occurrence of such concept as "comparative management". The subject of comparative management is national models of management similarities and distinc-

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tions in which defined by cultural characteristic of the countries and regions.

However, not all these facts mean that researchers of administrative sciences did not mention welfare factors. A lot of attention was given to such concepts as norms, values, corporate spirit etc in many works. All these concepts mean the corporate culture.

Many components of the corporate culture were described by classics of management.

The representative of school of scientific management F. Taylor considered that without the humane relation to workers, without their interests any business will be doomed.

The classical or administrative school, A. Fajol considers principles too which can be carried to elements of the organizational culture. There are discipline, subordination of personal interests to the general, justice, the initiative and corporate spirit.

The school of human relations and school of behavioural sciences put socio-cultural factors in first place. The basis of research of these schools is made by revealing of non-material forms of stimulation of workers, and research of various aspects of social interaction. In 1956 T. Parsons entered the concept into a scientific lexicon of "organizational culture" which becomes independent object of studying.

The schools of strategic management pay a lot of attention to the culture. For example, the school of design (K. Endrjus) asserts that strategy of each organisation in a concrete time interval is unique and its formulation is a result of art and professionalism of the top management. It is about a culture of the head, which directly influences on a strategy choice. There is a school of culture in the strategic management. Here the organizational culture is associated with collective knowledge. It becomes "opinion of the organisation", the general beliefs which are reflected in traditions and habits, and also in more tangible forms - in legends occurring in the organisations, its symbols, even in constructions and products.

In general, it is possible to assert that the corporate culture allows us to explain incomprehensible and irrational aspects of activity of the organisation.

However, researchers use different concepts during studying phenomenon of culture, i.e. synonyms of "organizational culture" may be corporate culture, business culture, culture of the organisation etc.

Bazarov T. U. differentiates these concepts the following way:

The corporate culture is a value standard space in which there is a corporation in interaction with other organizational structures.

Organizational culture is an integrated characteristic of the organisations (its values, norms of behaviour of ways of an estimation of results of activity), given in language of certain typology.

Thus, from these definitions it follows that the concept of the organizational culture is much wider than the concept of the corporate culture. As the concept of the organisation includes associations of the people, who commonly implement the program or the purpose and operate based on certain rules and procedures. The term "corporation" corresponds to the term "organisation", but it is applied more often concerning to large transnational joint-stock companies.

However, there are also other points of view on differentiation of the given concepts, which we are inclined to adhere.

Kapitonov E.A. considers organizational culture as a qualitative condition of the organizational device, a control system, a way of development of economic resources, realisation of economic efforts in manufacture of the goods and services and interactions with an environment. Kapitonov E.A. also considers two kinds of corporation: traditional and modern. The concept "traditional corporation" is similar to T.U. Bazarov's concept "corporation". The modern corporation is a rather isolated social generality (community) uniting businesspeople and workers by specific interests of activity and demanding from all elements creativity and independence on a workplace.

Modern corporations use rather unified methods of non-economic motivation and stimulation of potential of workers, their incorporation into the management mechanism, and transferring of responsibility on low level of the personal.

Thus, the corporate culture represents the following stage of development of culture of the organisation where it sees as a wider concept, than organizational culture. It considers cultural space not only from the position of the economic problems of the organisation, such as increasing of production, profitability, decrease in costs etc., but it is focused on the corporate philosophy, of which basic concepts of cooperation, trust, partnership will be more important, than economic board system.

The corporate culture is urged to provide the formation of creative corporations with flexible character of the internal organisation, trading-productions, regulations of volumes of output, employment, etc. This quality allows modern corporations to survive and develop in the mobile competitive environment.

Interest in the problems of the corporate culture is observed not only from researchers, but also from outside heads of the organisations. First of all it is connected with that fact that top-managers can create more effective organisation with the help of the strong corporate culture. Besides, it is important to a society how business achieves success and in what environment members of a society, i.e. employees of the organisation stay in the organisations.

The modern society shows to the organisations more and more requirements; it is in its turn shown the occurrence of new kinds of corporate culture; first of all innovative and then ecological corporate culture.

The innovative organizational culture assumes formation of such business behaviour of heads and workers of the enterprise, which will allow to master innovative directions of development of the enterprise. Working out of innovations directly depends on disclosing of creative potential of workers and from creation of corresponding conditions for realisation of their ideas. The given type of culture still is a little studied, but formation of innovative type of culture allows raising not only economic, but also social production efficiency. The innovations act as one of many sources of competitive advantages. The founder of one of the largest innovative companies Microsoft Corporation, Bill Gates, considers that "a primary factor defining "speed" of the companies, becomes its corporate culture". We can add not simply corporate culture, and innovative orientation corporate culture.

The basic line of the innovative organizational culture is creation of conditions for expansion of knowledge, improvements of professional skills, continuous self-improvement of the personal. However, the important factor of development of culture of this kind is an active innovative activity and the personnel. Creation of such system of stimulation will allow to consider specificity of creative activity for this purpose is required, and is more exact and flexibly to pay it. Thus, creation and introduction of innovative corporate culture represents diffi-

cult process, but finally this type in modern conditions allows the company to be the leader in the market and to achieve success.

There is one more new type, which is allocated with modern writers, an ecological organizational culture. The concept "ecological culture" has arisen recently and became extraordinary actual now because the world has started to worry one about another global ecological accidents which have been caused by actions of the person. The person in pursuit of economic gains has absolutely forgotten about environment and has to be reminded about ecological crises.

The ecological culture represents a set of achievements of a society and the person in the industrial, material and spiritual ecological activity directed on preservation and improvement of environment, set of valuable ecological orientations.

The kernel of ecological culture is made of the universal purposes of interaction of a society and the nature, universal values, and historically developed ways of their perception and achievement.

The ecological culture at the enterprise should take place automatically. At the enterprise it is possible to judge ecological culture on in what measure ecological programs are realised, developed and whether ecological codes are used, whether work of ecological services is adjusted, and also ideas of competent and rational wildlife management in practice are how much embodied.

In our opinion, the corporate culture of the modern organisation, anyhow, includes all considered types. However, the corporate culture should correspond to society's inquiries about questions of ecology, innovation and the ethical relation to the rest of stakeholders for being successful in the market.

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