

THE FORMAL ELEMENTS OF UKRAINIAN ENTERPRISES ORGANIZATIONAL CULTURE: AVAILABILITY AND CHARACTERISTICS

Abstract: Ukrainian enterprises actively form or transform their organizational culture according to the changes in the business environment. The task of the article is to research the availability of organizational culture formal elements in Ukrainian enterprises and to determine the main characteristics of the organizational culture. The study results of eighty-six Ukrainian enterprises concerning the availability of formal elements of organizational culture are presented. The basic trends in the development of organizational culture of domestic enterprises are defined.

Key words: organizational culture, organizational culture elements

Introduction. During the last twenty years the Ukrainian enterprises adopted to the changes in the business environment and changed the management style. The changes in organizational culture or formation the new culture is one of the important parts of this process. The research of the process of transformation the traditional management style and the new organizational culture formation is an important investigation task. The task of the article is to research the availability of organizational culture formal elements in Ukrainian enterprises and to determine the main characteristics of the organizational culture. Some authors devoted their research the organizational culture of particular branches of Ukrainian economy, for example, trade or food industry [1, 2]. In contrast to them we set a goal to make a cross-industry investigation of the enterprises' organizational culture in Ukraine.

Results and Discussion. According to the levels of the organizational culture proposed by Edgar Schein [3], such items of organizational culture as artifacts and declared values are open to external customers, although their transcript may not always be easy or correct. The workers' basic underlying assumptions usually are closed to outside observers and require a longer time to study directly in the company. We

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strongly agree with E. Schein's conclusion about the difficulty of decryption the formal elements of organizational culture. At the same time, we believe that research stage of the organizational culture of the enterprise should start with an analysis of precisely those manifestations of organizational culture, which are officially declared by management and materialized in the relevant documents or otherwise (e.g. type of organizational structure, branding, etc.).

We offer the results of monitoring the presence of organizational culture formal elements in the Ukrainian enterprises, conducted by undergraduate students of master's program "Project Management and Consulting" in research university «Kyiv National Economic University named after Vadym Hetman». The study covered 86 companies at 19 industries and branches of Ukrainian economy (food, pharmaceuticals, construction materials, banking institutions, retail) during years 2013-2014. The formal elements of organizational culture availability (Table 1) were defined according to information published on the official websites of the companies.

Table 1

The Formal Elements of Ukrainian Enterprises Organizational Culture

№	Organizational Culture Formal Elements	Number of enterprises	Share, %
1	Business philosophy, values formulated	86	100
2	Hailed social responsibility	75	88
3	Symbols of the company:		
	• <i>Logotype</i>	82	95
	• <i>Emblem</i>	52	60
	• <i>Buildings and interior design</i>	73	85
	• <i>Branded clothing</i>	83	97
	• <i>Other – branding, newspaper</i>	68	79
4	Formulated moral standards and behavior rules :		
	• <i>Code of Ethics</i>	39	45
	• <i>Internal Rules of Conduct</i>	81	94
5	Mythology (myths, legends, stories, anecdotes):		
	• <i>About outstanding people</i>	57	66
	• <i>About the events</i>	57	66
	• <i>On overcoming the crisis</i>	46	54
	• <i>On cultural and sport events</i>	61	71
6	Centralized organizational structure	83	97

7	Vertical subordination and reporting system	79	92
8	The rites, rituals, ceremonies, customs and traditions	73	85
9	Criteria / indicators encouraging employees (bonus system)	86	100
10	The procedure for the introduction of new employees in the staff: mentoring, training, other	86	100

The study found that 100 percent of the companies covered by monitoring have formulated the philosophy and values of the business, criteria encouraging employees and procedure for bringing new employees in the team. A large share of companies (80 percent) have branding. Information about the Code of Ethics serves only 45 percent of firms in the study. More than half of surveyed companies use such a powerful tool for the organizational culture formation and strengthening as traditions, rituals and instructive stories about significant events or persons of the company. The peculiarity of domestic enterprises is the predominance of centralized organizational structure and building a vertical reporting systems (over 90 percent).

Conclusion. The results of the cross-industry investigation of the enterprises' organizational culture formal elements in Ukraine are presented. The sample of eighty-six companies at nineteen industries and branches of Ukrainian economy (food, pharmaceuticals, construction materials, banking institutions, retail) during years 2013-2014 was analyzed in order to determine the main characteristics of organizational culture.

Summing up, it should be noted that domestic enterprises actively use formal elements for building and strengthening their organizational culture. At the same time, the majority of surveyed companies tend to build vertical centralized management and reporting system, which indicates some priorities in management styles. For more accurate conclusions about the existence and use of formal elements of organizational culture by domestic enterprises monitoring sample enterprises would be continued and the number of companies covered by the survey would be expanded.

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ФОРМАЛЬНЫЕ ЭЛЕМЕНТЫ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ УКРАИНСКИХ ПРЕДПРИЯТИЙ: НАЛИЧИЕ И ХАРАКТЕРИСТИКА

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Аннотация. Украинские предприятия активно формируют или трансформируют организационную культуру в соответствии с изменениями в бизнес-среде. Задачей данной статьи является исследование наличия формальных элементов организационной культуры у украинских предприятий и определение основных характеристик организационной культуры. Представлены результаты исследования восьмидесяти шести украинских предприятий на предмет наличия формальных элементов организационной культуры. Определены основные тенденции развития организационной культуры отечественных предприятий.

Ключевые слова: организационная культура, формальные элементы организационной культуры.

ФОРМАЛЬНІ ЕЛЕМЕНТИ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ УКРАЇНСЬКИХ ПІДПРИЄМСТВ: НАЯВНІСТЬ І ХАРАКТЕРИСТИКА

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Анотація. Українські підприємства активно формують або трансформують організаційну культуру відповідно до змін у бізнес-середовищі. Завданням даної статті є дослідження наявності формальних елементів організаційної культури в українських підприємствах і визначення основних характеристик організаційної культури. Представлено результати дослідження вісімдесяти шести українських підприємств на предмет наявності формальних елементів організаційної культури. Визначено основні тенденції розвитку організаційної культури вітчизняних підприємств.

Ключові слова: організаційна культура, формальні елементи організаційної культури.

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