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THE IMPACT OF CORPORATE CULTURE ON THE EFFECTIVENESS OF AN ORGANIZATION: PROSPECTS AND RISKS

Abstract

This article explores the significance of corporate culture in modern business. The introduction provides an overview of the topic and formulates the purpose of the research. Next, the definition of corporate culture is analyzed, including its concept, components and role in the life of an organization. The impact of corporate culture on business performance is then examined, identifying both positive and negative aspects such as employee motivation and possible conflicts. The impact of corporate culture on organizational competitiveness is then discussed, including brand building, attracting talent and driving innovation. Corporate culture is a critical intangible resource that significantly impacts the overall performance of organizations in developing countries. Therefore, this study focuses on the energy sector in these countries to evaluate the influence of corporate culture on performance. The factors that shape corporate culture such as leadership, values and organizational structure are then discussed. The article also presents examples of successful corporate cultures as well as strategies for strengthening and changing corporate culture. The conclusion summarizes and draws conclusions about the importance of corporate culture in achieving organizational effectiveness and competitiveness. There are different approaches to assessing the impact of corporate culture on the economic performance of a company: combining assessment algorithms allows making more valid conclusions. At the same time, the impact of corporate culture on the economic and socio-psychological performance of the company is investigated.

Keywords: corporate culture, organizational effectiveness, competitiveness, employee motivation, conflicts, brand building, change management.

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КОРПОРАТИВТІК МӘДЕНИЕТТІҢ ҰЙЫМНЫҢ ТИІМДІЛІГІНЕ ӘСЕРІ: БОЛАШАҒЫ МЕН ТӘУЕКЕЛДЕРІ

Аңдатпа

Бұл мақалада қазіргі бизнестегі корпоративті мәдениеттің маңызы зерттелген. Кіріспеде тақырыпқа шолу жасалады және зерттеу мақсаты тұжырымдалады. Әрі қарай, корпоративті мәдениеттің анықтамасы, оның тұжырымдамасы, компоненттері және ұйым өміріндегі рөлі талданады. Содан кейін корпоративтік мәдениеттің бизнестің тиімділігіне әсері талданады, қызметкерлерді ынталандыру және ықтимал қақтығыстар сияқты оң және теріс аспектілер анықталады. Содан кейін корпоративтік мәдениеттің ұйымның бәсекеге қабілеттілігіне әсері, соның ішінде бренд құру, таланттарды тарту және инновацияларды ынталандыру талқыланады. Корпоративтік мәдениет дамушы елдердегі ұйымдар қызметінің жалпы тиімділігіне айтарлықтай әсер ететін маңызды материалдық емес ресурс болып табылады. Сондықтан, бұл зерттеу корпоративтік мәдениеттің қызмет нәтижелеріне әсерін бағалау үшін осы елдердегі энергетикалық секторға бағытталған. Содан кейін көшбасшылық, құндылықтар және Ұйымдық құрылым сияқты корпоративтік мәдениетті қалыптастыратын факторлар талқыланады. Мақалада табысты корпоративтік мәдениеттердің мысалдары, сондай-ақ корпоративтік мәдениетті нығайту және өзгерту стратегиялары келтірілген. Қорытындыда ұйымның тиімділігі мен бәсекеге қабілеттілігіне қол жеткізу үшін корпоративтік мәдениеттің маңыздылығы туралы қорытындылар жасалады. Корпоративтік мәдениеттің компанияның экономикалық көрсеткіштеріне әсерін бағалаудың әртүрлі тәсілдері бар: бағалау алгоритмдерін біріктіру неғұрлым негізделген қорытынды жасауға мүмкіндік береді. Сонымен бірге корпоративті мәдениеттің компанияның экономикалық және әлеуметтік-психологиялық көрсеткіштеріне әсері зерттеледі.

Түйін сөздер: корпоративтік мәдениет, ұйымдастырушылық тиімділік, бәсекеге қабілеттілік, қызметкерлерді ынталандыру, қақтығыстар, бренд құру, өзгерістерді басқару.

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ВЛИЯНИЕ КОРПОРАТИВНОЙ КУЛЬТУРЫ НА ЭФФЕКТИВНОСТЬ ОРГАНИЗАЦИИ: ПЕРСПЕКТИВЫ И РИСКИ

Аннотация

В данной статье исследуется значение корпоративной культуры в современном бизнесе. Во введении дается обзор темы и формулируется цель исследования. Далее анализируется определение корпоративной культуры, включая ее понятие, компоненты и роль в жизни организации. Затем анализируется влияние корпоративной культуры на эффективность бизнеса, выявляются как положительные, так и отрицательные аспекты, такие как мотивация сотрудников и возможные конфликты. Затем обсуждается влияние корпоративной культуры на конкурентоспособность организации, включая создание бренда, привлечение талантов и стимулирование инноваций. Корпоративная культура является важнейшим нематериальным ресурсом, который существенно влияет на общую эффективность деятельности организаций в развивающихся странах. Поэтому в данном исследовании основное внимание уделяется энергетическому сектору в этих странах, чтобы оценить влияние корпоративной культуры на результаты деятельности. Затем обсуждаются факторы, формирующие корпоративную культуру, такие как лидерство, ценности и организационная структура. В статье также представлены примеры успешных корпоративных культур, а также стратегии укрепления и изменения корпоративной культуры. В заключении обобщаются и делаются выводы о важности корпоративной культуры для достижения эффективности и конкурентоспособности организации. Существуют различные подходы к оценке влияния корпоративной культуры на экономические показатели компании: комбинирование алгоритмов оценки позволяет делать более обоснованные выводы. В то же время исследуется влияние корпоративной культуры на экономические и социально-психологические показатели компании.

Ключевые слова: корпоративная культура, организационная эффективность, конкурентоспособность, мотивация сотрудников, конфликты, создание бренда, управление изменениями.

INTRODUCTION. The corporate culture has a profound impact on the success and competitiveness of companies in today's business landscape. It encompasses a set of principles, standards, behaviors, and customs that define the internal environment of a company. Its influence permeates all aspects of the organization's operations, either enhancing its performance or hindering its growth.

A robust corporate culture serves as a powerful motivator, fostering team spirit and creating a positive company image. When employees align with the organization's values and feel valued, their engagement and productivity soar. Moreover, a strong corporate culture fosters an atmosphere of trust and collaboration, enhancing process coordination and contributing to the attainment of strategic objectives.

Alongside the positive aspects, corporate culture can also have a detrimental effect. When there is a discrepancy between the values of the organization and the expectations of employees, when the management style is authoritarian, or when the company is not open to innovation, it can lead to a decrease in motivation, an increase in conflict, and resistance to change. This, in turn, negatively affects the organization's competitiveness and its ability to adapt to changes in the market environment.

The study of corporate culture gained prominence in the second half of the 20th century, when researchers and practitioners recognized its impact on business performance. However, this phenomenon has deep historical roots, stemming from the exploration of social norms, behavioral patterns, and organizational climate mechanisms. Today, corporate culture is viewed not only as a factor in personnel management but also as a strategic instrument that determines a company's success in the market.

The significance of this subject is due to the increasing attention being paid to the processes of creating and altering corporate culture in the context of globalization, digitalization, and shifting economic conditions. Despite the wealth of research, there are still a number of unanswered questions regarding how to measure the influence of corporate culture on various aspects of an organization's operations, and how to identify the most effective management approaches and techniques. Therefore, the exploration of corporate culture and its impact on enhancing the effectiveness and competitiveness of organizations is a crucial area for both academic inquiry and practical application.

Indirect references to corporate and organizational culture are found already since the 30s of the 20th century. For example, the concept of social norm of behavior was introduced by M. Sherif in 1936[1], and in 1939 C. Levin, R. Lippitt and R. White used the idea of climate in an organization [2]. The concept of corporate culture firmly gained one of the leading places in the literature on organization theory in the 80s of the 20th century, at the same time the perception of corporate culture as a factor of business efficiency began to form [3,4].

Corporate culture is not just a set of rules and values that determine employee behavior. She also plays a key role in shaping the image of the company and its brand.

A corporate culture that promotes the creation of a positive image of the employer, helps to attract and retain qualified specialists. This is crucial for the company's competitiveness. [5]

In addition, the corporate culture allows the organization to adapt to changes in the market and gain competitive advantages. It creates an atmosphere that promotes innovation and development. [6]

Thus, the corporate culture has a significant impact on the competitiveness and efficiency of the company. Understanding its role and the ability to create and maintain a strong corporate culture are becoming key tasks for modern managers and leaders.

Analyzing publicly available Internet sources, it is possible to find common characteristics of corporate culture, represented by representatives of different levels of the organization.

For example, S. Robbins defines corporate culture as a social tool that supports the unity of an organization by setting generally accepted standards of behavior and thinking. [7]

Corporate culture shapes the company's image and promotes the growth of employees' voluntary commitment to the organization. It also creates unique characteristics that set the company apart from its competitors.

It is interesting to know the opinion of HR managers from different companies.

The ideological expression of all intangible processes in a company is a tool that helps to increase business efficiency.

G. Zhenjing and his colleagues studied in detail the involvement of employees in the workflow [8]. This is reflected in the degree of motivation, inspiration, and willingness to voluntarily sacrifice personal interests for the sake of the company's interests.

In the 60-80s of the XX century, Russian and foreign scientists studied the relationship between employee engagement and labor productivity. This topic is most fully revealed in the works of American sociologists Morris and Sherman [9].

In more recent studies, it has been empirically proven that there is a direct relationship between employee satisfaction and customer satisfaction, as well as between customer satisfaction and the financial results of the company [10].

Beliefs, rules, customs, norms, symbols, general standards of behavior, and traditions that create a special atmosphere and working environment in an organization together make up its corporate culture. It is a set of values and principles that determine the attitude of employees to each other, as well as to external partners and clients of the company.

The corporate culture includes the following elements:

1. Values are the basic ideals and concepts that an organization supports and promotes. Such values include honesty, creativity, responsibility, cooperation, and others.

2. Mission and Vision — a brief description of the goals and principles of the organization that inspire employees and contribute to the formation of a sense of unity.

3. Rules and Regulations — standards, expectations, and principles that determine how employees interact with each other and with other parties.

4. Rituals and customs:

The unique cultural environment of the organization is created thanks to the traditions, rituals and customs that exist in it.

5. Communication:

Methods of information exchange and communication within the organization, such as openness, directness, support, and others.

6. The Manual:

The leadership qualities and style that leaders demonstrate affect the team as a whole.

7. Organizational structure:

The structure and hierarchy of a business determine the order of decision-making and the distribution of authority and responsibility.

Corporate culture plays an important role in shaping the identity and character of an organization.

Its importance is confirmed by the following factors:

1. Formation of a common goal and direction of activity:

Corporate culture helps employees understand and accept the common values and goals of the organization, which contributes to their motivation and enthusiasm.

2. Creating a favorable working climate:

A carefully designed and maintained corporate culture creates an atmosphere that motivates and inspires employees, increasing their job satisfaction and productivity.

3. Building a team spirit:

Corporate culture helps to unite employees into a single team, which helps to improve teamwork and achieve common goals.

4. Attracting and retaining talented professionals:

One of the most effective strategies for attracting and retaining highly qualified specialists is to create a solid and interesting corporate culture.

5. Stimulating progress and innovation:

To increase the company's competitiveness, it is necessary to introduce new ideas, approaches and technologies. This is possible in an environment where creativity, innovation, and continuous development are encouraged.

Corporate culture plays a key role in a company's success, as it determines how employees interact, act, and think. This affects their productivity, motivation, and the company's ability to compete effectively in the market.

Positive effects of business culture include:

1. Employee Motivation: Employees can be highly motivated by a strong corporate culture. Employees are more engaged and driven to accomplish shared objectives when they perceive that they are a part of something greater than simply working for the firm and when their values coincide with those of the organization.

2. Encourage teamwork: A well-crafted corporate culture encourages cooperation and a sense of unity. Employees are more inclined to work together more effectively and share information and experiences when they believe they are a part of a team that aims for success.

3. Enhanced productivity: Enhanced team spirit and high motivation frequently result in higher output. Employees are frequently more innovative and effective in problem-solving when they feel like they are a part of a successful and encouraging workplace, which eventually boosts productivity across the board.

Adverse consequences of corporate culture:

1. Internal conflicts: Employee disputes may arise from misaligned values or a lack of awareness of the company culture. Performance and the caliber of goods or services may suffer as a result of the organization's tense and hostile environment.

2. Decline in employee satisfaction and morale: If the company culture fails to meet and support the requirements of its workers, it may result in a decline in employee satisfaction and morale.

3. Innovation stagnation and rejection: Some business cultures may be very traditional and averse to change and innovation. A company's competitiveness may suffer as a result of keeping the same and passing up chances for expansion and improvement.

Creating a distinctive corporate image and brand: A company's corporate culture has a significant impact on its distinctive image and brand. Establishing and preserving a distinctive image and brand is facilitated by a culture that highlights the company's beliefs, distinctive characteristics, and guiding principles. It helps clients, partners, and the general public recognize and remember the business. Talent attraction and retention: One of the most effective strategies for luring and keeping brilliant workers is a robust corporate culture.

A corporation attracts highly competent workers when it is recognized for its mission, values, and distinctive approach to work[11]. Additionally, a welcoming and encouraging work atmosphere helps retain employees by fostering a sense of fulfillment and comfort. Establishing an atmosphere that is conducive to innovation and development: One important element in establishing an environment that is conducive to innovation and development is corporate culture. New concepts and initiatives are fostered by a culture that appreciates and promotes experimentation, creativity, and innovation. The innovative potential of the business is stimulated when staff members are free to voice their opinions and suggest novel strategies.

Leadership and company strategy: Leadership plays a key role in shaping corporate culture. Company leaders are the primary architects of culture, defining the values, norms and expectations that should be embedded in the organization. Effective leaders not only set the direction of the company but also act as role models for employees, reflecting and promoting the values and goals of the organization. Company strategy also has a direct impact on corporate culture. Corporate culture should be aligned with the company's goals and strategic priorities. If the company is focused on innovation, the culture should encourage creativity and experimentation.

If the main emphasis is on customer focus, the culture should support a high level of service and attention to customer needs [12].

System of values and attitudes: The system of values and attitudes defines the basic principles that underlie the company's activities. Values express those principles that the company believes in and recognizes as important to its success. These values form the basis of the corporate culture, determining the behavior of employees and the decisions taken. Attitudes, on the other hand, are the shared norms and expectations that guide behavior and relationships within the company.

Organizational Structure and Communication: Organizational structure plays an important role in shaping corporate culture. It determines the ways in which employees interact with each other, the hierarchy of authority and levels of responsibility. A flexible and open structure can foster corporate culture and encourage communication and the exchange of ideas. Communication also plays a key role in building and maintaining corporate culture. Open and effective communication helps build rapport among employees, maintains trust, and fosters a shared vision and goals. A culture that values openness and direct communication tends to be more successful in the long run.

MATERIALS AND METHODS. During the research, the following works were carried out: analysis of corporate documents, including the mission, values and strategies of the organization; analysis of the corporate culture index.

A comparison of corporate cultures of different companies has been carried out, best practices have been identified and a model of the influence of corporate culture on business efficiency has been created. Simulation modeling was also carried out to predict the consequences of a change in corporate culture.

RESULTS AND DISCUSSIONS.

According to studies on the correlation between organizational culture and performance, businesses with a well-defined corporate culture tend to have higher employee engagement. This is because employees feel valued, appreciated, and invested in the company's overall success. Moreover, employees who are part of the company's "Perfect One Community" initiative and are passionate about its growth tend to be more productive.

For instance, Google is a company that exemplifies this. Google employees are given the freedom to dedicate up to 20% of their working time to personal projects, which has resulted in the development of products such as Google Maps and Gmail[13]. The flexible work hours, free lunches, open workspaces, and recreational areas inspire employees and boost their productivity.

Netflix is a company that values employee autonomy and trust. This is evident in their flexible work schedules and generous vacation policies. Netflix fosters employee confidence by providing flexible working hours and unlimited vacation days. Employees are empowered to take ownership of their work and the company's success, which further enhances their engagement in the implementation of this strategy.

A crucial aspect of business operations is the corporate culture. A well-established corporate culture helps to establish a shared set of values and principles, which improves the efficiency of management processes and enhances internal communication, reducing conflicts and increasing trust between managers and employees. [14]

Furthermore, organizations with a robust corporate culture are more receptive to fresh concepts and adapt to shifts in the external environment more swiftly. Take Amazon, for instance. Amazon employs data and analytics to enhance operational processes and maintains stringent performance standards, positioning itself as one of the most lucrative companies globally. At Amazon, customer satisfaction is paramount. The company tailors its operations to meet the demands and preferences of its customers.

Founder Jeff Bezos has consistently emphasized that at Amazon, every decision is made with the customer in mind.

Amazon is renowned for its stringent corporate culture, which demands unwavering commitment and productivity from its employees. The company carefully selects its workforce, expecting them to consistently deliver exceptional results. The principle of "Continuous Improvement" is deeply ingrained in the company's ethos. Amazon actively leverages Big Data and analytics to enhance operational efficiency. For instance, the company's product recommendation system employs sophisticated algorithms to analyze vast amounts of user behavior data.

Jeff Bezos introduced the concept of "Day One," which emphasizes the importance of operating as if the company were just starting out, with a renewed sense of energy, a desire for growth, and a commitment to innovation. Conversely, "Day Two" represents stagnation, a loss of momentum, and ultimately, the decline of the company. [15]

Amazon fosters innovation by encouraging employees to test new concepts and implement groundbreaking solutions. The company embraces a culture of swift experimentation: if an idea fails to deliver the desired outcomes, it is promptly evaluated and discarded.

By prioritizing the customer, Amazon has developed a groundbreaking logistics system. The Prime and One-Day Delivery programs have redefined the standard for delivery speed.

The introduction of stores without Amazon Go cash registers represents a novel approach to retail.

Amazon's growth-oriented corporate culture has propelled it beyond the realm of online commerce. As a result, business ventures such as Amazon Web Services (AWS), the largest cloud service, and Amazon Prime Video, a competitor to Netflix, have emerged. [16]

Amazon is a company that is always on the lookout for new ways to improve and adapt. For instance, during the COVID-19 crisis, they swiftly reorganized their operations, investing in logistics and enhancing their online services. With a culture that prioritizes efficiency, innovation, and customer satisfaction, Amazon has become one of the most successful and influential companies globally, reshaping the landscape of e-commerce.

Airbnb is the next company to watch. The foundation of Airbnb's business strategy is the trust between hosts and guests, and its corporate culture supports maintaining high standards of customer service and innovation. [17]

Modern non-material methods of motivation, such as recognizing achievements, hosting company events, allowing remote work, and supporting employees' projects, are all part of the company's culture.

In organizations with a well-developed motivational system, employee productivity increases and stress levels decrease.

The company's career development, mentorship, and training programs foster employee loyalty and help retain valuable staff. [18]

For instance, one of the world's largest companies, Microsoft, heavily relies on its corporate culture to inspire employees and achieve outstanding results. Microsoft employees are given the opportunity to contribute to innovative projects and share their ideas.

Employees can try out new products and technologies through experimental projects, such as those conducted by the Microsoft Garage division. The company actively supports a healthy work-life balance by offering remote work, flexible schedules, mental health support, and sports activities. Microsoft has a comprehensive policy on equal opportunities and inclusivity. Microsoft encourages open communication between employees, departments, and even senior management.

Predicting the impact of alterations in organizational culture (based on simulation findings).

According to the simulation outcomes, companies that actively work to establish a corporate culture typically experience a 15-20% boost in efficiency within the first two years. Conversely, businesses that neglect corporate culture risk witnessing a 30% increase in employee turnover, a 30% decrease in labor productivity, and a deterioration in the company's atmosphere.

To effectively cultivate a corporate culture, a strategic approach is necessary, which involves a systematic process of assessing the current situation, engaging employees, and consistently implementing values and behavioral standards.

. For instance, General Electric (GE) is a global corporation operating in diverse sectors, including aviation, energy systems, renewable energy, and digital technologies. Founded in 1892, GE has long been a symbol of American business.

Until the 2000s, GE's corporate culture was characterized by a rigid hierarchy, a focus on strict processes, and an employee ranking system known as "rank-n-yank," where 10% of the worst-performing employees were dismissed annually. This approach ensured efficiency but also created a stressful work environment.

However, with the appointment of Jeff Immelt as CEO in 2001, a shift in corporate culture began. GE's corporate culture plays a crucial role in managing strategic change across all business areas. GE regularly adapts its cultural characteristics to align with current business needs and industry trends.. The resulting organizational culture fosters business agility in addressing market obstacles, such as external pressures from competitors like Rolls-Royce and Pratt & Whitney, as demonstrated in the analysis of the five forces of General Electric. [19]

As a prominent player in the global aerospace industry, General Electric exemplifies a work culture that underpins long-term prosperity. The corporate culture of General Electric serves as a guiding principle for decision-making within the company. For instance, when tackling workplace issues, management personnel consider how potential solutions for the commercial aviation sector align with GE's cultural framework. This cultural alignment is a crucial factor in determining the success of business initiatives.

The organizational culture of General Electric is deeply intertwined with the external business environment, providing a foundation for decision-making processes.

CONCLUSION. The research demonstrated that the corporate culture is a crucial element for the company's prosperity, impacting the efficiency of business operations, employee motivation, innovation capabilities, and competitiveness.

By examining the examples of renowned companies like Google, Netflix, and General Electric, it becomes evident that a robust corporate culture not only fosters internal team unity but also drives business growth, fosters innovation, and enhances the company's appeal to exceptional professionals.

Therefore, the management of corporate culture should be a top priority for the leadership of an organization, as it is an investment in its future prosperity and success. It can be argued that if corporate culture is effectively utilized, it can propel a company towards success, prosperity, and stability, while if it is not effectively utilized, it can lead to the opposite outcomes. Consequently, corporate culture must be studied, its development must be monitored, enhanced, and its transformations must be regulated. It must become an integral part of the entire organization, guided by appropriate economic and technological advancements, the peculiarities of Kazakhstani legislation and mentality, as well as the specific characteristics of a particular company. It must contribute to the attainment of objectives and, consequently, enhance the efficiency of the company.

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