

DIAGNOSTICS OF CORPORATE CULTURE ON MACHINE-BUILDING ENTERPRISES IN UKRAINE³

The article identifies and classifies the factors influencing the formation of corporate culture on favourable and inhibitory factors. It was found that the effective influence on the corporate culture of machine-building enterprises is ensured by the availability and clear functioning of certain components of corporate culture, which can provide events that respect corporate traditions, respect for labour, intellectual, sports achievements; and spread corporate culture at the enterprise on internal and external environment. It was found that the main important components of corporate culture include: regulations, standards, organisational structure.

A methodological approach to the assessment of corporate culture on the basis of formalised and informal methods, taking into account expert assessment, is proposed. It takes into account the general style of leadership in the enterprise, management style, combines the essence of the enterprise, its strategic goals and criteria for success. The results of approbation of the specified approach at the Ukrainian machine-building enterprises are given.

Keywords: corporate culture; assessment methods; factors; strategic development; components; diagnostics

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Introduction

One of the internal sources of stimulating economic growth of enterprises in modern conditions is corporate culture – a set of important provisions of the organisation, due to the mission and development strategy, which are reflected in the social norms and values of most employees. Today, leading foreign and domestic companies use it as a tool for innovation management.

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Mechanical engineering in Ukraine is a leading industry, is the foundation of the country's economic potential. Machine-building enterprises play an important role in implementing the achievements of scientific and technological progress in all sectors of the economy. At the same time, it should be noted that most Ukrainian machine-building enterprises of the post-socialist system find it very difficult to integrate into the world market economy, in particular, due to the lack of corporate culture. The issues of formation and skilful use of corporate culture at Ukrainian machine-building enterprises has arisen only recently. The realities of today's machine-building industry indicate a slight use of principles, methods, approaches of corporate culture in the management of machine-building enterprises, which negatively affects the further activities of these enterprises.

The dynamic development of machine-building enterprises in a changing external environment necessitates constant monitoring of its condition, development trends and the effectiveness of support measures. All these tasks are solved with the help of a well-established process of diagnosing corporate culture. That is why the improvement of methodological approaches to the diagnosis of corporate culture becomes extremely relevant in practice.

The aim of the article is to develop a methodological approach to the assessment of corporate culture in machine-building enterprises.

Recent Research and Publications Analysis

Many researchers focus on the problems associated with the analysis and diagnosis of the corporate culture, its role in the practice of enterprise management.

Foreign economists have devoted their scientific works to certain aspects of assessment and diagnostics of the corporate culture at enterprises in different years, namely: Hofstede G. (1980, 2004), Schein E. (2004), Denison D. (2015), Janovics J., Young J. (2006), Johnson G. (1999), Cameron K. S. & Quinn R. E. (2011), Schlicht E. (2004), Claver E., Llopis J., Garcia D. & Molina H. (1998), Goffee R. (2003), Kim Jean Lee S. & Yu K. (2004), Morcillo P., Rodriguez-Anton J. M. & Rubio L. (2007), Flamholtz E. G. & Yvonne R. (2012), Jofreh M. & Masoumi S. E. (2013), Luigi G., Sapienza P. & Zingales L. (2015), Wahyuningsih S. H., Sudiro A., Troena E. A. & Irawanto D. W. (2019), Gorton G. B. & Zentefis A. K. (2020).

These issues were not left out of the attention of Ukrainian researchers, in particular such as: Zakharchin G. M. (2011), Yevtukhova T.I, Legenko Yu.V., Rodionov O.V & Rudenko O.M. (2013), Smolinska N.V. (2013), Semykina M. V. (2013), Tarasova O. V. & Marinova S. S. (2013), Skrynkovskyi R. (2015), Rudkovskyi O. V. (2015), Shaposhnykov K. (2017), Soroka, O., Kalaur, S. & Balendr, A. (2020).

Summarising the approaches of the scientific community to the assessment of corporate culture in enterprises, informal and formalised methods are distinguished. Informal methods, which are based on the use of qualitative methods, include: in-depth interview; monographic research (observation); study of rules, traditions, ceremonies and rituals that have developed at the enterprise; study of management practices; traditional analysis of the organisation's documents; "Bypass" of the enterprise; observation of meetings, including a clinical

interview. Formalised (quantitative) methods, which are characterised by the use of various standardised questionnaires, include sociological research (questionnaires; tests; role-playing games, trainings; sociometry) and evaluation methods based on corporate culture models, such as the model of G. Hofstede, E. Shane's model, model of C. Handy, D. Denison's model, model of K. Cameron & R. Quinn, model of T. Dila & A. Kennedy.

At the same time, a single approach to the diagnosis of corporate culture, which would take into account the influence of internal and external factors, has not been developed. Moreover, the presence and functioning of certain components of corporate culture have a strong influence on the corporate culture at machine-building enterprises.

Research Results Presentation

In modern conditions of the machine-building enterprises functioning, the estimation and diagnostics of corporate culture is a litmus test of the strategy of the enterprises.

Assessment and diagnostics of the corporate culture of machine-building enterprises is based on the following areas – sociology, economics, psychology, management and marketing, consultants on corporate development of consulting firms. Such an assessment and change in corporate culture should be based on the overall organisational development of the enterprise in accordance with the strategy and goals set.

In order to analyse the factors influencing the formation of corporate culture, it is necessary to first identify and classify them. The factors influencing the formation of corporate culture are classified by us as favourable and inhibiting (Figure 1).

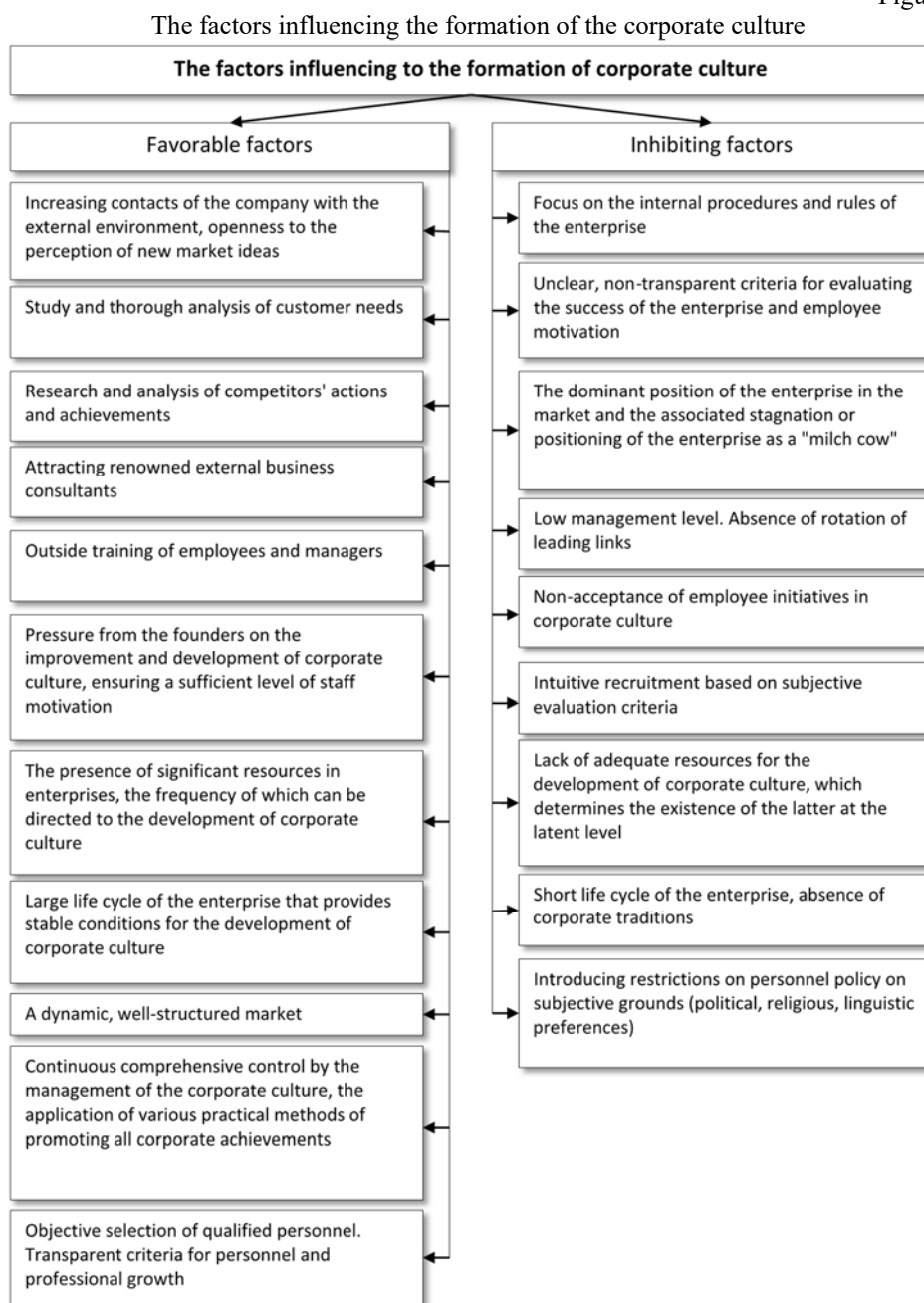
Before embarking on a study to diagnose and develop a corporate culture within an organisation, it is important to understand the internal and external factors that contribute to or inhibit positive changes in the corporate culture of the organisation (Dzinko, 2010).

Effective influence on the corporate culture of the enterprise ensures the availability and clear functioning of individual components of the corporate culture.

The action of these components can provide a range of activities that show corporate traditions, inspire respect for work, intellectual development, sports and other achievements, and promote corporate culture in the internal environment of the enterprise and beyond. In general, the purpose of such activities is to educate employees to respect the corporate culture of the enterprise and to encourage them to raise it to an even higher level (Smolinska, 2013).

The main important components of corporate culture include: corporate documents, standards and organisational structure. The nature of these documents must be communicated to the workers through corporate media. These corporate requirements must be accepted by all employees of the team. Such measures will provide a high level of trust in them and will promote the development of relationships in the team (Berdynets, Surzhenko, 2016).

Figure 1



Source: Created by the authors on the basis of Pekar, 2012; Androsova, 2019.

Making the necessary changes will help improve the corporate culture. To do this, it is necessary to conduct a study of the corporate culture already existing at the enterprise. In every mechanical engineering enterprise, there is often a unique corporate culture and in order to take steps to improve it, one must understand what is happening at the enterprise at the moment. The main methods of assessing corporate culture at the enterprise are summarised in Table 1.

Table 1

Methods of assessing the state of the corporate culture at machine-building enterprises

Groups of methods	Methods
Informal methods (interpretative, ideographic), which are based on the use of qualitative methods	in-depth interview
	monographic research (observation)
	study of the rules, traditions, ceremonies and rituals that have developed at the enterprise
	study of management practices in the enterprise
	traditional analysis of organisation documents
	„Bypass“ of the enterprise
	observing meetings, including clinical interviews
Formalised (quantitative) methods characterised by the use of different standardised questionnaires	sociological research (questionnaires; tests; role-plays, trainings; sociometry)
	G. Hofstede model
	E. Shane model
	H. Handy model
	D. Denison's model
	K. Cameron and R. Quinn model
	T. Dila and A. Kennedy model

Note: Created by the authors on the basis of (Yevtukhova and others, 2013)

The main problem in Ukraine is an insufficient study of corporate culture, insufficient systematicity in the existing models of foreign scientists. All this has led to the absence of a methodology for assessing corporate culture based on a systematic approach that would allow the heads of mechanical engineering enterprises to comprehensively diagnose the corporate culture of enterprises (Androsova, 2019).

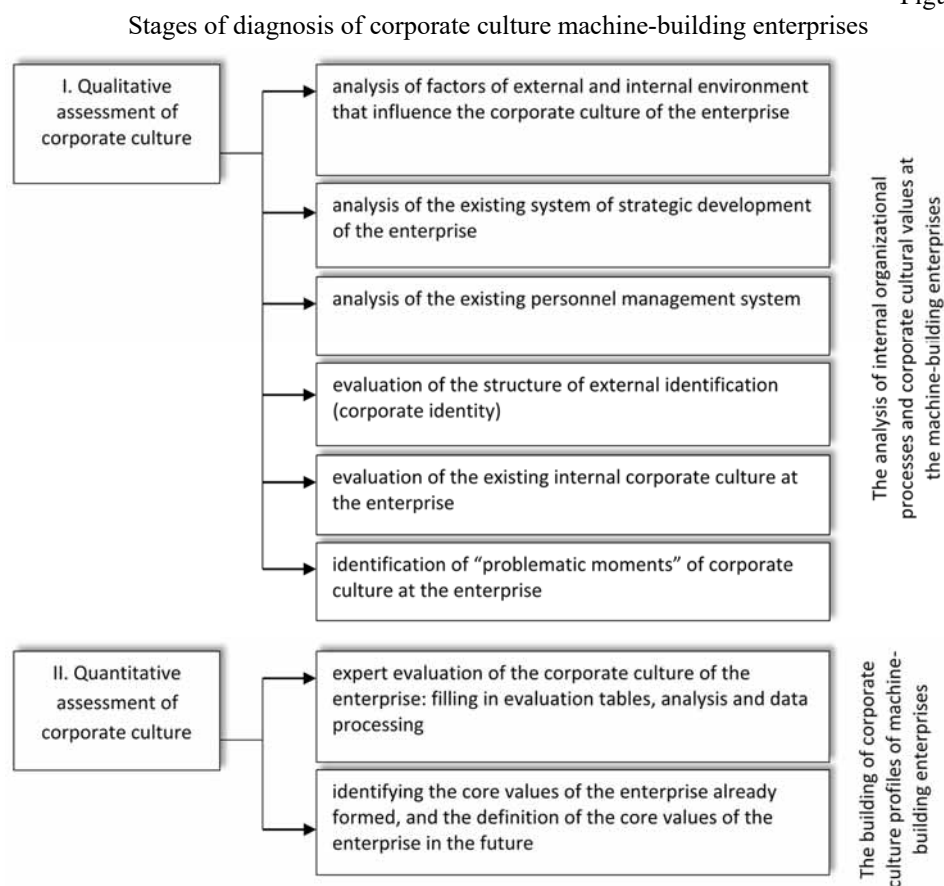
To solve the problem of diagnosing corporate culture at machine-building enterprises, a methodological approach based on both standard diagnostic procedures and special methods for assessing corporate culture at machine-building enterprises is proposed. This approach is based on performing actions in two stages (Figure 2).

I. Qualitative assessment of corporate culture

The analysis of internal organisational processes and corporate cultural values at the machine-building enterprises, which consists of the following components:

- analysis of factors of the external and internal environment that influence the corporate culture of the enterprise;
- analysis of the existing system of strategic development of the enterprise: a study of the existing regulations of strategic management, their applicability and effectiveness for the enterprise;

Figure 2



Source: Created by the authors on the basis of Prokhorova, Us & Bezuhla, 2015.

- analysis of the existing personnel management system: studying the regulations on personnel management, their compliance with the strategic goals and objectives of the enterprise, their applicability and effectiveness for the enterprise;
- evaluation of the structure of external identification (corporate identity) – analysis of the application and recognition of the corporate style of the machine-building enterprise in interaction with the external and internal environment;
- evaluation of the existing internal corporate culture at the enterprise – analysis of the existing internal corporate culture within the enterprise, and in interaction with clients;
- identification of „problematic moments” of the corporate culture at the enterprise – analysis and identification of „problematic moments” of corporate culture of the

enterprise, development of recommendations for their elimination. (Prokhorova, Us, Bezuhla, 2015).

The analysis of the existing corporate culture at the enterprises of mechanical engineering is carried out in the following main directions: basic values; traditions and symbolism; standards of behaviour; „Heroes“ of the enterprise; brand perception (Androsova, 2019).

To do this, it is necessary to identify the basic values of the already formed enterprise and to determine the basic values of the enterprise in the future.

II. Quantitative assessment of corporate culture. This technique is based on the construction of profiles of the corporate culture of machine-building enterprises by conducting an expert assessment of the corporate culture of the enterprise. It is necessary to identify the basic values of already established enterprises and to determine the basic values of enterprises in the future.

At this stage, an expert evaluation of the corporate culture of enterprises is carried out: filling in evaluation tables, analysis and processing of data.

At the first stage, it is necessary to carry out an expert assessment of corporate culture at the enterprises of machine-building enterprises with the use of the specified methods (Table 1) and to estimate its present character (a column „Current condition“) (Table 2).

Table 2

The total amount of points for processing the corporate culture score in the enterprise

Responses to the „Current Status“ column			Answers column for the „future Status“		
Version	Sum of points	Average value (Total score: 6)	Version	Sum of points	Average value (Total score: 6)
A			A		
B			B		
C			C		
D			D		
TOTAL:	600	100	TOTAL:	600	100

Note: Created by the authors on the basis of Yevtukhova and others, 2013.

At the second stage of the assessment, the same questions are proposed, but they must be answered based on the vision of the company in five years (column „Future status“ Table 2). It is necessary to present what the corporate culture of an enterprise that was able to achieve strategic goals should look like (Androsova, 2019).

The evaluation table includes six questions, which contain four possible answers (Table 3). In order to answer each question in detail, it is necessary to distribute points of 100-point evaluation between the four variants in such a ratio that really corresponds to the machine-building enterprise being analysed. The highest number of points should be given to those questions which, according to the expert, are more relevant to the management of the enterprise. When answering each question, the total score should be equal to 100.

Table 3

Corporate Culture Expert Rating at PJSC “Poltava Turbomechanical Plant”

Directions of assessment		Current Status	Future Status
1. Characteristics of the enterprise			
A	The enterprise is unique in its features. It is like a big family. Workers have a lot in common.	50	50
B	The enterprise is very dynamic and imbued with the spirit of development and improvement. Workers are willing to sacrifice themselves	25	25
C	The enterprise is result-oriented. The main concern is to achieve the task. Workers are focused on rivalry and goal achievement.	15	25
D	The enterprise is rigidly structured and strictly controlled. Workers' actions are determined by formal procedures.	10	0
Summary (points):		100	100
2. General style of leadership in the enterprise			
A	The overall leadership style of the enterprise is an example of monitoring, the desire to help and teach.	20	30
B	A common leadership style is an example of authority, innovation and risk-taking.	40	25
C	The general style of leadership is an example of efficiency, aggressiveness and result orientation.	10	25
D	A common leadership style sets an example for coordination, clear organisation, or streamlined profitability.	30	20
Summary (points):		100	100
3. Management style at the enterprise (human potential management)			
A	The management style at the company promotes teamwork, unanimity and decision-making.	30	30
B	The management style at the enterprise promotes individual employee risk, innovation, freedom and identity.	20	20
C	Management style in the enterprise is characterised by high demand, a strong desire for competitiveness and the promotion of achievement.	20	20
D	Management style at the enterprise is characterised by a guarantee of employment, a requirement of subordination, predictability and stability in the relations of the team.	30	30
Summary (points):		100	100
4. The uniting essence of the enterprise			
A	The enterprise combines commitment and mutual trust. Duty is highly appreciated.	40	45
B	The company combines a commitment to innovation and improvement. The need to be on the front lines is emphasised.	40	45
C	The enterprise combines an emphasis on goal achievement and task accomplishment. Common topics are aggression and victory.	10	5
D	The company combines formal rules and official policies	10	5
Summary (points):		100	100
5. Strategic goals of the enterprise			
A	The company focuses on humane development. High confidence, honesty and responsiveness are strongly maintained.	25	25
B	The company focuses on getting new resources and solving new problems. Approval of the new and exploration of the enterprise's capabilities are appreciated.	35	25
C	The company focuses on competitive actions and achievements.	20	25
D	The company focuses on stability and stability.	20	25
Summary (points):		100	100
6. Criteria for success of the enterprise			
A	The company strives for success on the basis of human resources development, teamwork, employee enthusiasm and concern for people.	25	25

Directions of assessment		Current Status	Future Status
B	The company seeks success by owning unique or new products. It is a production leader and innovator in the market.	25	40
C	The company seeks success on the basis of winning the market and outperforming its competitors. The key to success is competitive market leadership.	20	15
D	The company strives for success on the basis of profitability, reliable delivery, smooth schedules and low production costs.	30	20
Summary (points):		100	100

Note: Created by the authors based on (Official site of PJSC „Poltava Turbomechanical Plant“).

Only after the rating filling of Table 2, it is necessary to add up the scores of all the answers «A» in the column „Current status“ and then divide the received amount by 6 and calculate the average score on the answer «A». Such calculations should be made for options «B», «C», «D». Then it is necessary to add the scores of all the answers «A» in the column „Current Status” and divide by 6 to calculate an average of Option «A», but for the «Future Status». Such calculations are repeated for options «B», «C», and «D» for the «Future Status» column. For this purpose, the final calculations will be represented in Table 2.

Such estimation, with the help of a sum of points, will give the enterprises of machine-building enterprises an idea of how the analysed enterprise works and its main values.

In today's Ukraine, only a small number of machine-building enterprises use the principles of corporate culture in management. Such enterprises include, in particular, PJSC «Poltava Turbomechanical Plant» and PJSC “Zaporizhkan”. Therefore, testing of the proposed methodological approach was carried out at these enterprises.

Consider the result of the point evaluation of “Poltava Turbomechanical Plant”, the data are summarised in Table 3. To process the corporate culture score evaluation of PJSC “Poltava Turbomechanical Plant”, we will input the data to Table 4.

Table 4

The total amount of points for processing the corporate culture score of PJSC “Poltava Turbomechanical Plant”

Responses to the «Current Status» column			Responses to the «Future Status» column		
Version	Σ points	mean score	Version	Σ points	mean score
A	190	31,66	A	205	34,16
B	185	30,83	B	180	30,00
C	95	15,83	C	115	19,16
D	130	21,67	D	100	16,66
Total	600	100	Total	600	100

Note: Created by the author based on (Official site of PJSC «Poltava Turbomechanical Plant»).

Data indicated in Table 4 show that the enterprise is characterised by such values as uniqueness, employees have much in common, the overall leadership style in the enterprise is an example of authority and innovation. The enterprise has low scores for the actions of workers determined by formal procedures; low overall leadership style, which is an example of efficiency, aggressiveness, result orientation. The company needs to pay attention to the

achievement of the goal and the accomplishment of the task, the formal rules and the orientation policy.

Find out the expert rating assessment of corporate culture at the PJSC “Zaporizhkran”; the data are summarised in Table 5.

Table 5

Corporate Culture Expert Rating at PJSC “Zaporizhkran”

Directions of assessment		Current Status	Future Status
1. Characteristics of the enterprise			
A	The enterprise is unique in its features. It is like a big family. Workers have a lot in common.	25	45
B	The enterprise is very dynamic and imbued with the spirit of development and improvement. Workers are willing to sacrifice themselves	25	20
C	The enterprise is result-oriented. The main concern is to achieve the task. Workers are focused on rivalry and goal achievement.	25	20
D	The enterprise is rigidly structured and strictly controlled. Workers' actions are determined by formal procedures.	25	15
Summary (points):		100	100
2. General style of leadership in the enterprise			
A	The overall leadership style of the enterprise is an example of monitoring, the desire to help and teach.	25	25
B	A common leadership style is an example of authority, innovation and risk-taking.	30	30
C	The general style of leadership is an example of efficiency, aggressiveness and result orientation.	25	25
D	A common leadership style sets an example for coordination, clear organisation, or streamlined profitability.	20	20
Summary (points):		100	100
3. Management style at the enterprise (human potential management)			
A	The management style at the company promotes teamwork, unanimity and decision-making.	30	30
B	The management style at the enterprise promotes individual employee risk, innovation, freedom and identity.	25	25
C	Management style in the enterprise is characterised by high demand, a strong desire for competitiveness and the promotion of achievement.	25	25
D	Management style at the enterprise is characterised by a guarantee of employment, a requirement of subordination, predictability and stability in the relations of the team.	20	20
Summary (points):		100	100
4. The uniting essence of the enterprise			
A	The enterprise combines commitment and mutual trust. Duty is highly appreciated.	30	30
B	The company combines a commitment to innovation and improvement. The need to be on the front lines is emphasised.	25	25
C	The enterprise combines an emphasis on goal achievement and task accomplishment. Common topics are aggression and victory.	30	30
D	The company combines formal rules and official policies	15	15
Summary (points):		100	100
5. Strategic goals of the enterprise			
A	The company focuses on humane development. High confidence, honesty and responsiveness are strongly maintained.	30	30
B	The company focuses on getting new resources and solving new problems. Approval of the new and exploration of the enterprise's capabilities are appreciated.	30	40
C	The company focuses on competitive actions and achievements.	25	15
D	The company focuses on stability and stability.	15	15

Directions of assessment		Current Status	Future Status
Summary (points):		100	100
6. Criteria for success of the enterprise			
A	The company strives for success on the basis of human resources development, teamwork, employee enthusiasm and concern for people.	20	20
B	The company seeks success by owning unique or new products. It is a production leader and innovator in the market.	25	25
C	The company seeks success on the basis of winning the market and outperforming its competitors. The key to success is competitive market leadership.	35	35
D	The company strives for success on the basis of profitability, reliable delivery, smooth schedules and low production costs.	20	20
Summary (points):		100	100

Note: Created by the authors based on (Official site of PJSC «Zaporizhkran»).

The result of the expert rating assessment of corporate culture must be finalised with the help of a score. Consider the result of the scoring of the corporate culture at PJSC “Zaporizhkran”. The total amount of points for processing the score of corporate culture of PJSC “Zaporizhkran” is given in Table 6.

Table 6

The total amount of points for processing the corporate culture score of PJSC “Zaporizhkran”

Responses to the «Current Status» column			Responses to the «Future Status» column		
Version	Σ points	mean score	Version	Σ points	mean score
A	160	26,67	A	180	30,00
B	160	26,67	B	165	27,50
C	165	27,50	C	150	25,00
D	115	19,17	D	105	17,50
Total	600	100	Total	600	100

Note: Created by the author based on (Official site of PJSC «Zaporizhkran»).

According to the calculations of Table 6 it can be argued that the company has values that characterise it as a large family; employees have a lot in common; the enterprise is very dynamic and imbued with the spirit of development and improvement; workers are willing to sacrifice themselves and take risks; the general style of leadership at the enterprise is large; human resource management is characterised by the encouragement of teamwork, unanimity and participation in decision-making. The company needs to improve its strategic goals and the unifying essence of the company.

Research Conclusions and Outlook

As a result of the research, the factors influencing the formation of corporate culture on favourable and inhibitory factors are identified and classified. It was found that the effective influence on the corporate culture of machine-building enterprises is ensured by the availability and clear functioning of certain components of corporate culture, which can provide events that respect corporate traditions, respect for labour, intellectual, sports achievements and spread corporate culture at the enterprise on the internal and external

environment. It was found that the main important components of corporate culture include: regulations, standards, organisational structure.

A methodological approach to the assessment of corporate culture on the basis of formalised and informal methods, taking into account expert assessment, is proposed. It takes into account the general style of leadership in the enterprise, management style, combines the essence of the enterprise, its strategic goals and criteria for success. This methodological approach is accessible and understandable for employees of machine-building enterprises. The application of this approach will help increase the profits, reputation and image of machine-building enterprises, encourage human resources, fill the market with new domestic products, increase the competitiveness of the enterprise and provide new jobs in the labour market.

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