FEATURES OF UNIVERSAL ELEMENTS OF CORPORATE CULTURE DEMONSTRATION IN DIFFERENT COUNTRIES: THE QUESTION OF COMPANY'S CORE VALUES AND INTERCULTURAL INTERACTION

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Abstract

An analysis of the company's core values and their relationship to the national culture of employees is presented in the article. The management of the international working group requires special approaches to the management of personnel, in terms of the formation and translation of adequate values to the team. Questioning of workers of different nationalities of international companies operating in Russia was used as the main research method. In the process of questioning, the opinions of workers of different nationalities about the presence in their companies of the main elements of the organizational culture were revealed and an assessment of these elements was made. It was concluded that the elements of the company's organizational culture are correlated with the national values of employees. Zones for improving the corporate spirit, contributing to the disclosure of the creative and communicative potential

of the working group were identified in the study. The main elements of the non-national (global) organizational culture are also highlighted in the article. It is: the culture of lifelong learning, the culture of leadership, collectivism, solidarity of workers in the performance of a single task, attitude to failure. The key values of the company were: development, initiative, team, honesty, trust.

1. Introduction

Strengthening of globalization and the expansion of transnational transactions in business have contributed to an increase in the intercultural interaction between companies and within the context of these companies. As a consequence of the companies` intercultural interaction internalization 'cultural diversity in the workplace has become increasingly frequent' (Voss et al., 2014, p.192).

Regulations and standards of doing business specific to different national cultures, features of a company`s core values allocation and interpretation, distinction in understanding and evaluation of separate management elements, in organizing the relationship within labour groups and project teams (from rigid hierarchy and autocratic structure to democracy and extensive governance decentralization), as well as a number of other issues related to companies` management processes, require management of international companies to consider the national features of diverse corporate cultures.

National features of corporate culture and a company`s policy of the values formation can seriously affect negotiating through interaction with international counterparts, affect documentation, organizing the programme (protocol) of bilateral meetings, forming and strengthening of personal relations between delegation members and employees and many other aspects of doing business and organizing activities.

People`s unequal perception of a different nationality of particular elements managing international groups, their diverse comprehension of a company`s basic values and institutional boundaries are essential for a company`s effectiveness. Thus, managing international labour groups requires special approaches to staff management, particularly in terms of building and transmission of adequate values to the collective.

In turn, this implies a serious theoretical conceptualization of new phenomena and tendency, detection of the system affecting the multinational groups and companies` work, assimilation of the experience and methods to overcome the problems of multinational communication in the internal environment. Nevertheless, most scientific researches in this area are mainly dedicated to assessment of

multinational collaboration at the level of companies` executives (Board of Directors and top managers): assessment of the cultural diversity in the boards of directors affecting companies` results (Frijns et al., 2016; Salk, & Brannen, 2000) and assessment of differences in the national culture affecting formation and development of conflicting interests between owners and managers (Bryan et al., 2015), assessing the impact of the national culture on the principles of the corporate and social responsibility (Gallén & Peraita, 2018) and the impact of different national cultures on contract enforcement (Cline & Williamson, 2017), as well as dedicated to multilingual difficulties in coordination of multinational groups of managers and employees work. Recently, numerous pieces of research are being devoted to evidences that integration or neglect of different languages features and existence of special obligatory language management system among international companies have important implications for organizing all company`s activities (Lauring & Selmer, 2010). However, there are not any researches namely devoted to issues of multinational cultural diversity affecting the labour teams` work as well as to formulation of practical conclusions and recommendations on implementation of corporate culture in companies, adequate to effective functioning in multicultural circumstances. Such work is only just emerging (Hallam et al., 2018). As a direct result of our research, we have tried to fill a gap in this area.

2. Theory

Corporate culture is a complex of norms, rules and moral values regulating relations between company`s members that predetermines the success of it`s functioning, surviving and development in the long term (Gareth, 2010). Corporate culture unites values and standards that are characteristic of the company, image and management procedure, concept of technological and social development (Keller et al., 1996; Redd & Reddy, 2016; Danilina et al., 2016). Corporate culture provides cohesion, manageability and leadership of company`s employees. Emphasizing that, according to many researchers` opinion, corporate culture is an informal and tough method of company`s management (Wicher, 2014).

Corporate culture, in the broader sense, is a complex of norms, rules and moral values regulating relations between company`s members in order to succeed in functioning, surviving and development in the long term, respectively, it performs various functions (Ellinger, 2013). In turn, importance and content of these functions depend on company`s type and it`s collective features, on government which is addressed by management. Organizational culture and organizational stereotypes are different for men and women (Thankachan & Riaz, 2018)

Management of international companies and multicultural collectives occupies a special place. Language difficulties (communication among people who`s native language are different languages) are

increasing while there is the growth in quantity of people from different nationalities of one labour group (Lauring & Klitmøller, 2017; Voss et al., 2014). The research of J. Voss, I. Albert and D.P. Ferring has demonstrated the existence of direct connection between perception of conflicts in the team and comprehension of difficulties caused by using the language in the multinational companies. Also, this study has allowed to formulate a set of conclusions regarding the impact of differences on 'employees from diverse cultural origin values of behavior and their potential impact on perception of groups` conflicts and team atmosphere' (Voss et al., 2014, p.192).

The theoretical contribution in the discussion of multicultural collaboration in the international companies was made by the results of J.E. Salk and M.Y. Brannen empirical research on the extent and direction of national culture influence on productivity of multicultural teams. This study was performed using an example of management staff activity`s analyze of collaborative German and Japanese international enterprise. Salk and Brannen revealed and assessed the impact of several determinants that are significant for the growth of management group productivity. Among them the most essential determinant was the factor 'influence' which was forming the Board of Directors central role. In turn, the factor 'national culture' was important for explaining patterns of relations in this group. Nonetheless, this part was less direct and deterministic as it had been suggested before performing this research that raised extra issues for investigators in this area.

Studies in the frameworks of the social identity theory allow to indicate how various models of identity create advantages as well as disadvantages for multicultural employees (Allen,& Pantzalis, 1996; Aabo et al., 2016; Savu et al., 2017).

By several explorers there were identified dependences between managers` knowledge about multicultural communication features and collaboration features in the area of multinational groups (Caliguri & Tarique, 2009; Earley & Gibson, 2002; Ljubica et al., 2016). There were determined features of approaches to form and accept company`s values by team`s members and the importance of combination of these purposes with employees personal intention. It allows managers to broaden management toolkit and, in common, to increase effectiveness of multinational companies functioning.

The notion of multicultural person is widely used in the scientific field. It means a person who identifies himself 'with two or more cultures and assimilates connected cultural schemes' (Fitzsimmons, 2013, p.525). First of all, these are multicultural students and students, as well as multicultural specialists (Ngan et al., 2018). Such multicultural employees can contribute to the activity of their companies (Hutzschenreuter & Voll, 2008).

These as well as other conclusions were taken from current researches in order to build a model of multinational cultural diversity influence on work of labour groups and motivation of employees to quality work performance in the multicultural area.

3. Methodology

3.1 Sample Size

The research was performed using the base of international firms registered in the RF. Data were assembled using the methods of questionnaire and interviewing.

The questionnaire was performed during the period from January to December in 2017. There were spread 214 Questionnaires. It included a target sample of the multinational groups` members who were working in these firms in the frameworks of different project groups and labour teams. Russian-speaking employees, the citizens of the People`s Republic of China, the employees from the countries of the Middle East and the employees from EU countries took part in the questionnaire.

3.2 Methods & Procedure

The questionnaire design was based on the quantitative assessment of the research variables. All questions were open and included numerical answers which were coded consequently – we used the space-time continuum from 1 (min) to 5 (max).

Clustering of questions in order to define features of cultural values during employees` collaboration as part of the international labour team is shown in the table 1.

Table 1: *Clustering of questions in order to define features of cultural values forming employees`*

collaboration as part of the international labour team

Clustering of questions for assessment of separate elements of corporate culture in the multinational company	The element of employees` motivation system	The component of employees` motivation system
How do employees treat a colleague who receives supplementary education, upgrades, undertakes education and etc.	Knowledge management Corporate culture	Education system
How do employees treat a colleague who wants to do a task (project) independently	Staff management Corporate culture	Teambuilding
How do employees treat conflicts between employees due to personal grudges, absence of cultural communication and etc.		Teambuilding

How do employees solve conflicts between each other (a solution to the conflict, engaging makers and etc.)		Teambuilding
How do employees treat a colleague who suggests managers to improve (streamline) business process, proposes his own new project and etc.		Self-development and self-organization
How do employees treat a colleague who failed in conferred on him task due to different reasons	Corporate culture	'Margin for error'
How do employees treat a colleague who couldn`t do a task due to bad organization of business process (downtime as a result of the material, components`, instruments` absence)		'Margin for error'
How do employees treat a colleague who didn`t obtain a deserved prize (reward, promotion), extra payment and etc.	Incentive system Corporate culture	Pay system, bonus, reward for overtime work, extra pay for work conditions and etc.

Based on the analysis of the statistic and banquet data received from the international companies there were revealed core features of the employees` perception of different nationalities working in the one collective, key elements of the company`s corporate culture with the employees` national values.

Using the survey among employees of the international companies, there were determined the zones of the corporate spirit improving which facilitate the disclosure of creative and communicative capacity of the target group and the increasing of the company`s activity effectiveness, in general.

Using the method of bibliographic analysis of the basic concepts in the field of motivation and needs (including the theories of A. Maslow and D. McClelland), corporate sociology, behavioral sociology and institutionalism there were identified and formulated core company`s values and their connection with national culture of employees. The factor analysis in the frameworks of corporate culture current concepts, international management, corporate governance are applied in order to systematize

factors of influence and modeling the impact of multinational cultural diversity on work and motivation of labour teams.

The structural analysis was used for modeling systems of relationship between elements of company`s self-development mechanism, corporate values, corporate culture components and basic elements of different nationality employees` mentality.

The methods of the social identity theory analysis allowed to review a model of organizing labour teams` and project groups` activities which include more than one cultural identity. Also, these methods allowed to define ways of identity integration through application of identifiers multiplicity.

4. Results

According to D. McClelland theory, certain types of people`s needs are being formed in a lifetime, that is, acquired. In this doctrine this is a matter of the highest level needs: needs of the authorities, success and affiliation. Needs of the authorities take place between needs of respect and expression in accordance with A. Maslow classification. Such need is expressed in person desire to have an influence on other people, to achieve a senior position. The person, aimed at achieving success, finds it normal to have a high level of risk, wants to know about particular results of his work, to be responsible, has a tendency to set real goals. Needs of the affiliation is expressed in desire to have close, friendly relations with other people.

Following this theory, the enterprise substantive values, promoted among employees, must be: development, a team (collective) and initiative. Main company`s management systems, reflecting these values, are: education system and staff development (success), teambuilding, self-development and self-organization system (initiative). Education system and staff development is intended to inspire employees with the capacity of skills development, career promotion, therefore, allows to improve business and personal traits of an emplyee. Teambuilding is intended to create equal experts groups of different specialization and various nationality and culture, which are collectively responsible for the results of their work and perform equally division of labour in the team.

For teambuilding in the multinational firms it is highly important to take into account a model of social identity, used by certain employees. Results of different researches have shown that '…people of a greater cultural identity (higher identity multiplicity) had larger social capital and higher level of intercultural skills than the ones who have less cultural identity, whereas individuals who have integrated their cultural identity (higher integration of identity), had higher level of personal capital than the others

who had separated them' (Fitzsimmons et al., 2017, p.63). Thus, to achieve maximal harmonization of personal and corporate values in multinational collectives it is necessary to clearly consider modals of cultural identity, applied by employees of different nationalities.

Based on identified during the investigation (including the questionnaire), applied models of cultural identity, there were determined universal (cosmopolitan) elements of corporate culture, named as essential representatives of different nationalities. In this research universal (cosmopolitan) elements of corporate culture mean an expression of the effective work principles inherent to each culture. Culture of continuous education, leadership culture, teamwork, solidarity and attitude to failure ("right of error") were related to the core elements of cosmopolitan culture. Development, initiative, collective, honesty and trust were related to key values of multinational companies. These values exist in each national culture but their expression has features.

Balance between company`s values, universal (cosmopolitan) elements of culture and components of company`s corporate culture, identified in the process of investigation, is shown in the table 2.

Table 2: *Values in international and corporate culture*

Values	Elements of corporate culture	Universal (cosmopolitan) elements of culture
Development	Education	Culture of continuous education
Initiative	Participation in improvement of qualitative characteristics of each workplace labour process	Leadership culture
Collective	Corporate sense	Teamwork
Honesty	Justice in reward for labour	Solidarity
Trust	Margin for error	Attitude to failure (negative, neutral, positive)

As a result of questionnaire, also, there were identified differences in approaches to understanding and perception of the universal (cosmopolitan) elements of culture. Such differences are not substantial or crucial. However it is necessary to take them into account while forming multinational teams and choosing multinational staff management instruments.

Summary of identified divergence to understanding the essence and existence of universal (cosmopolitan) elements of culture in the company management system is shown in the table 3.

Table 3: *The difference in understanding the essence of universal elements of culture in the company management system*

| Universal (cosmopolitan) elements of culture	Nationality			
	Russian-speaking population	The Chinese	The Middle East	The Europeans
Culture of continuous education	Cult of higher education. Supplementary education is treated as fulfillment of the obligations or whim.	Respect to educated person, competent expert	Respect to educated person, competent expert	Culture of continuous education is treated as a standard
Leadership culture	In it`s infancy	Absence	Absence	Is supported
Teamwork	Team approach to work	Team approach to work	Team approach to work	Team approach to work
Solidarity	Equal reward of labour members	Equal reward of labour members	Equal reward of labour members	Encouragement is according to the extent of involvement and initiative in the team
Attitude to failure ("right of error")	Negative	Neutral	Neutral	Positive

On the base of the data from table 3 we may conclude that while forming corporate culture in international companies it is necessary to consider national cultural features perception of company basic values by employees of different nationalities. In turn, comparison of the main enterprise values with key indications of self-development allows to determine management mechanism components through which core enterprise values are realized (Ioulianou et al., 2017; Mingaleva et al., 2016; Tröster, & Van Knippenberg, 2012).

The main elements of any company employees motivation system are a corporate culture, knowledge management, staff management and work stimulation system. The elements of employees' motivation system, affecting basic values, are education systems, teambuilding, self-development and self-organization, "right of error". The elements of work stimulation system, affecting basic values, are payment system, bonus, reward for overtime work, extra pay for work conditions and etc.

Features of international collectives` functioning, particularly those who unite people of different national cultures and different mentality, objectively imply using management methods, based on the process of collective self-organization and creation of the system of self-management by such collectives, as well as self-development system (Sternberg, & Grigorenko, 2006; Kreng, & Huang, 2009).

As noted earlier, to create conditions for self-development of all enterprise employees it is necessary to form and support such corporate culture which is intended to save and develop basic values of the company. Justice, discipline, independence, responsibility, team, success, initiative and development is most frequently designated among them (Gareth, 2010).

The interrelation and mutual influence of elements of self-development, elements of organizational culture, corporate values and universal elements of the mentality and national culture of workers of different nationalities in the activities of multicultural teams is shown in Figure 1 (compiled by the authors).
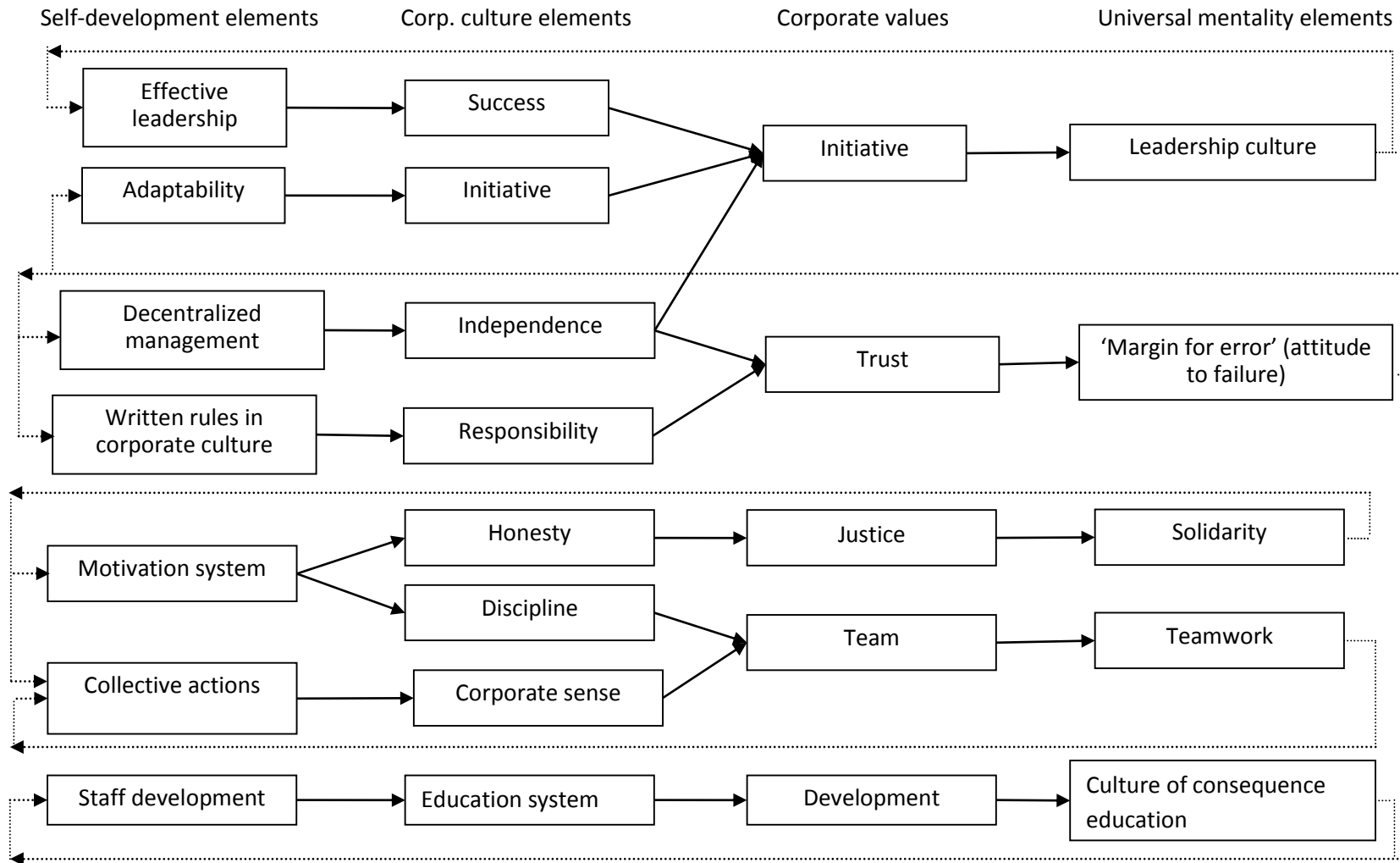
Figure 1: *The interrelation of elements of self-development, organizational culture, corporate values and universal elements of the mentality*

Universal mentality components, shown in the Figure 1, find their own special expression in employees of different nationalities behavior. Therefore, while forming international teams and working with international partners it is important to consider national features of staff mentality (Gudykunst et al., 1988).

Questionnaire and interviewing of different nationalities employees, working in one team in the international companies, operating in Russia, allowed to highlight several mentality features, manifesting in different attitude to company corporate culture elements and staff management components. Russian-speaking employees, the citizens of the People`s Republic of China, the employees from the countries of the Middle East and the employees from EU countries took part in the questionnaire.

We compared the results of our study with the findings of other researchers, including those engaged in the formation of motivations and leadership qualities among entrepreneurs and managers in companies operating in transformin countries. We are their comparison with motivations and leadership qualities among entrepreneurs and managers from developed countries (Lang et al., 2008).

Collaboration of different nationalities in one project demands special approaches to staff management, team formation, teambuilding, on social support of workers (Özyer, & Polatci, 2017). In the international relations it is important to consider national culture specific elements and its mutual influence with company`s corporate culture.

5. Conclusions

Current approaches to forming corporate culture in companies with international collectives are:

An increasingly closer degree of different nationalities people interaction in the international collectives of one company and corporate culture features may influence on forming labour teams, distribution of roles in the team, management of international groups, reward for team`s productivity.

The ever more numerous researches demonstrate that due to globalization and international business expansion cultural diversity in the workplace may become more prevalent.

The article demonstrates core company`s values and their connection with national culture of employees. We identified the following main elements of cosmopolitan culture: culture of consequence education, leadership culture, teamwork, labour solidarity and attitude to failure. In addition, we identified the following key company`s values: development, initiative, collective, honesty and trust.

This research should be considered as begin in the study of the companies` intercultural interaction internalization. Based on the indicated approaches, a further study on different samples of cross-national labour groups to will be make use of the intercultural opportunities.

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