

Dynamics of organizational culture and behavior of commercial enterprises personnel in modern Russia

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Abstract. The article presents the materials of the study of organizational behavior, which the authors conducted from the mid-90s of the XX century to 2019. The authors of the article believe that the professional behavior of the personnel of commercial enterprises is largely determined by the organizational culture that has developed there and, above all, the value orientations of employees. The article presents the author's view of Russian and foreign literature. The history of the development of views on organizational culture is touched upon. In addition to fairly well-known authors, Edgar Schein, Gerd Hofstede, the authors cite ideas of less well-known in Russia, Trompenaars F., Hampden-Turner C. Singer M.R., Hall E.T., M. Polanyi, revealing the internal contradictions of the paradigm that has developed in foreign historiography. Contradictions in the Russian historiography of organizational culture are revealed based on the analysis of supporters of classical foreign views, Blagov Yu.E., Katkalo V.S., Savchenko L.S., those who rely on traditional Russian concepts, Yadov, V.A., Avdoshina, N. V., Vaskina, Y. V. Gostev A. A. Huseynov A.A., Kagan M.S., and those who try to combine all the diversity of approaches and concepts in their research, Marshev V.I. Shklyayeva N.A., Salikhova E.R. Zakharova L.N. Based on this, the authors propose their own version of the model of organizational culture and methods for studying its dynamics, substantiate the advantages of using their model and methodology in the analysis of organizational processes in commercial enterprises. Based on the processing of some research results, certain assessments are proposed that relate to changes in value orientations in organizations of various types. The authors draw conclusions about the causes and nature of the changes that have occurred. Measures to improve public policy are proposed.

Keywords: organizational culture, socio-psychological climate, value orientations, subjective attitudes

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1 Introduction

The central problem of the modern Russian economy and existing Russian enterprises is to increase competitiveness. Competitiveness, in our opinion, is the ability of an organization, enterprise, firm to adapt to any changes in the external environment without a critical loss of profit (bankruptcy), market share and its consumer. According to the main criteria (indicators) of competitiveness, two concepts have developed in management science today, resource (economic) [1] and information (socio-psychological) [2].

Modern world trends in the development of management theory and practice, in our opinion, indicate that the second concept is moving from the field of general theoretical discussions into the practice of state management of the economy and even into the field of international relations [3]. This is especially noticeable at the level of the European Union, which builds its identity, attractiveness and international authority around the ideas of a welfare state, social governance based on interaction with stakeholders, corporate citizenship, etc. [4].

It should be noted that these concepts differ not only in theoretical paradigms, but also in the proposed set of management tools. If the first concept assigns a key role in management to financial management tools, investment, business process planning, budgeting, benchmarking, spin-off restructuring, etc. [5], the second focuses on intellectual capital and methods of its development. Priority is given to digitalization, globalization of communications, artificial intelligence, continuous training of personnel based on an individual approach and the creation of a corporate organizational culture focused on innovation, “team” interaction, and interest in the development of each member of the workforce [6].

In this article, we have focused our attention on the organizational culture that has developed in the organizations of commercial enterprises of modern Russia. The complexity and versatility of the subject caused an appeal to some analysis of the literature to clarify the research methodology, assess the representativeness of the results, conclusions.

The term organizational culture was introduced into scientific circulation in the 80s of the twentieth century by Edgar Shane to define the concept of a set of basic beliefs developed by a certain group as they adapted to the external environment, internal integration, which proved effective and valuable for new members as the correct way of perception, thinking and attitude to problems. The model attracted the attention of practitioners by its simplicity and functionality of a set of basic techniques and rules (see Table 1). Its formation gave the organization an additional source of competitiveness.

Table 1. Model of organizational culture, compiled from [7, 8].

Organizational culture		
Surface level	Subsurface level	Deep level
External factors	Value orientations and beliefs	Basic assumptions
Technologies Architecture Observed patterns of behavior Clothing style Emotional atmosphere Workplace Symbols, rituals and ceremonies	Moral views Ethical rules Strategies Philosophy Values Code of Conduct, norms of relations Goals and goal-setting Basic assumptions Mission and mottos	The meaning of objects and phenomena Relationship with nature Understanding the reality of time and space Attitude to a person and activity Beliefs and beliefs National mentality

In terms of content, organizational culture was a system of values shared by employees of the organization and forming certain norms of behavior, interaction. To connect the levels in the model, such a tool as psychological contract is used, a system of expectations presented by both sides (the manager from the employee is the result, the employee is the reward). The term and model are rapidly becoming popular in Western literature. Shane's followers, scientists from leading universities of the world, consultants conduct many experiments, for example, the study of G. Hofstede [9].

However, in addition to the above definition, a lot of others are used, which sometimes clarify the above concept, sometimes focus on some individual fragments, and sometimes, in our opinion, to some extent change the qualitative definiteness of the concept. Within the framework of positivist, neo- and postmodern concepts prevailing in Western scientific literature, this is considered quite acceptable. Thus, Hofstede believed that culture is a collective programming of consciousness that distinguishes one group of individuals from another. At the same time, he explicitly stated that national borders have a huge impact on the real applicability of various management theories, the ideas of scientists, the actions of managers, reflect the limitations of the national environment under the influence of which they are. He introduces the concept of “comparative management”.

In the 1990s, F. Trompenaars proposed a “bulbous model” of organizational culture, the core of which was not the basic assumptions, but the outer layers — norms, values. Without rejecting Hofstede's thesis, he wrote about filling it with managerial content, proposed his own measurement methods [10]. Trompenaars saw the essence of culture in the ways of understanding and interpreting the world shared by groups of people. Based on the works of E. Hall [11] and M. Singer [12], he drew attention to the perceptual aspect of it, communication properties in the formation of personality thinking. Culture refracted perception and had a decisive influence on how a person reacted to any external factors. It had the character of an evaluation filter, a kind of “prism” that refracts external signals, information, determining the way of its selection, perception, interpretation, transformation into knowledge and solutions.

It should be noted that, at the same time, Western literature practically does not focus on the general methodological approach combining all these concepts and studies, which is emphasized, for example, by the Russian scientist V.I. Marshev [13]. We have noted the contradiction between the general concept of organizational culture and the concept of “implicit knowledge” by M. Polanyi, introduced into modern discourse in the 50s [14]. The development of psychological approaches in socio-cultural anthropology is also interesting because in the Russian non-economic literature (sociology, philosophy, etc.) there are constant disputes about what should be considered culture itself [15, 16]. Philosophers and anthropologists associate culture as the source of the behavior program with two mechanisms responsible for regulation and vital activity, human behavior — extragenetic, i.e. cultural [17] and genetic [18].

Edgar Shein's ideas were actively used by Russian scientists representing such recognized scientific centers as Moscow, St. Petersburg [19]. However, some authors have tried to combine them with other, socio-anthropological and psychological approaches [20]. In Russian (Soviet) literature, such a term as socio-psychological climate (psychological mood, social atmosphere, etc.) is often used. There is an opinion that N.S. Mansurov introduced the term into scientific literature at the end of the 50-60s of the XX century [21]. In our opinion, this concept appears at the beginning of the XX century. Its variants can be found in the works of I. N. Vitke, I. Kannegisser [22, 23]. Many people use the definition of I.E. Vorozheikin, who believes that the climate is a state of interpersonal and intergroup relations in the team, reflecting the business attitude, work motivation and the degree of

social optimism of the organization’s staff. The climate manifests itself in the desire for creative initiative, cooperation and cohesion with others. There are other definitions [24].

The analysis of the literature allowed us to propose our own model of organizational culture, which was the basis of the study. It seems that it is simple and concrete, suitable for solving the tasks we have defined, the most important of which is to measure the dynamics of value orientations.

2 Materials and methods

During the period from 1995 to 2019, we conducted a study of intra-organizational processes at commercial enterprises in a number of regions of Russia. The methodology was worked out in cooperation with Prof. Marshev V.I. (Lomonosov Moscow State University). The methodology is described in our article “Changes in the role structure of interaction in the organizations of commercial enterprises of modern Russia” [25]. It has been tested at international conferences at the Moscow State University, M.V. Lomonosov on the history of managerial thought and business, at the Financial University under the Government of the Russian Federation, Krasnoyarsk State University, at the University of Surrey, at the University of LUIS of the Association of Entrepreneurs and Industrialists of Italy.

We believe that organizational culture can be called a set of elements of the internal environment of the organization, which are grouped into three main groups by the nature of their origin, the nature of their influence on the consciousness and behavior of employees and the stability of existence. The model may look like this (see Fig. 1).

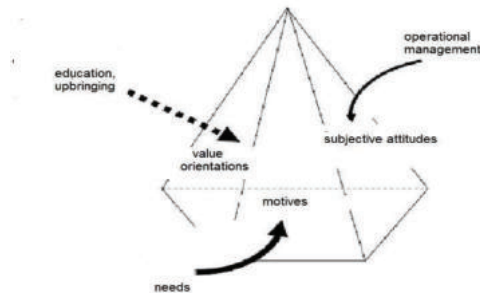


Fig. 1. Aksenov-Khmelev organizational culture model.

It was first presented in 1997 at a conference in Krasnoyarsk, then in a speech “On the innovative activity of Russian enterprises” at the X conference on the history of managerial thought and a number of others [26, 27].

By value orientations we mean the basic factors that form in the consciousness of a person (group), which have a decisive influence on his strategic, long-term goals, vital assessments, and principles of behavior. In our opinion, these are not the properties of objects that allow them to serve as models, myths, rituals. They also differ from the philosophy, mission, and general meaning of the organization’s existence. Value orientations are not publicly proclaimed, nor are they promoted by the official leadership. They are hidden, as a rule, manifest themselves most vividly in critical situations, intergroup and interpersonal conflicts, under stress, innovations, reorganizations. Forms the value orientations of family and other upbringing, received education, the established system of education. Value orientations are structured throughout a person’s life and are

extremely stable, practical ones are not amenable to change over a generation. Motives, in our opinion, are needs (values) that directly push a person to a certain behavior. They are tactical in nature, not always coinciding with value orientations, cause intrapersonal conflict. The system (structure, hierarchy) of motives is formed in professional activity, intra- and inter-group interaction. The motivation system is quite stable, it resembles a pyramid (Maslow). The term motivation is also applied to the process of influencing the hierarchy of motives. However, in our opinion, it is also advisable to single out stimulation as an independent process. It is associated with the impact on another object, a system of subjective attitudes, unconscious psychological states of a person, manifested in a predisposition to a certain reaction to certain situations, external stimuli (signals).

Value orientations, in our opinion, play a key role in organizational culture, determining the motives of higher-order behavior (secondary, according to Maslow) and even the attitudes of the basic social level (see Fig. 2).

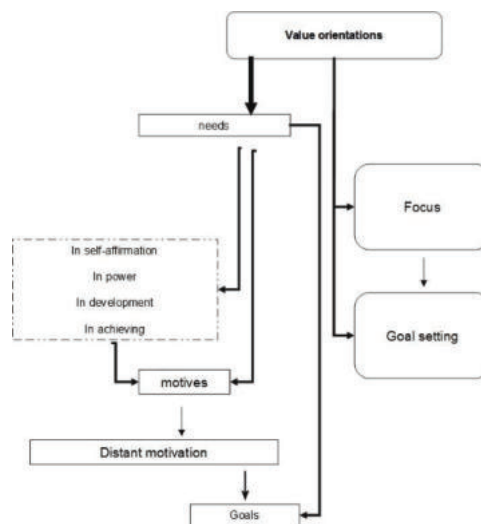


Fig. 2. Interrelation of groups of elements of organizational culture (comp. by the authors).

Some authors, for example L.N. Zakharova (N.I. Lobachevsky National Research University), even actively use the term value attitudes [28, 29].

Based on the literature we studied, the following model of value orientations was developed (see Table 2), which formed the basis of the study.

Table 2. Model of value orientations.

Types of values	Orientation object			
	Spiritual and cultural values	Realization of their abilities	Self-education	Significance for country, society
Social (work, leisure, life)	Professional recognition and growth	Successful career	Freedom of choice of classes	Material goods and property
Interpersonal (small informal group)	Exchange of experience with colleagues	A close-knit team	Status in the group	Comfortable personal relationships with colleagues

Vital (family, health)	Stable guaranteed work	Acceptable earnings	Social security	Family, children, recreation by interests
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For a number of years, based on the chosen model and methodology, we have conducted a study of the dynamics of business intra-organizational interaction processes at commercial enterprises in various regions of Russia (Moscow, Nizhny Novgorod, Penza, Kostroma regions, Komi Republic and a number of others). We were interested in changing value orientations, including. As methods of collecting information, surveys using a Questionnaire, Questionnaires (Questionnaires), Observation (Observation sheet), Interviews (audio recordings), Experiments, Expert assessments were used. Three (or more) questions corresponded to each direct question situations. If the confirmation did not correspond to the direct question, at least in two situations, then the result was either rejected or clarified by other methods. Both internal and external surveillance was used. Documents were analyzed. The survey was conducted both through social networks and in the offices of a number of firms, among the clients of these firms, among employees, students who had internships at enterprises in preparation of graduation papers, among partners and clients of a consulting firm, etc. The survey, questionnaire, and other methods of collecting information were anonymous.

The periods of the study are allocated by us in accordance with the known key events of history. These are 1995-1998, 1998-2007, 2008-2014, and 2014-2018. The distribution of the material is rather conditional. The event, the experiment, the presented material sometimes went beyond the period.

The materials of about 570 objects (firms, enterprises, divisions, departments, services) for the period were analyzed, more than 5,500 respondents participated. The sample of respondents was random in nature with classification by scale of enterprises, organizations (divisions, services, and departments), relations with production, commercial activities (supply, sales), trade, and services. The gender and age distribution of respondents was mechanical in nature due to the complexity of collecting, processing material, limited opportunities (both material and special). The identification of patterns in such a study would hardly be reliable.

This article is intended to familiarize with the preliminary results of processing our materials regarding changes in value orientations in organizations and enterprises in Russia from 1995 to 2018. In our opinion, they are of some interest, because they reflect some objective and subjective trends. We also tried to assess the impact of these changes on the management practices of commercial organizations, to present our vision of their logic and possible impact on development prospects.

3 Results

Since the beginning of the reforms of the 90s, most of the production enterprises in structure were relatively independent objects connected by technological processes. The expectation of fairly rapid positive changes in connection with the reforms was accompanied by optimism, patriotism, willingness to work and earn for yourself and your family. High self-esteem and paternalism were characteristic of most employees, they provided orientation to specific solutions, clear instructions and recommendations. Sufficiently high qualifications often did not correspond to the innovative potential of employees. Technological engineers prevailed among managers and specialists. It was difficult to adapt to the market even for economists who were planners by education. There were not enough competent financiers. All this formed value orientations in 1993-1997.

During this period, management appeared in the management of technological operations. This organizational and technological, the lowest level of the “pyramid” of organization management as the main tool considered a management decision. In these conditions, small businesses and merchants who worked with large enterprises felt good. The schemes were simple and not always legal: “buy cheap – sell expensive – pay intermediaries, assistants – do not pay taxes”. The values of workers were rapidly eroded, especially among those who had “still Soviet” experience of speculation. In table 1, this is quite clearly seen. The survey was conducted either by a colleague or an informally included specialist (temporary worker, from another workshop, etc.).

The first stage always included “getting in touch” (if the contact did not add up, the survey was not conducted). After establishing contact, the respondent was expected to answer a simple question: “What is the most important thing for you/you in life today?”, which was recorded in the Questionnaire after the conversation ended. There could be from 1 to 5 elections. They were built in the form of a rating. The first choice received five points, the second — four, etc. The situation check was carried out by another person. Types of situations (“cases”) can be seen in the Application. Four types of situations were offered, although sometimes two were enough (if they confirmed the answer). The number of respondents (about 1000 per year) is taken conditionally, it is conditionally calculated, as is their distribution by category. In fact, in 1994-1998, it was almost impossible to separate large/medium-sized and manufacturing enterprises. Their data were not summarized, the analysis is of a separate nature. Nominally, they belonged to one or a group of owners, but, as a rule, the company (LLC, CJSC, JSC) had the character of a conglomerate with only financial dependence. By 2014, the consolidation of assets is mostly completed and production enterprises remain, as a rule, production and technological complexes. Large, medium-sized companies acquire the classic market character of a network, holding and other type [30]. Their functional, divisional marketing, logistics, warehouse, engineering, personnel departments grow into separate enterprises, sometimes acquiring a very bizarre appearance (stevedores, for example, corporate universities, rating and PR agencies). It is difficult to ignore their organizational culture, it has its own specifics, both formal and informal. We have had experience working with such enterprises. Sometimes “spin-off” technologies are used for this [31], outstaffing and outsourcing [32]. In the 2000s, the shift from hierarchical structures to flexible, matrix, project, network structures led to the focus of attention not on objects, sites, workshops, but on business processes. End-to-end networks connecting all objects with the process of satisfying customers, consumers, lead to the expansion of the sphere of attention of all employees down to the lowest level. In addition to the coordination of technological operations, they begin to worry about the cost, cost calculation, etc. The reason for this trend, in our opinion, was not only the acceleration of NTR, but also the increase in the education of specialists, qualifications, and their psychological readiness for such work. That is, not only objectively such an approach is needed, but also subjectively it is possible. There are complex innovations that involve technological performers. The work option, when project managers are forced to monitor the order (project), organizing and controlling their business process, is changing in 2008-2019. However, in large, medium-sized companies and manufacturing enterprises, new requirements encounter the problem of the readiness of teams to actively participate in innovations [33]. This is evident in the current organizational culture. Consider the data obtained (see Table 3).

Table 3. Value orientations of employees, 1995-1998 and 2014-2018.

S m a l l	Com merc e, trade, servic es	Pr od uct io n	Types of organizations values	P r o d u c t i o n	Com merc e, trade, servic es	La rg e, me di u m	S m a l l
15	45	134	Stable guaranteed work	33	160	25	400
860	215	58	Acceptable earnings	87	300	42	700
300	40	0	Social sufficiency	200	285	0	780
785	140	174	Family, children, recreation by interests	35	90	4	430
123	53	132	Tightly-welded team	52	283	46	325
760	210	58	Comfortable personal relationships with colleagues	119	290	15	700
300	98	58	Team status	160	285	29	705
785	90	164	Exchange of experience with colleagues	35	90	41	370
15	45	134	Professional recognition and progress	33	110	25	400
860	215	58	Successful career	119	300	42	550
300	85	0	Option of classes	160	285	49	780
865	260	174	Material benefits and property	44	195	4	430
500	185	100	Realization of abilities	35	35	70	565
130	85	60	Self-education	45	50	20	220
400	35	60	Creative interest in activities	25	85	85	400
295	35	60	Social significance for the country	23	12	36	85

In general, there are noticeable changes in value orientations among employees of small businesses, trade, services and production. The value of such values as family, children, recreation by interests is falling sharply. However, the importance of social security as a value and the basis for the orientation of behavior has sharply increased. There has been a noticeable increase in interest in stable guaranteed work among employees of small businesses, trade, and services with a more or less stable interest in acceptable earnings. The role of acceptable earnings has slightly increased among workers of manufacturing enterprises, but interest in stable guaranteed work has more than quadrupled. This may confirm the loss of interest in your company and talk about the willingness (and, apparently, the ability) to change jobs, businesses, and maybe the sphere of work. Statistics on employees of large and medium-sized enterprises do not change these trends. However, one moment surprises. The dominant value is acceptable earnings, stable guaranteed work, but not social security, although bonuses and medical and other insurance in this area are significant. Maybe this is due to a significant number of young employees who feel this factor of their activity as very remote.

In general, there are noticeable changes in value orientations among employees of small businesses, trade and services. There has been a noticeable increase in interest in the status

in the group and a cohesive team with a decline in interest in sharing experience with colleagues in small business. In general, the importance of comfortable personal relationships with colleagues is still high. The importance of comfortable personal relationships with colleagues among employees of industrial enterprises .it has almost doubled, and in terms of status in the group it has tripled. A noticeable change in value orientations among employees of manufacturing enterprises is a drop in the value of a cohesive team and the exchange of experience with colleagues. This may confirm the loss of interest in work, the perception of it as a necessity due to some external factors. Statistics on employees of large and medium-sized enterprises do not change these trends.

In general, there is a very noticeable change in value orientations among small business workers. There has been a noticeable increase in interest in professional growth, recognition and freedom of choice of occupations, with a slight decline in interest in career success (although in general it is still high). For workers in the field of commerce, trade, services, with the growth of the importance of career success and professional growth, recognition, the importance of freedom of choice of occupations and material goods, property decreases. At the same time, there is a very noticeable change in value orientations among employees of manufacturing enterprises. It is clear that there is a decrease in interest in material goods and property (the shares of enterprises have been lost for the most part or bring small dividends, the ownership of apartments is already perceived as an obligation to pay for constantly growing utilities or is connected with a mortgage, and garden and suburban land plots – with taxes). It is alarming that the importance of professional recognition, growth, and a successful career is decreasing. Combined with the growing interest in the freedom of choice of occupations, this probably indicates a loss of interest in work, the perception of it as a necessity due to some external factors. Statistics on employees of large and medium-sized enterprises do not change these trends.

In general, the rating of social significance as a factor of value orientation of employees has noticeably decreased. Interest in self-education in small businesses has grown. Although it has noticeably fallen in production, in the segment “commerce, trade, services”. Interestingly, the creative interest in the nature of activity and the realization of their abilities in small business has not decreased, although he himself has changed and other people have come there. But these same factors in production have become less significant by almost three times. In the segment “commerce, trade, services”, the value of the creative nature of work has more than doubled, but interest in the realization of their abilities has sharply decreased. The situation with large and medium-sized enterprises and companies is interesting because the most creative, self-fulfilling employees partially transfer to them, but their desire for self-education turns out to be low. This is the result of a high load of corporate education, or it is a consequence of inability.

The authors studying the socio-psychological climate note that conflicts that provoke the occurrence of stressful situations in teams are an integral part of the labor process in an organization [34]. Our analysis of value orientations allows us to talk about the partial preservation of patriarchal organizational culture at industrial enterprises and its inconsistency with the new sixth, fifth or even fourth technological order, the misunderstanding of this by managers leads to the development of destructive interpersonal conflicts and stresses in ordinary critical situations. The zone of this type of organizational culture with its values is gradually decreasing with the departure of the older generation of specialists. However, the organizational culture of the new generation, according to our data, is not innovative, it focuses on the concept of the “middle class”, with its main characteristic – “standard of living”. The conflict of generations does not lead to positive value orientations that affect the motives and subjective attitudes of organizational behavior.

Studies of Russian sociologists record that at the lowest level of management in large industrial enterprises, the socio-psychological situation was often critical, causing a state of stress and frustration even before the crisis of 2014 [35].

4 Discussion

Russian society is going through a rather difficult period in its history today. Someone connects this with the competition between the great powers; someone talks about the global change of technological patterns [36, 37], digitalization and artificial intelligence [38], the change of generations of the managerial elite [39]. In our opinion, the main contradiction lies in the discrepancy between the ongoing modernization of the economy in the country and the culture of organizational relations that have developed at the largest industrial enterprises, the collapse of the traditional ethics of labor behavior, and not only among the new, but also among the older generation. A number of foreign scientists consider this process inevitable and positive [40]. A number of Russian scientists take a different position [41]. In our opinion, this issue is still poorly understood in Russia. The clash of the new organizational culture and the old patriarchal (paternalistic) approach does not allow the use of clearly worked-out motives. The behavior of employees is different in the same conditions. It is often impossible to predict it.

5 Conclusion

In our opinion, it is impossible to solve the large-scale complex of problems facing Russia on the current basis. It requires business restructuring, changing the system of personnel training at enterprises with the mass creation of corporate colleges, technical schools, basic departments of universities directly in production, in workshops and departments. An increase in human potential can have a special place in the implementation of innovations. Low innovation activity, which hinders technological renewal and equipment productivity growth, is not directly related to the economic situation of enterprises. Despite the drop in the skill level of a significant part of workers, engineers, technologists, in some industries we have specialists who are able not only to assimilate advanced technical and developments, but also to participate in their improvement, and often to carry out local technological breakthroughs.

New technologies create a global economy, requiring the involvement of more and more new people, strata, countries in the production processes (product, service, idea). There is a need for social restructuring of society and, above all, corporate culture in the organizations of large, basic companies of the country. It requires scientific development of a model of a new organizational culture and the choice of forms and methods of its formation over a sufficiently long period of time (education, upbringing, enlightenment). The concept of creating a "middle class" is outdated. It cannot be the basis of mass outstripping innovations inherent in an innovative economy. The most important issue is the definition of the subjects of transformation. In a large number of cases, a complete replacement of inefficient top and middle-level production management of companies or the removal of managers and crisis management is required. The Presidential Program for the formation of leaders copes with this poorly. New leaders are not focused on hard, daily work with people in organizations, and giving them power does not bring the results they expected.

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