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**MECHANISM OF ORGANIZATIONAL CULTURE IN A MULTINATIONAL ORGANIZATION:  
ESSENCE AND COMPONENTS**  
**МЕХАНІЗМ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ МУЛЬТИНАЦІОНАЛЬНОЇ ОРГАНІЗАЦІЇ:  
СУТНІСТЬ ТА СКЛАДОВІ**

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організаційної культури мультинаціональної  
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*One of the specific characteristics that distinguish modern network-oriented models of multinational organizations is the extreme importance of the human factor in achieving the target level of economic performance, considering the organizational component. That is why the study of the essence and members of the mechanism of the organizational culture of a multinational organization is now highly relevant. The purpose of this study is to determine the nature of the "mechanism of the organizational culture of a multinational organization" and to systematize and analyze all components of the mechanism of the organizational culture of a multinational organization. Based on the results of the morphological analysis of the essence of the concept of "mechanism" and the results of the systematization and analysis of the main elements, factors, and components of the mechanism of organizational culture, it was determined that organizational culture is also a mechanism for setting the behavior of employees on a target course through shared values, norms as critical elements of organizational culture. It is proved that to study the mechanism of organizational culture; it is necessary to use retrodution as a method of inference, in which events are explained by identifying the mechanisms capable of generating them. It was determined that in the process of consciously forming the mechanism of the organizational culture of a multinational organization, the employee fully identifies with the organization, because of which he not only understands the goals of the organization and follows the behavior patterns, but also fully shares all the values of the organization, positively perceives the procedures and artifacts created on their basis. Moreover, the established mechanism of organizational culture will have a positive synergistic effect on the effectiveness of the organization's activities; therefore, in addition to determining the dominant types of organizational culture, it is necessary to decide on the level of their compatibility with the requirements of the national culture of the country in which the multinational organization operates.*

**Key words:** mechanism of organizational culture, multinational organization, mechanism of organizational culture of a multinational organization.

*Однією зі специфічних характеристик, що відрізняють сучасні мережево-орієнтовані моделі мультинаціональних організацій є надзвичайна значущість людського фактору під час досягнення цільового рівня економічної результативності з урахуванням організаційного компонента. Саме тому дослідження сутності та складових механізму організаційної культури мультинаціональної організації є зараз надзвичайно актуальним. Метою цього дослідження є визначення сутності поняття «механізм організаційної культури мультинаціональної організації» і систематизація й аналіз усіх складових механізму організаційної культури мультинаціональної організації. Bazуючись на результатах морфологічного аналізу сутності поняття «механізм» і результатах систематизації й аналізу основних елементів, факторів і складових механізму організаційної культури, визначено, що організаційна культура також є механізмом налаштування поведінки співробітників на цільовий курс через загальні цінності, норми як основні елементи організаційної культури. Доведено, що для дослідження механізму організаційної культури необхідно використати ретродукцію як спосіб висновку, у якому події пояснюють ідентифікацією механізмів, які здатні їх породжувати. Визначено, що в процесі свідомого формування механізму організаційної культури мультинаціональної організації відбувається повна ідентифікація працівника з організацією, у результаті чого він не тільки розуміє цілі організації і наслідує моделі поведінки, а й повністю поділяє усі цінності організації, позитивно сприймає створені на їх основі процедури і артефакти. А налагоджений механізм організаційної культури дасть позитивний синергетичний ефект на ефективність діяльності організації, тому, окрім визначення домінантних типів організаційної культури, необхідно визначити рівень їх сумісності до вимог національної культури країни, у якій функціонує мультинаціональна організація.*

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### **The formulation of the problem**

Most modern multinational organizations have network-oriented models. Their organizational culture is one of the most important vectors of economic competitiveness, determining operational success in the long term. Thus, forming an effective corporate culture is a tool for ensuring the projected strategic development of such organizations, guaranteeing high productivity of employees. One of the specific characteristics of modern network-oriented models of multinational organizations is the great importance of the human factor in achieving the target level of economic performance, considering the organizational component. That is why studying the essence and details of the organizational culture mechanism in a multinational organization is now highly relevant.

Domestic and foreign scientists study the phenomenon of organizational culture, analyzing its processes and developing its effective mechanisms. G. Zakharchyn, N. Rynkevych, V. Kravchenko, V. Nykyforenko, A. Pettigrew, L. Smircich, R. Adiguna, K. Łukasik, E. Shein and others pay special attention to organizational culture in their scientific research. Although this topic has been well developed and studied, there isn't a clear understanding of the organizational culture mechanism yet.

### **The analysis of recent research and publications**

The term "mechanism" is mainly considered from a mechanical point of view as a system of certain links and elements that set machines and devices in motion. Interpretation of the concept of "mechanism" in management came from engineering, as there was an urgent need to describe social and production processes in their interaction. As noted by N. Rynkevych [1], the term "mechanism" was introduced into scientific circulation in the second half of the 1960s. In the conditions of a market economy with changing management methods and ways of achieving the goals of enterprises, the need arose to clarify and improve the essence of this concept. A breakthrough in the theory of mechanisms in economics took place in 2007, when Hurwicz L., Maskin E. S. and Myerson R. B. received the Nobel Prize in Economics for "outstanding contributions to the theory of economic mechanisms." Thus, a mechanistic approach to the management of economic systems was proved as possible and needed.

Table 1 shows the main approaches to defining the essence of the concept "mechanism".

**Table 1. Analysis of the essence of the concept "mechanism"**

<b>№</b>	<b>The essence of the concept "mechanism"</b>	<b>Key words</b>	<b>Source</b>
1	a device that transmits or converts motion	device	[2]
2	internal structure, system of something	internal structure, system	
3	a set of states and processes that make up any phenomenon, a system of certain elements that are interconnected and interact as a single whole	a set of states and processes	[3]
4	the necessary relationship that arises between various economic phenomena	necessary relationship between phenomena	[1]
5	a system of interrelationships of economic phenomena that arise under certain conditions under the influence of an initial impulse	a system of inter-relationships of phenomena	
6	a complex, multifaceted system; however, only the components of the mechanism are highlighted	a complex, multifaceted system	[4]
7	a system of direct and indirect relationships between economic phenomena and processes, primarily between their opposite sides, as well as between subsystems and elements that arise in different types of economic systems and between them	a system of direct and indirect relationships between phenomena	[5]
8	a dynamic system that consists of several elements and determines the order of any type of activity	dynamic system of elements	[6]
9	all that leads to movement, i.e. to practical implementation	all that sets in motion	[7]
10	interaction between subjects and the center, which consists of three stages: subjects send information to the center; the center receives all the information and calculates the future result; the center announces the result.	interaction between subjects and the center	[8]

*Created by the author*

As A. Kalyna [9] notes, the organizational mechanism can exist both independently and in combination with various other mechanisms, while the organizational mechanism is a logically justified sequence of management actions and methods for the implementation of functions and principles of management of one or another type of activity.

As stated in the works of scientists [10], at the current stage, there is no single approach to the concept of organizational culture and, accordingly, to the definition of the concept essence of "mechanism of organizational culture". A. Pettigrew [11], in the context of organizational research, defined organizational culture as "the concept of beliefs, ideology, language, rituals, and myths that can be applied in the analysis of complex and partially invisible phenomena in organizations."

L. Smircich [12] determined how to distinguish approaches to defining organizational culture at the macro conceptual level, determining that organizations do not have a culture but, simultaneously,

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are a culture. Based on this approach, R. Adiguna [13] and K. Łukasik [14] defined two fundamentally different points of view on the concept of organizational culture:

1) culture as an element of a holistic system ensuring smooth operation of the organization (a critical variable) and a strategic resource for competitive advantage as something that exists in the organization [15]. This approach is called "the organization has a culture" [16]. Organizational culture is associated with a more mechanical or machine-like metaphor of organizations in which it is essential to create a specific work structure that maximizes organizational effectiveness. In this sense, corporate culture is considered a rational and structured means to achieve predetermined organizational goals where members must behave in a particular desired way [17].

2) culture as a primary metaphor, i.e. "culture for the organization is a hidden but unifying entity that provides meaning, direction and mobilization" [18], as something that the organization is [15]. This approach is called "the organization is a culture" [16]. Organizational culture is an organizing metaphor between the concepts of organization and culture because "culture is not something that can be imposed on the social environment, as it develops during social interaction" [17]. Organizational culture is a metaphor for the organization, the process of creating values, standards, and rules that shape human behavior, including organizational behavior [19]. It is the study and interpretation of the mechanism of corporate culture (cultural variables) to "encourage critical reflection on beliefs, values, and understanding" [20], seeking to measure the impact of specific cultural orientations on organizational outcomes, such as entrepreneurship and organizational performance [13].

There are different approaches to studying the mechanism of organizational culture. As defined by scientists, they are [21; 22]:

1) a multidimensional approach [23], closely related to the results of the national culture study since organizational culture is anthropological. Its advantage is focusing on specific cultural variables that are most important in that culture (innovation, job satisfaction, or values). However, this approach has limitations related to cultural variables. Thus, H. Hofstede [24] proved that the difference between national and organizational cultures is based on values and practices. Values are acquired in youth, and techniques are acquired through socialization in the workplace. Thus, multidimensional approaches that focus only on values rather than courses may need to be revised in studying organizational culture. However, one way to solve such problems can be a combined approach, as shown in the GLOBE culture scale, which examines nine cultural dimensions at both the societal and organizational levels [25].

2) a multi-level approach [26], which considers organizational culture as a complex phenomenon. This approach makes it possible to determine the essence of general QA mechanisms used by modern companies.

3) typological approach, which is based on the content and description of culture. A vital drawback of this approach is the threat of creating stereotypes and giving moral significance to the culture. This is ignoring the fundamental principle that is the basis of culture at any level. From an anthropological point of view, culture is a value-neutral concept, and, therefore, there can be no good or bad, positive, or negative culture [22].

W. Ouchi [27] presents three mechanisms: markets, bureaucracy, and clans that help organizations solve the critical problem of improving the effectiveness of personnel interaction. Clan control represents cultural values almost opposite to bureaucratic control. Market control involves the use of price competition to estimate output. Bureaucratic control is the use of rules, policies, hierarchies of authority, written documentation, reward systems, and other formal mechanisms to influence employee behavior and evaluate performance.

W. Ouchi [27] notes that the type of organizational cultures, such as clans, is a form of cultural control most effectively aligning goals between individuals. The clan mechanism for achieving goal unity is the most difficult as it requires "social agreement on a wide range of values and beliefs demanding a high level of individual commitment to these socially established behaviors" [27]. In this sense, the clan is a mechanism, like all means of cultural control [28].

### **The formulation of the article purposes**

This study aims to determine the essence of the concept "mechanism of the organizational culture in a multinational organization", systematize, and analyze all its components.

### **The statement of the basic materials to the research**

Modern network-oriented models of multinational organizations use "normative integration" [29] as the dominant mechanism of activity coordination, ensured by the effective functioning of organizational culture. This happens because the company's employees accept the values and goals of this company and, thus, act by them. As noted by W. Egelhoff [30], normative integration is the

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construction of a solid organizational culture mechanism based on the employees' strategic goals and values. At the same time, the critical aspect is the ability of this corporate culture mechanism to form appropriate employee behavior.

The available procedure for active and conscious socialization of organization members into a system of shared values, goals, and perspectives is of paramount importance, too.

Effective functioning of the organizational culture mechanism is an important organizational component for companies operating in an international environment [29], because:

1) Employees (or counterparties of the company) come from different national and cultural groups. Thus, management cannot assume that they will all automatically share common values and common norms;

2) the effectiveness of formal mechanisms of activities' coordination is often limited because of long distances between employees, so shared values become a more powerful tool of coordination.

The employees of a multinational organization (as representatives of the respective national, generational, and other cultures) come to the organization with different motives, experiences, and values. Hence, there is a problem for the management to direct the members of the organization to numerous and often different courses, adjusting the behavior of its employees to the achievement of strategic goals of the organization. This is attained by appropriate mechanisms minimizing differences between individuals to direct their efforts to common goals [31]:

1) the mechanism of organizational culture, which unites the efforts of employees through coordination and control.

2) organizational structure as a mechanism guiding the behavior of its employees through common shared values, norms, and other essential elements.

The importance and use of these mechanisms in the process of setting up organizational behavior to achieve strategic goals depends on many factors, but the most significant are [31]:

1) complex tasks performed by the organization's employees. Organizations, in which employees perform complex tasks, face challenges quite different from those faced by organizations in which employees perform simple and repetitive tasks;

2) geographical location of employees. Organizations with geographically dispersed employees face challenges different from those faced by organizations whose employees perform tasks in a closely shared environment. The difference becomes particularly evident in cases where distinct organizational units are interdependent or when they are highly mutually differentiated.

Complex tasks and geographical dispersion of employees increase uncertainty and lack of clarity and complicate the exchange of information between employees, which, consequently, influences the effectiveness of such an organization. Thus, scientists note [31] that the less information is processed by the organization, the less likely it is that employees will behave consistently to achieve strategic goals. Organizational structure and organizational culture are very important mechanisms for reducing uncertainty and increasing clarity, making the actions of employees in achieving strategic goals more efficient and effective. However, despite the different nature of their influence, we should emphasize that the organizational structure and culture are not mutually exclusive. That is, the existing mechanism of organizational culture (the presence of a strong organizational culture) does not automatically mean the existence of an effective organizational structure.

Therefore, the author proposes to study the mechanism of organizational culture, using retroduction, defined as "a method of inference in which events are explained by identifying the mechanisms capable of generating them" [32].

In this context, mechanisms act as "engines of explanation" [33], thus attempting to make it clear why and how certain causal relationships and outcomes occur. According to this view, it is not a specific cultural orientation per se, but the actual underlying mechanisms that contribute to entrepreneurial behavior and the effectiveness of personnel in an organization. That is why we propose to adopt the idea of mechanistic explanations as a way to identify specific patterns of organizational culture, such as assumptions, values, and artifacts, operating under the general level of cultural orientations. Extracting and synthesizing mechanisms of organizational culture into a multidimensional framework, we clearly understand the causal relationship between organizational culture and improved staff performance in a multinational organization.

Thus, V. Gevko [34] notes that in the process of consciously forming the mechanism of the organizational culture in a multinational organization, the employee fully identifies with the organization. Consequently, he not only understands the goals of the organization and follows models of behavior, but also fully shares all the values of the organization, positively perceiving the procedures and artifacts created on their basis.

When forming the mechanism of organizational culture, the management of modern network-oriented models of MNCs should focus on [34]: 1) selection of potentially loyal personnel, 2) training of personnel in the required skills; 3) delegation of powers and expansion of the sphere of responsibility; 4) leadership development as a required condition for the formation of organizational culture; 5) creating an adequate system for evaluating the results of the personnel's work and a system of rewards.

A prerequisite for increasing the efficiency of the organizational culture mechanism is its coordination with the long-term goals and strategy of the organization with the long-term goals.

### The conclusions

Thus, studying the mechanism of organizational culture is an understanding of the general cultural mechanisms influencing the effectiveness of the organization's personnel. That is, it is necessary to determine the mechanisms of identification of organizational culture and to provide a synthesis of multidimensional and multilevel approaches to studying the mechanism of organizational culture. The need to determine the dominant types of organizational culture is essential for adequate management of human resources from the point of view of achieving organizational goals. Corporate culture is also a mechanism for setting the behavior of employees on a target course through shared values and norms as critical elements of organizational culture. Moreover, the established mechanism of corporate culture will have a positive synergistic effect on the effective organization's activities. Therefore, in addition to determining the dominant types of organizational culture, it is necessary to decide on their compatibility with the requirements of the country's national culture in which the multinational organization operates.

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