N E W S
OF THE NATIONAL ACADEMY OF SCIENCES OF THE REPUBLIC OF KAZAKHSTAN
SERIES OF SOCIAL AND HUMAN SCIENCES
ISSN 2224-5294
Volume 2, Number 318 (2018), 150 – 155

UDC331.108.53
DOI:10.15838/esc.2017.2.50.10

E.G.Tokareva

Narxoz University, Almaty, Kazakhstan
e-mail: elgentokareva@mail.ru

THE ORGANIZATIONAL CULTURE AND ITS INFLUENCE ON DEVELOPMENT OF THE ORGANIZATION

Abstract: Issues related to the formation of organizational culture are keeping and arousing the interest, due to thedirect impact on the activities of the organization, on the construction of the organizational structure, strategic planning, the business processes, the socio-psychological climate. Modern management considers organizational culture as an internal entity that expresses the values of individual groups and organizations as a whole. Organizational culture consists of basic characteristics that should indicate which principles prevail in one or another organization, how values are formed, how conflicts are resolved. In this connection, the organizational culture influences the formation of organizational behavior, and is defined as the totality of values, customs, traditions, norms, beliefs and assumptions embodied in various aspects of the organization's activities and that make this or that organization unique.

Therefore, the management of the enterprise uses the organizational culture as one of the tools that guides all departments and employees of the organization for general purposes.

To study the influence of organizational culture factors on enterprise activity, the method of questioning and the method of calculating the integral coefficient determining the level of organizational culture were applied in this article. Based on the results of the comparative analysis, conclusions which were madefurthercould be helpful in establishing business communications and improving the socio-psychological climate of the organization.

Keywords: Organizational culture, development, organization, process, management.

Introduction. Each organization face on needs to create an individual image, careful elaboration and regulation of the relevant values and goals, as well as the development of technology for the production of its products or services, cultural standards and moral and spiritual framework for the conduct of employees, in order to create and maintain a good reputation on the market. All this includes the concept of organizational culture, without the development of which it is impossible to achieve maximum efficiency of the company[1].

Priority issues are those that constitute the fundamental foundations of beliefs and values brought by management and shared by most of the company's personnel. Organizational culture is associated with an extensive conceptual framework that includes the moral foundations of employees, their relationships and interaction with the external and internal environment of the company. The organizational structure based on psychology of formation of practical experience, expressing itself as the value orientations of this experience. In the organization, with a favorable moral and psychological climate, the staff believes that its managers genuinely trust the employees, and the success of the company is in their attitude to the staff. Modern authoritarian organizations in Kazakhstan do not welcome the authoritarian leadership style, which is characterized by total centralization, rigid framework, unquestioning obedience, unfair hierarchy, and result at any cost. Therefore, most successful companies prefer a democratic management style, which includes, maximum decentralization, self-determination, significance, a united team, an orientation toward the needs of clients, competence, disclosure of the potential of the individual and creativity.

Organizational culture reflects the attitude of the organization to the individual, the way to approach to the quality of the output and to the accessibility and authenticity of all information. In the aggregate, it is

realized in a set of rules, values, norms and symbols that improve and develop constantly. In developed foreign companies, the question of the need to develop organizational culture is no longer posed, there for a long time understand and apply various methods of its perfection and strengthening. In our republic, so far, this concept has a formal character, and is taken into account only in large industrial enterprises.Thus, the formation and development of organizational culture is the way to increase the efficiency of the enterprise, and the operating system of organization, culture is important and relevant for modern enterprises of Kazakhstan, seeking to be competitive and successful.

The concept of organizational culture is a combination of the norms and approaches adopted in the organization, the forms of relations and the achievement of the results of activities that distinguish this organization from all others.

Methods.The organizational culture performs two main functions:

- the function of internal integration: performs the internal integration of the personnel of the organization so that each member of the organization knows how to interact with the rest of its members;
- the function of external adaptation: creates a favorable background for the organization to be easier to adapt to the external environment.In order to assess the organizational culture of an enterprise, it is necessary to identify its main elements (Figure 1).

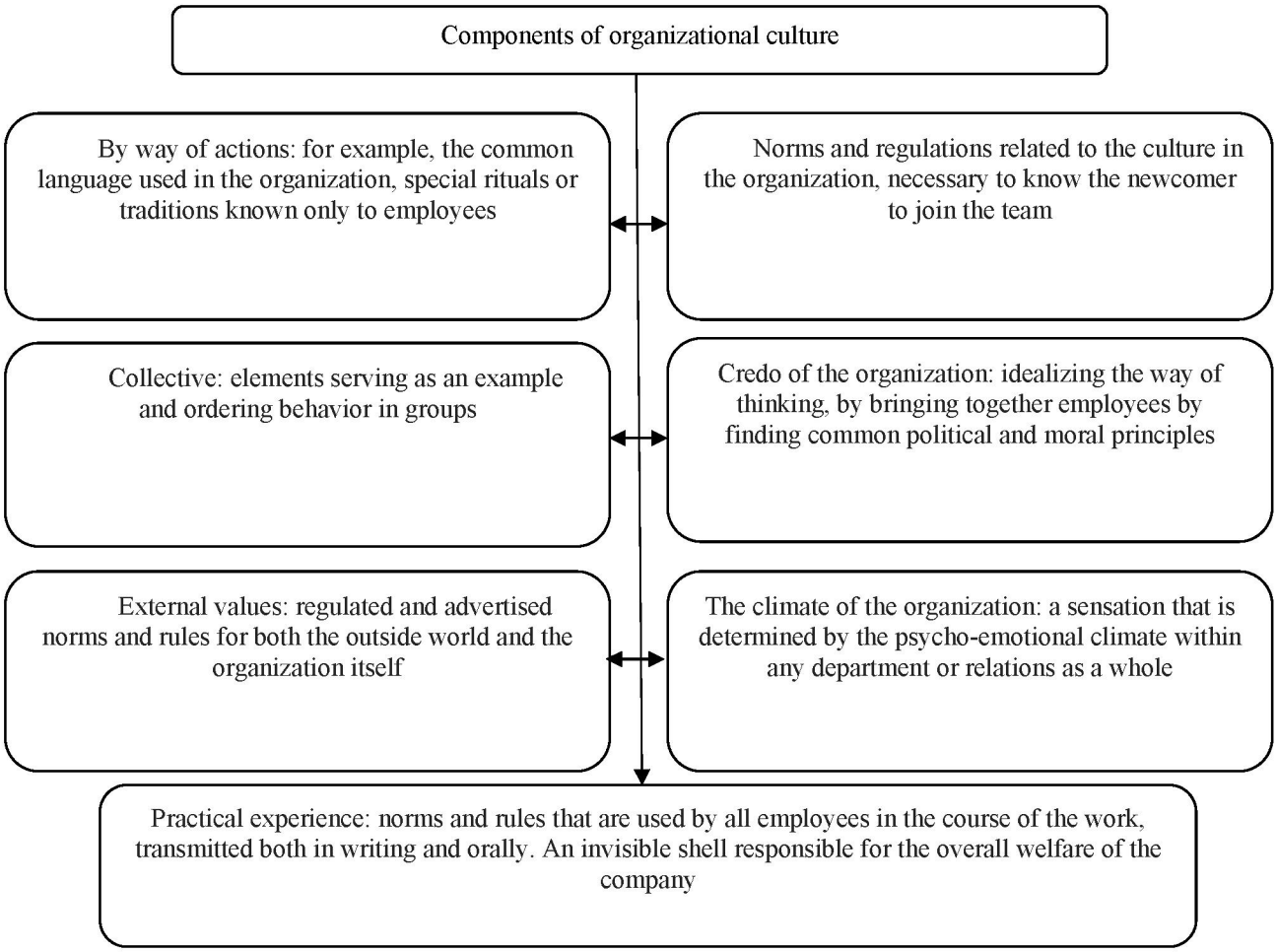

Figure 1- Elements of organizational culture

In the questionnaire,there were involved 50 employees from the administrative and production sector (the studies were conducted in December 2017). The results of each questionnaire were processed and compared with the results of other questionnaires, and generalizations were made. Subsequently, the information obtained from the questionnaires was processed and were identified the results presented in Figure 2.

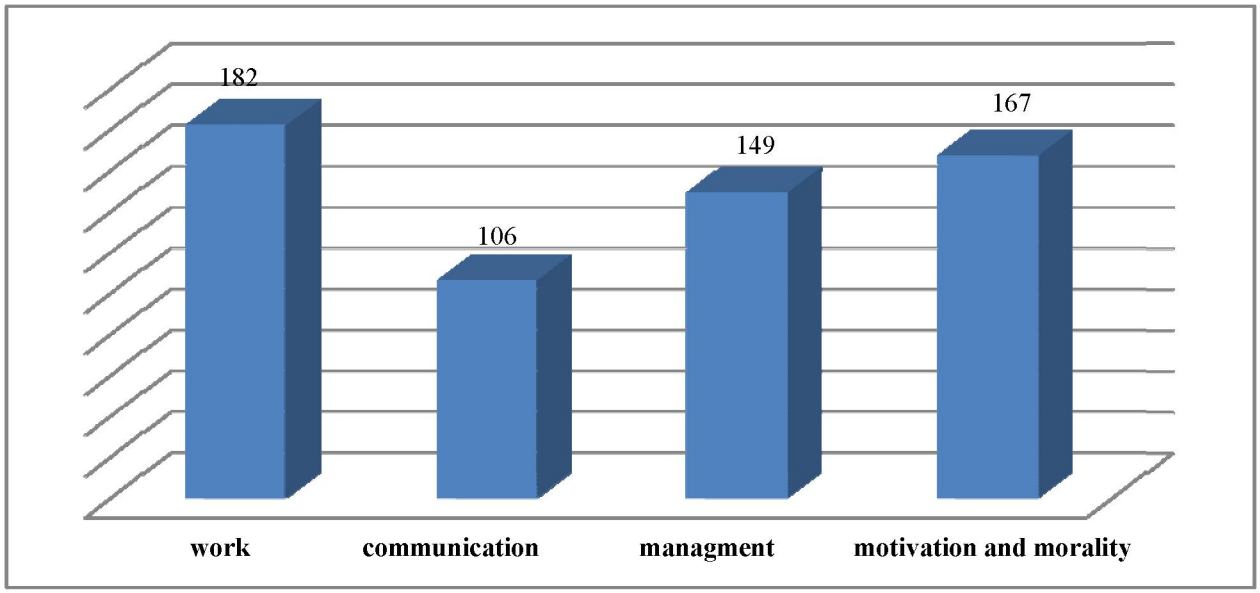

Figure 2- Processing of the questionnaire of the organizational culture of the LLP "BC" Aksay" by the method of C. Handy [3]

The data obtained from the questionnaire give us an opportunity to evaluate the first factor in a direct form: the overall score is above 100 points, which indicates a positive orientation of the organizational culture in the enterprise. The category "Work", implying the existence of goals and a clear mission of the organization, as well as the desire of personnel to perform their work at a high level is at the level of 182 points, which indicates a positive orientation of the organizational culture of this category. The level of communication in the organization has the lowest value and speaks about the lack of development of this sphere, and the need to increase it, respectively.

The integral coefficient of development of the organizational culture, we calculated, using the methodology proposed by E.O. Glass [4].

The formula for calculating the integral coefficient (Formula 1):

$$\text{Integral coefficient} = \sqrt[n]{K1 \times K2 \times K3 \times K4}, \quad (1)$$

Where

Coefficient.integ. - determines the level of the integral coefficient of organizational culture,

n - the magnitude of the characteristics of the analysis of the level of organizational culture,

K1, K2, K3, K4 - characteristics of the analysis of organizational culture, shown in the form of coefficients.

Thus, for our research organization, the integral coefficient is:

$$\text{Coef.integ} = \sqrt[4]{182 \times 106 \times 149 \times 167} = 3{,}48.$$

According to E.O. Glass, the average value of the integral coefficient for modern organizations varies in the amplitude from 3 to 5 units. Consequently, the indicator 3.48 obtained by us in LLP "KhBC" Aksay "speaks also of the average level of organizational culture and indicates the need for its improvement.

This indicator is not critical, but for particularly large limited liability partnerships this may be a signal to increase this indicator, since this may be the main reason for the low or average profitability of the enterprise.

Next, we conducted a study of organizational culture through interviews and acquaintance with the documentation of LLP "KhBC" Aksay ", which resulted in the following indicators [5]:

1.HR policy

a) Effectiveness of personnel policy

At the enterprise, comfortable working conditions are created, allowing employees to develop their skills in the best possible way, increasing labor efficiency.

b) Incentives for employee motivation.

At the company there is a system of bonuses, for overfulfilment of the plan, motivating staff to work extremely efficiently, which is a good motivation for all personnel. This allows you to achieve maximum efficiency from the work of each individual employee, by engaging him in the result and quality of the work performed.

c) Staff turnover and absenteeism

The turnover of personnel at the enterprise is close to zero. Absents are rare, as employees are extremely serious about fulfilling their work duties and cherish theirjobs.

d) Experience

A large number of workers have been working at this enterprise since its opening, and have a great experience, which they gladly share with young employees, becoming for them mentors.

2. Organization of general management

a) Reputation

The company has been functioning for more than 20 years and during this time has managed to gain a good image, and to earn the trust of a huge number of consumers.

b) Efficiency of the organization control system

Due to an effective control system, the company manages to cope with any emergingdifficulties in the production or marketing process.

3. Organization of General Management

a) Code of Ethics for Employees

Absent

b) Mission and objectives of the organization

The company has a clearly defined mission and sets specific goals.

c) Individual autonomy

The enterprise is managed by the CEO from the inside and is autonomous.

d) Organizational structure

At the enterprise there is a clearly formulated organizational structure, each employee clearly understands and knows his job responsibilities.

4. Organizational culture

a) Level of communication

The level of communication at the enterprise is quite high, since production is conveyor communication, both verbal and non-verbal, are extremely important, and it is up to them to determine the speed and clarity of performance.

b) Dress code

Production personnel does not have the right to enter the workshop without wearing a special uniform and, if necessary, equipment. To the management link, certain rules of the dress code are also applied, for non-observance of which the employee receives a penalty or a fine.

c) The daily routine

Observance of all time intervals and schedules, as well as punctuality, are one of the basic requirements.

d) Employees attitude to the work

As it was noted earlier, the company has a number of bonuses, which stimulates employees to work harder and with maximum efficiency. All this appeals to the staff's interest in the work and best influences their attitude to work.

Results. In analysis of the results, we considered elements indicating the relationship between the organizational culture and the activities of the enterprise personnel, and its direct impact on motivation.

All items have a positive result, except "3.a" - the existence of a code of ethics for employees. Proceeding from this, it follows that the level of organizational culture is above the average indicator in LLP "BC" Aksai ". And as we can see, according to the results of the research, there are a small number of shortcomings. However, we cannot say that they are completely absent. Also, there are a number of advantages and disadvantages, which are reflected in Table 1.

Strengths of organizational culture of LLP "BC"Aksay" are:

- the higher management hands over to the specialists all the necessary set of authorities for the fulfillment of the goals and tasks set before them, and they bear full responsibility for their decisions and actions.
- constant stimulation of employees in achieving the company's overall goals, fostering loyalty in them and encouraging initiative;
- Presence of clear orders of the director, indicating the status of the issue, activities, resources, timing and responsibilities.

Table 1- Advantages and disadvantages of the organizational culture of the LLP "BC" Aksay "

Index	Advantages	Disadvantages
Leadership	smooth increase of the personnel's interest in the long-term development of the enterprise itself.	Lite inertness in the application and development of new approaches to problem solving for most managers anddistrust of innovative methods of problem solving.
Technical part	availability of the necessary number of administrative and industrial premises.	the documentation is not relevant and does not correspond to the current reality.
Level of professionalism	a sufficiently high level on the upper layers of the administrative "pyramid".	but there is a sharp decline in the lower and middle levels.
Management	highly professional, reliable and flexible.	at times there is a violation of the promptness of making managerial decisions.
Structure of organization	completely corresponds to the object and style of management.	uneven distribution of duties and high level of workload for some posts.
Note: made by author		

Weak sides:

- the production team does not work as closely as the administrative staff;
- the broken integrity of the communication process in the field of documentation, which in turn reduces the effectiveness of the interaction of the indicators of one department with another;
- there is no specially developed strategy to improve the organizational culture of the enterprise as a whole.

Conclusion. In the research, we determined that the organizational culture has a significant impact on the life of the organization. The results of the analysis showed that the main shortcomings in the formation of organizational culture are the strategic planning system, the management process and the information system. This makes it possible to continue research on the development of an organizational culture modeling algorithm and its impact on the regulation of business processes and the improvement of the management process in the organization.

REFERENCES

[1] Ivantsova M.V. Organizational Culture as a Factor of Effective Business Activity // Vestn. ChuvashUniversity. **2010**. P. 26

[2] Ilyina O.S. Complex diagnostics of the corporate culture of a modern organization // Omsk Scientific bulletin. № 1 (51). **2007**. P. 483-489

[3] Question by C. Handy. Electronic resource: http://www.hr-portal.ru/tool/anketa-izucheniya-organizacionnoy-kultury,24.12.2008

[4] SteklovaE.O. Organizational culture. Ulyanovsk: UlSTU, **2007**. 110p.

[5] Website of Aksay Nan LLP. Electronicresource: http://aksaynan.kz

ӘОЖ 331.108.53

Е.Г. Токарева

«НАРХОЗ Университеті» АҚ, Алматы қаласы, Қазақстан

ҰЙЫМДЫҚ МӘДЕНИЕТ ЖӘНЕ ОНЫҢ ҰЙЫМ ДАМУЫНА ӘСЕРІ

Аннотация. Ұйымдық мәдениеттің қалыптасуына байланысты сұрақтар әрдайым қызығушылық туды-ратын және де тудырады, бұл жағдай, фактордың толықтай ұйым қызметіне тікелей ықпалынан, яғни ұйымдастырушылық құрылымды құру, стратегиялық жоспарлау, ұйымда жүретін бизнес-үрдістер, әлеуметтік-психологиялық ахуалынан туындайды. Заманауи менеджмент ұйымдық мәдениетті жекелеген топтар мен толықтай ұйымның құндылықтарын бейнелейтін өзіндік ішкі негіз ретінде қарастырады. Ұйымдық мәдениет негізгі сипаттамалардан қалыптасады, олар өз кезегінде қайшылықтардың қалай шешілетіндігін, құндылық-тардың қалай қалыптасатындығын, ұйым қызметіне байланысты қандай қағидалардың басым екендігін көрсетеді. Осыған байланысты, ұйымдық мәдениеттің ұйымдық мінез-құлықтың қалыптасуына да ықпал ететіндігін айтуға болады және де ұйымды бірегей ретінде көрсететін ұйым қызметінің түрлі жақтарында орын алатын құндылықтар, дәстүрлер, мөлшерлер, болжамдар, жиынтығы негізінде анықталады. Сондықтан да, кәсіпорын басшылығы ұйымдық мәдениетті ұйым бөлімшелері мен қызметкерлерін жалпы мақсатқа бағыттайтын құралдардың бірі ретінде пайдаланады.

Мақалада кәсіпорын қызметіне ұйымдық мәдениет факторларының ықпалын зерттеу үшін сауалнама жүргізу әдісі мен ұйымдық мәдениеттің деңгейін анықтайтын интегралдық коэффициентті есептеу әдісі қолданылған. Жүргізілген саыстырмалы талдау негізінде болашақта ұйымдағы бизнес-коммуникацияны жолға қою мен әлеуметтік-психологияны ахуалды жақсартуға көмектесетін қорытындылар келтірілген.

Түйін сөздер: Ұйымдық мәдениет, даму, ұйым, үдеріс, менеджмент.

УДК 331.108.53

Е.Г.Токарева

Университет НАРХОЗ, город Алматы, Казахстан

ОРГАНИЗАЦИОННАЯ КУЛЬТУРА И ЕЕ ВЛИЯНИЕ НА РАЗВИТИЕ ОРГАНИЗАЦИИ

Аннотация.Вопросы, связанные с формированием организационной культуры вызывали и вызывают интерес, в связи с тем, что этот фактор имеет непосредственное влияние на деятельность организации в целом. На построение организаионной структуры,стратегическое планирование, протекающие в организации бизнес-процессы, социально-псиологический климат. Современный менеджмент рассматривает организа-ционную культуру как некую внутреннюю сущность, которая выражает ценности отдельных групп и организации в целом. Организационная культура складывается из базовых характеристик, которые должны указывать, какие принципы преобладают в той или иной организации, как формируются ценности, как разрешаются конфликты. В связи с чем, организационная культура оказывает влияние и на формирование организационного поведения, и определяется как совокупность ценностей, обычаев, традиций, норм, верований и предположений, воплощенных в различных сторонах деятельности организации, и которые делают ту или иную организацию уникальной. Поэтому руководство предприятия использует *организационную культуру* как один из инструментов, который ориентирует все подразделения и работников организации на общие цели.

Для изучения влияния факторов организационной культуры на деятельность предприятия в данной статье был применен метод анкетирования и метод расчета интегрального коэффициента определяющего уровень организационной культуры. По итогам проведенного сравнительного анализа были сделаны выводы, которые могут в дальнейшем помочь в налаживании бизнес-коммуникаций и улучшении социально-пси-хологического климата организации.

Ключевые слова: организационная культура, развитие, организация, процесс, менеджмент.