# RESULTS OF ORGANIZATIONAL CULTURE ASSESSMENT

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**Introduction**. Managing of organizational culture is impossible without a full assessment of the actual state of a particular enterprise. Considering the diversity of the organizational culture phenomenon, appropriate methods development and the process of such evaluation are extremely challenging. Poorly studied are the quantitative relationship between the quality characteristics of the organizational culture and economic results of the enterprise activity, between expenditure on development of organizational culture and the desired parameters and effectiveness index of the enterprise. The question concerning the factors of organizational culture in the food industry enterprises needs clarification.

In academic and practical studies of organizational culture a number of native and foreign techniques are used. In particular, the most famous are the methods suggested by such scholars as E. Shane, K. Cameron and R. Quinn, J. Danison [1-3]. Systematization and analysis of the above techniques allowed the author to conclude that they all in one way or another do not meet the requirements of the food industry enterprises, although some of them can be used in the process of decision making at the enterprises of the studied industry.

**Results**. The study aims to identify the factors that carry the most significant influence on the formation of organizational culture level in the food industry enterprises of Zhytomyr region. To achieve this goal the author has used such methods of economic research: monographic (analysis and systematization of the existing methods for organizational culture research), sociological (questioning the leaders of the food industry enterprises), multivariate factor analysis (determining synthetic factors of organizational culture formation).

Economic and statistical analysis techniques allow to solve the following problems of organizational culture research: 1) to examine the presence, direction and intensity of organizational culture indicators connection; 2) to rank and classify the factors of organizational culture; 3) to identify the analytical form of connection between organizational culture indices; 4) to rank and classify enterprises by the level of organizational culture and the level of management; 5) to study the complexity level and diversity of organizational culture as an economic phenomenon; 6) to identify the most informative synthetic indices of organizational culture; 7) to study the internal structure of connections in the system of organizational culture indices; 8) to compare the structure of connections in the indices system of organizational culture among different enterprises (groups of enterprises). To solve these tasks in economic researches of organizational culture the following economic and statistical methods of stochastic modeling of economic phenomena and processes can be used: correlation analysis, regression analysis, multivariate observations clustering, disperse analysis, modern factor analysis and transformational analysis. Study of the most important problems of organizational culture economic analysis (studying the internal structure of relationships in the system parameters, determining the organizational culture dimension, determining the most informative indices) can be done using correlation and regression analyses, but the most appropriate for these purposes is using the multivariate factor analysis techniques, including direct stochastic factor analysis.

Factor analysis is a part of multivariate statistical analysis and allows on the base of coefficient matrix internal structure of pair correlations between indicators of enterprises' organizational culture to find the reasons for these indicators correlation. The author set the following aim of factor analysis realization: to detect synthetic indicators which characterize organizational culture on the basis of summarizing the questionnaire survey results, and to establish what initial parameters and to what extent influence the formation of these synthetic indicators.

14 indicators were included to the structure of the output data array, all of them are qualitative in nature and have been prepared on the basis of the questionnaire survey: 1) the dynamics and efficiency of enterprise development (the level of working capacity charge, the dynamics of production scope growth, the presence of local and national awards for products quality and positive image of an employer); 2) the adaptability of the enterprise (company's ability to respond to changes in the environment, the awareness of competitor's business, the availability of strategic development plan); 3) the overall level of enterprise's social responsibility (for customers, staff, shareholders, society and environment); 4) loyalty level (loyalty to staff, personnel degree of agreement with organizational values ​​and principles); 5) the level of symbolic subsystem development; 6) the level of regulatory subsystem development; 7) the level of communicative management subsystem development; 8) the level of identification subsystem development; 9) the level of value subsystem development; 10) the level of ethics to staff; 11) the level of ethics to consumers; 12) the awareness of organizational culture importance; 13) the quality of tactical management of organizational culture; 14) the quality of organizational culture strategic management. The initial correlation matrix calculation showed that five of the original eigenvalues ​​factors are grave (with a value greater than one), accordingly only they were selected for the further analysis. The first factor explains 38.3% of the total variance, the second - 11.2; the third - 10.2; the fourth - 9.7; the fifth - 7.7; as a whole - 77.1%. The stage of finding the direct factor solution was carried out using the software package SPSS. To find this solution we chose the method of principal components. Direct factor solution is an intermediate result, so we will not show its analysis here. In order to find the optimal solution, we have implemented the inversion factor, for this purpose the method of inversion Varimaks with Kaiser Normalization was chosen in the software package SPSS. Inversion was performed in 7 iterations. Obtained as a result the inverse matrix of factor loadings allowed us to determine the factor loadings which are the most important. The interpretation of the obtained synthetic factors requires finding a logical explanation of the derived parameters groupings, if the explanation cannot be given, then the study is meaningless, and the given hypothesis requires further study. The results obtained in our studies have a logical explanation, therefore, the hypothesis that chosen for the analysis primary factors impact in the overall organizational culture is confirmed. The structure of the first factor includes a significant amount of indices: dynamics and effectiveness of the company development; the level of symbolic subsystem development; the level of regulatory subsystem development; the level of communication and management subsystems development; the level of identification subsystem development and the level of ethical to consumers. These elements reflect the outward manifestations of organizational culture, so the first factor is called the index of ensuring enterprise development by means of organizational culture explicit elements. The second factor combines the indices of the enterprise adaptability and the overall level of social responsibility of the company. Both of them have a high impact on the formation of the studied factor which, considering the content of the indices included is called the index of orientation towards environmental conditions. The structure of the third factor includes the following indices: the level of ethics to staff; the awareness of the degree of organizational culture importance; the quality of the tactical management of organizational culture. The content of the indices that are a part of the third factor allows calling it the level of control over the formation of organizational culture process. The structure of the fourth factor includes such indices: the level of loyalty and the level of value subsystem development. The fourth factor is called the index of implicit elements of organizational culture development. The fifth factor includes two figures - the quality of organizational culture strategic management and the dynamism and efficiency of enterprise development. The content of the indices that were a part of the fifth synthetic factor allows us to call it the index of strategic focus management of organizational culture. **Conclusions.** Thus, the results of multivariate factor analysis of the sociological study of organizational culture management in food industry enterprises allow the author to come to the following conclusions: 1) questions which were in the questionnaire and indices bases on them have a significant impact on organizational culture formation of the enterprises under study; 2) the fourteen indices of organizational culture generated by the author are logically united into five synthetic factors, each of which has a significant impact on organizational culture level: the index of ensuring enterprise development by means of explicit elements of organizational culture; the index of orientation towards environmental conditions; the level of control over the formation of organizational culture process; the index of implicit elements of organizational culture development; the index of strategic focus management of organizational culture. All these synthetic indicators contribute of the studied feature variation- the organizational culture of the studied enterprises.

**References:**

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