# IV. ЭКОНОМИКА ПРОМЫШЛЕННОСТИ. ЭКОНОМИКА ТРУДА. ЭКОНОМИЧЕСКИЕ ПРОБЛЕМЫ ОТРАСЛЕВЫХ КОМПЛЕКСОВ И РЕГИОНАЛИСТИКИ

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**INFLUENCE OF CORPORATE CULTURE ON THE EMPLOYEE PERSONALITY STRUCTURE**

**ВЛИЯНИЕ КОРПОРАТИВНОЙ КУЛЬТУРЫ НА СТРУКТУРУ ЛИЧНОСТИ РАБОТНИКА**

The personality of the employee and corporate culture are closely interrelated and form a system of interactions. The article describes the processes that occur with the person during adaptation in a new workplace. The article operates the groups of mental sets and values being formed for a long time.

**Keywords:** corporate culture, organizational culture, organization, personality, adaptation, values, mental sets.

Личность работника и корпоративная культура тесно взаимосвязаны и образуют единую систему взаимодействий. Статья описывает процессы, происходящие с личностью во время адаптации на новом рабочем месте, при этом оперирует группами установок и ценностей, формирующихся длительное время.

**Ключевые слова:** корпоративная культура, организационная культура, организация, личность, адаптация, ценности, установки.

It is no secret that for the successful existence of an organization it is necessary to provide it with all the necessary benefits, both material and intangible. We are talking about capital investments, the share of investments, the level of the management system, the qualification of workers, etc. Not so long ago, this list included corporate culture, which also needs to be taken into account.

Corporate culture is a system of beliefs, norms of behavior, sets and values, which determines how people should work and behave in a given organization, and which are more or less shared by the vast majority of employees in a given organization [1].

Despite the fact that for Russia corporate culture is a relatively new term, under the influence of deep socio-economic changes that came to our country very recently, organizational culture has already managed to influence the formation of organizations or corporations as a whole [2].

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According to E. Shane, the organizational culture of the company is a set of rules and norms developed by a group of people in the process of joint production activities and have become values for most members of the organization to increase the efficiency of the activities of an individual employee. Each company is dominated by rules, rituals, values, traditions and norms that are formed at a certain period, so in order to increase the effectiveness of the employee's activities, it is necessary to teach one these rules, values, etc. [3].

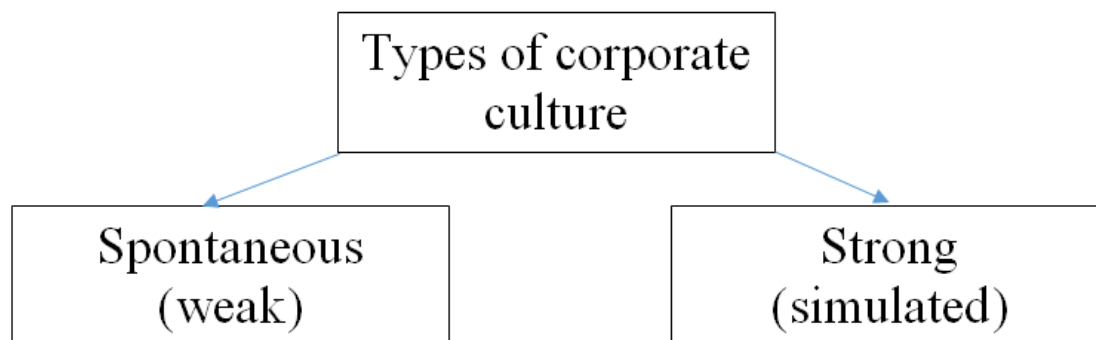Corporate culture of the organization, according to some researchers can be of two types (Fig. 1):



Fig. 1 – Types of corporate culture

*A strong culture* or simulated culture is characterized by clear core values of the organization, which are widely distributed and shared directly by all employees of the organization. Culture becomes stronger if the number of people who share these values constantly grows and acquires the ability to influence the behavior of an enterprise employee to achieve the goals of the organization.

*Young organizations* or organizations that have a weak organizational culture, in which instability or variability of opinions and concepts among its members is pronounced. Because such an organization began to exist very recently, there was simply not enough time to form and develop a corporate culture. In turn, members of such organizations do not have enough joint experience to form generally accepted values and develop norms, traditions and rules [4].

According to E. Shane, three levels of structure are distinguished in organizational culture (Fig. 2), such as:
- Superficial;
- Internal;
- Depth.

**The superficial** level includes general external organizational characteristics: products or services provided by the organization, observed behavior of workers, formal language communication, etc. At this level, things and phenomena are easy to detect, but they cannot always be decrypted and interpreted within the framework of organizational culture.

**The internal** level describes the values and beliefs shared by members of the organization, according to how these values are reflected in symbols and language. The perception of values and beliefs is conscious and depends on the desire of people. Researchers are often limited to this level, as at the next level there are almost insurmountable difficulties.

The third, **depth** level includes basic assumptions that are difficult to understand even by the members of the organization themselves without special knowledge in this field. These hidden and faith – based assumptions guide people's behavior, helping them to perceive the attributes that characterize organizational culture [5].

When we talk about the influence of organizational culture on the personality of an employee, then first we talk about its influence on the personal values of this employee. As a structural personal element, values are sustainable sources of motivation, sources of motivation for certain actions.

**Values** are a relatively stable and socially conditioned selective attitude of the individual to material, social and spiritual benefits; it is a set of standards and criteria that we follow in life. Therefore, values that form attitudes of behavior in a particular area affect the formation of a worker in the organization. If the employee could not, for example, adapt to the strange informal behavior of the leadership and does not understand why he should do certain actions, then most likely he will not stay in this organization (Fig. 3).

Here it is appropriate to say that everything depends only on the identity of the employee. If the salary for him is the main incentive to work in the organization, and it is high for the

employee, then he may be able to "get used" to such informal behavior and adopt such an organizational culture, adapt. Otherwise, the organizational culture will not be able to completely affect all the employee's personality settings and he will have to leave.
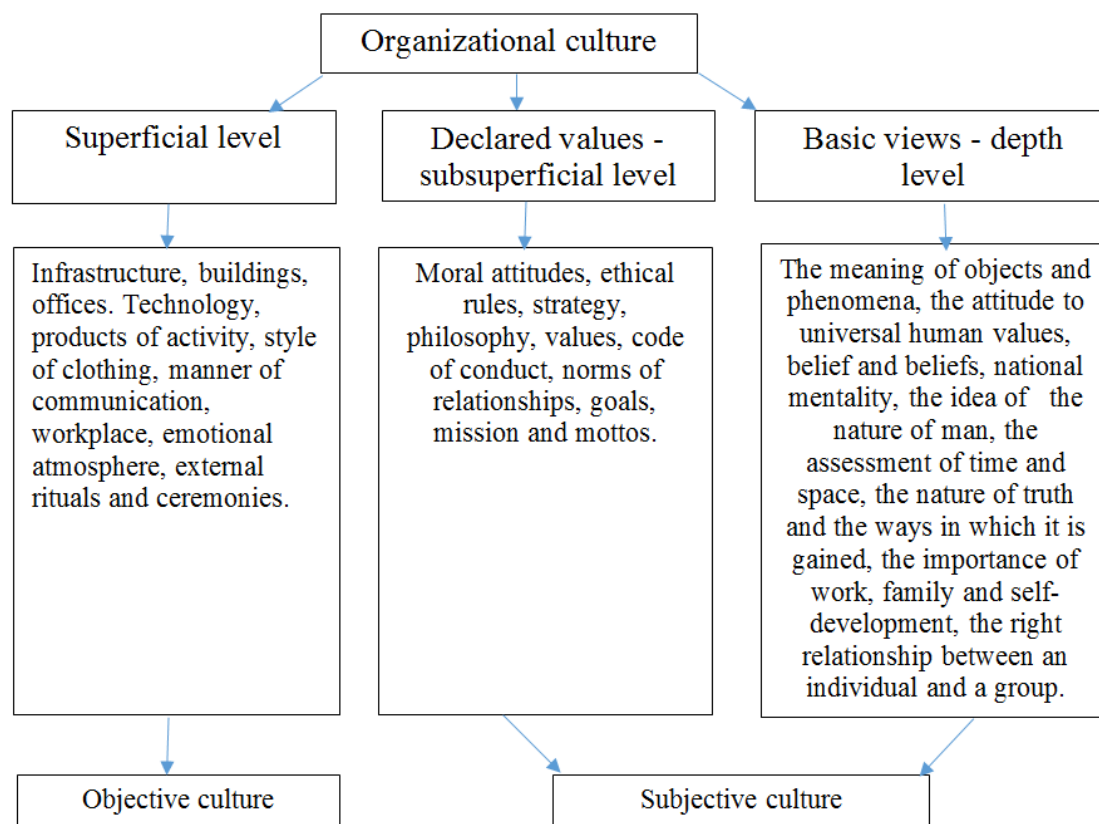
Fig. 2 – Three levels of organizational culture structure

There is every reason to assume that the individual's assimilation of values goes in divergent circles, from small groups (family, etc.) to large ones (nation, humanity), and previously learned values can serve as a powerful barrier to assimilating the values of large groups that contradict them, which often leads simply to the fact that an employee can quit at will without accepting the corporate culture of the organization.
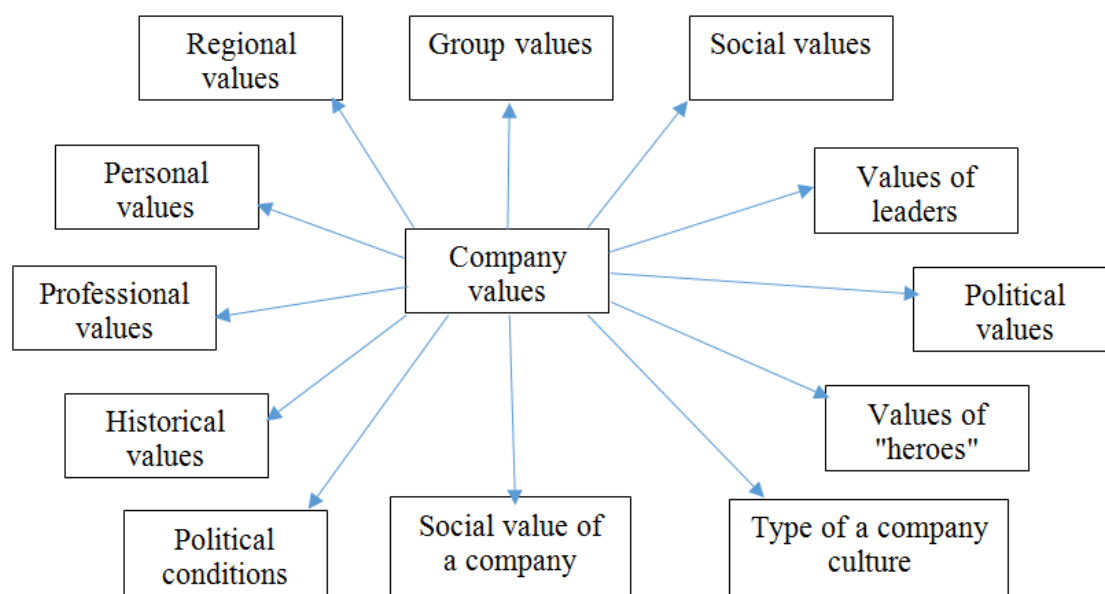
Fig. 3 – Company values

Today, the main role of corporate culture is to establish and maintain a system of certain norms, values and rituals that dominate a particular organization and determine both the way of thinking and the patterns of behavior of employees in the structure of their professional space.

To further investigate the impact of corporate culture on the employee's personality, it is necessary to define the person himself. Personality means a conscious individual, i.e. a person capable of conscious organization and self-regulation of activities. In our case, personality is considered as a purposeful dynamic functional system characterized by multidimensional and hierarchical.

If we consider the employee's personality and organizational culture as two independent systems, then we can identify common characteristics, such as values and mental sets. For large organizations, norms of behavior, or the so-called rituals, are more suitable.

Do not forget that an employee, as a person, also has such characteristics that directly determine his individuality, individual uniqueness, – temperament, his own psychological structure, character, orientation and abilities. Human development is entirely individual and implies the formation of personal values and ideas about activities.

The process of shaping values and personality attitudes is not simple, just as the development of values by the organization. The values of organizational culture predefine the nature of the actions, motives and goals that its leadership sets for the organization. Corporate culture forms corporate values, that is, what creates standards of behavior and activity of the organization. The corporate culture determines the actions and behavior of the members of the organization who work in it. In turn, workers in the organization also influence the state of corporate culture (Fig. 4).
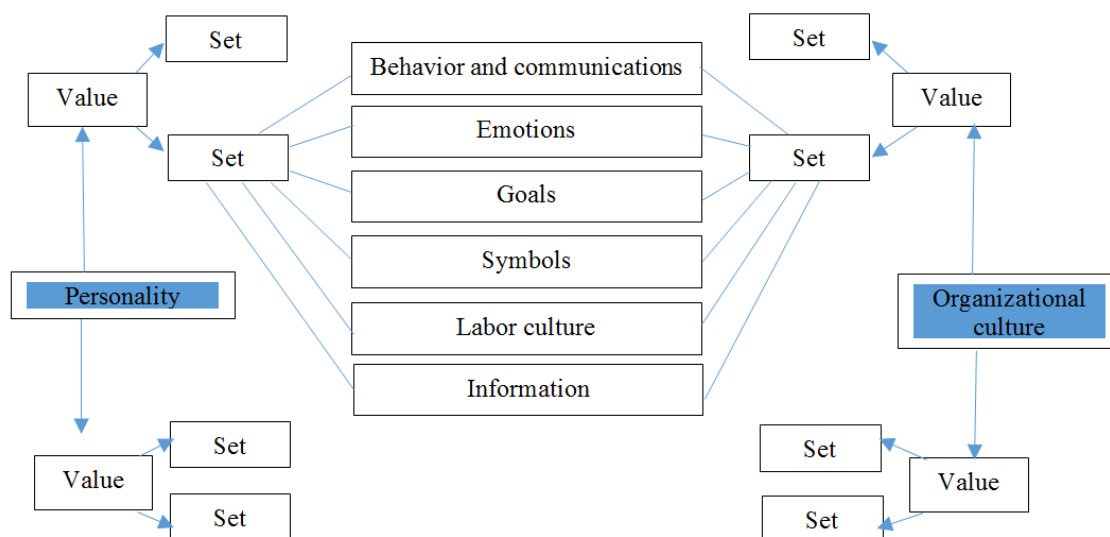


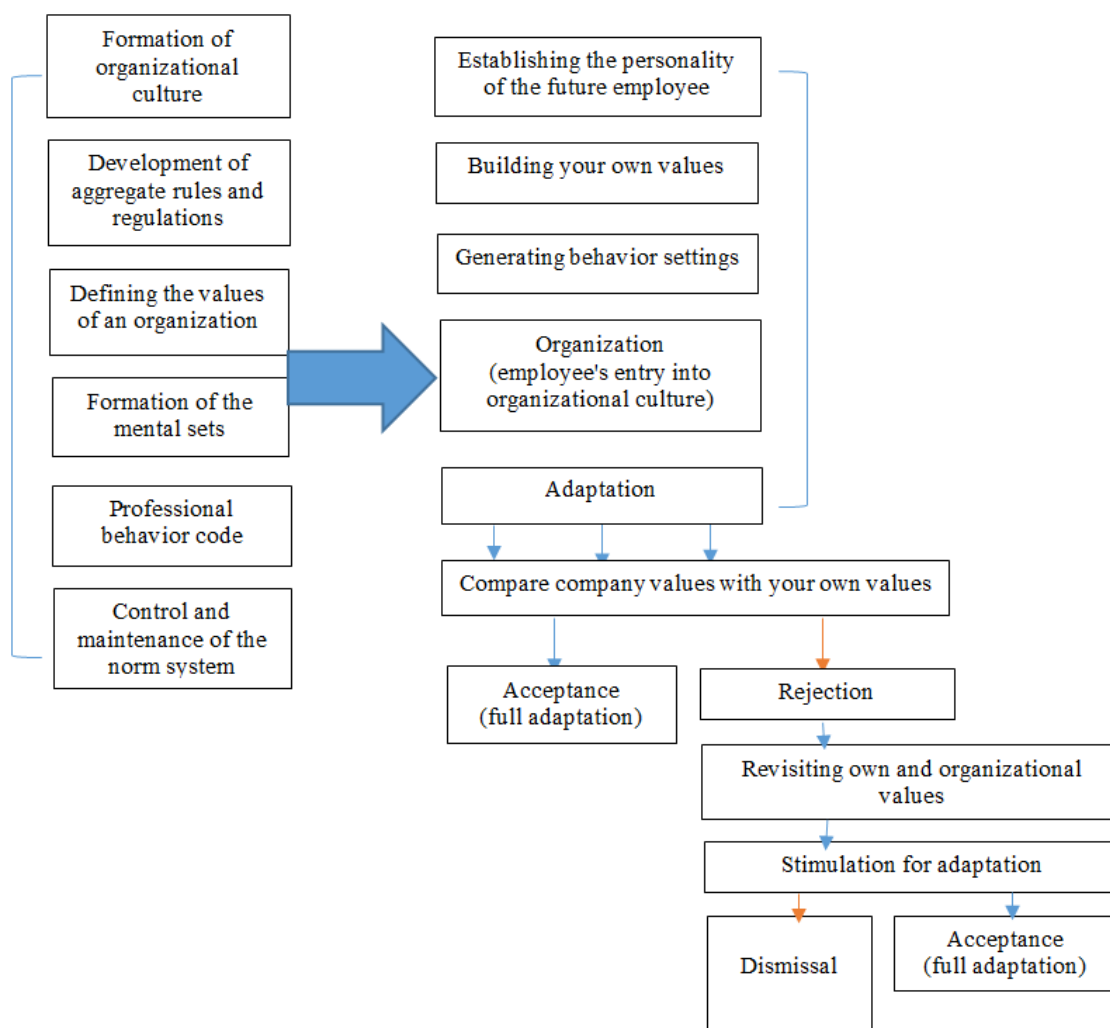Fig. 4 – Interaction of personality and organizational culture

Fig. 5 – Process of influence of corporate culture on employee's personality

Sociologists suggest that values and attitudes correlate with each other. Researchers concluded that any installation is associated with a particular group of values. Thus, people's values can explain their mental sets and, in many cases, the behavior they follow.

Like values, many mental sets are formed in childhood and perceived by children from closest social environment. Children model installations, copying those who like them, whom they respect and even fear [6].

Thus, only if the employee's attitudes are fully consistent with the values of the organizational culture will the employee be happy to carry out activities in the organization (Fig. 5).

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