

Research article

UDC 159.9.072.43:316.6

<https://doi.org/10.21702/rpj.2022.3.15>

Congruence of the Real and Favored Organizational Culture of a Modern Regional Company: Value Predictors

Vera Yu. Khotinets¹✉, Oksana V. Kozhevnikova², Natalia A. Baranova³

^{1, 2, 3} Udmurt State University, Izhevsk, Russian Federation

✉ khotinets@mail.ru

Abstract: Introduction. The novelty of the research lies in the study of organizational culture in connection with the core values and the organization of personnel activities that is appropriate in the current context of economic development and growth. The model of “competing values” is used, which makes it possible to determine the orientation of organizational culture in two main dimensions, each of which is located between two contrary positions: 1) freedom of activity, dynamism/control, stability; 2) external focus, differentiation/internal focus, integration. **Methods.** The study involved employees of a regional company engaged in consulting and processing applications, 90 people aged 19 to 51 years. The authors used the following methods: Organizational Culture Analyze Instrument by K. Cameron and R. Quinn; the Value Survey Module by G. Hofstede; personal values acmeological test by A. V. Kaptsov. Multiple regression analysis was used to establish predictors of the types of organizational culture appropriate for the current context of economic development. **Results.** Based on the analysis results of the actual organizational culture profile in a regional company, a shift in emphasis towards stability, order and control with a predominance of market culture with a slight excess of the hierarchical one has been established. The clan organizational culture was preferred by the company's employees, which is explained by the resistance of social individuals to the declared values of consumer culture and the need for group solidarity and social support. Predictors of market-type organizational culture are cultural values: a long distance of power, individualism, masculinity, enjoyment of life and personal values of the family; adhocratic type – cultural values that actualize subjective control in innovative achievements. **Discussion.** The conclusion is formulated that despite entering market relations, management in modern regional organizations continues to rely on the principles of control and stability – the basis of the old Soviet period management system with an overwhelming preference for support and care from the leadership.

Keywords: modern regional companies, management, organizational culture, hierarchy, market relations, clannishness, adhocracy, cultural values, collectivism, individualism

Highlights:

► The profile of the actual organizational culture of a modern regional company is shifted towards stability, order and control in the segment of the market and hierarchical forms of organization.

- The profile of the preferred organizational culture of a modern regional company focuses on the quadrant of a clan organization focused on integration and assistance, social support and assistance.
- In the current context of economic development and growth, the value predictors of the market-type organization of a regional company are the values of individualistic orientation and the adhocratic type – the values of subject control.

For citation: Khotinets, V. Yu., Kozhevnikova, O. V., & Baranova, N. A. (2022). Congruence of the real and favored organizational culture of a modern regional company: Value predictors. *Russian Psychological Journal*, 19(3), 232–245. <https://doi.org/10.21702/rpj.2022.3.15>

Introduction

Changes in the general paradigm in the Russian economy require a transition from an administrative and command management format to a market one, which, in turn, stimulates the orientation of enterprises to the introduction of innovative development models. Despite the more than a thirty-year history of reforms aimed at supporting the innovative economy, the pace, and results of transformations in the economic sphere are unsatisfactory (Saraliev & Zaharova, 2017). Along with the difficulties of legal and technological nature, a psychological component associated with the organization of professional activity of personnel is highlighted, which at least ensures the development of innovative processes (Mihajlova, 2021; Savchenko & Shkurenko, 2020; Salvato, 2009).

One of the functions of organizational culture is coordination, which focuses on the internal integration of personnel and the formation of professional behaviour models in accordance with core values (Büschgens et al., 2013; Schwartz & Ciecuch, 2021; Herbst & Housmanfar, 2009). A sufficiently strong and developed organizational culture is the support of cohesion in understanding significant problems, ensuring continuity, coordination, and prevention of conflicts within the organization, which have a great impact on the attitude of employees to work, their professional motivation with a sense of stability and loyalty on the part of management (Ližbetinová et al., 2016).

In the concept of Cameron & Quinn (2011), the whole variety of indicators of the effectiveness of the organization's activities is reduced to two main dimensions (vectors): 1) flexibility and discreteness as opposed to stability and control, 2) external orientation, differentiation and rivalry as opposed to internal orientation, integration and unity. The quadrants formed by the indicated vectors correspond to the following types of organizational culture: clan culture, built on maintaining relationships within the organization, a high level of cohesion, orientation to the individual development of employees; adhocracy culture, characteristic of dynamically developing organizations, ready for risk, change and new challenges; market culture, typical for organizations focused on achieving results and competition, following the rules of a market economy; hierarchical culture, characterized by a formalized and structured work environment in which formal rules are the consolidating element.

According to Zhang et al. (2008), it is pointless to study the effectiveness of these four types separately since each of them has its advantages that may be "beneficial" for the enterprise at a concrete stage of its development (Számely, 2020). Organizational culture should be considered as an integral structure where cultural types exert their influence synergistically. According to

Hakh et al. (2014), many organizations currently recognize that the only way to find a radical approach to solving the company's current problems is to change the existing organizational culture. Indeed, it is quite difficult to reorient a person to the desired organizational culture, but if there is a strategy for the transition to a more adaptive form of culture, the effectiveness of the organization will increase (Groshev & He, 2020; Sulejmankadieva & Lisina, 2021; Trushkina & Rinkevich, 2020; Jovanoska et al., 2020).

Understanding the importance of organizational culture encourages the organization to search for the most suitable type of it for survival in the modern business environment. Following the idea of balancing organizational culture, the ideal cultural profile would be a combination of all four types proposed by Cameron & Quinn (2011). However, having an ideal cultural profile does not guarantee that the organization will become more effective. By wanting to make changes in organizational culture, companies hope to find a new paradigm based on values that can support their current activities (Anderson et al., 2010).

In practice, the most effective way to optimize the organized activities of any company is to coordinate cultural (national) (Lebedeva et al., 2020; Dartey-Baah, 2011; Hofstede et al., 2010), individual (Herbst & Houmanfar, 2009) and organizational values (Khotinets, 2016; Khotinets & Kozhevnikova, 2017b), the means of achieving effective personnel organization is the establishment of predictive criteria of organizational culture (Leonova & Sultanova, 2018). Thus, the most promising direction in the study of the organizational culture of modern companies is the study of the connections of core values as ways to solve the problems of regulating human activity with the organization of personnel activities that is appropriate in current conditions of economic development and growth.

The purpose of the study is to establish value predictors of the types of organizational culture of a regional company that are appropriate in the current context of a market economy.

Methods

Sample group

The study involved employees of a regional company of the Udmurt Republic engaged in consulting and processing requests through voice communication channels, online chat mode and mail requests in the interests of the organization (call center), a total of 90 people, of whom: 23 men and 67 women (26 % and 74 % of the sample, respectively) aged from 19 to 51 years ($M = 28$ years).

Techniques

The Organizational Culture Assessment Instrument (OCAI) proposed by Cameron and Quinn (2001) was used *to assess organizational culture*. The questionnaire consists of six parts, each represented by four statements describing any characteristics of the organization's activities. The respondent needs to distribute 100 points twice between these alternatives to describe the current state of the organization ("now") and the preferred development option of this organization, for example, in the next five years, to succeed ("preferably"): A – clan culture; B – adhocracy culture; C – market culture; D – hierarchical culture.

The fourth version of The Values Survey Module (VSM-13 version), developed by Hofstede & Minkov (2013), was used *to measure cultural values*. It includes six "cultural meters" that determine the quantitative characteristics of cultures (Hofstede, 2014): 'power distance index' (PDI), 'individualism/collectivism' (IDV), 'uncertainty avoidance index' (UAI), 'masculinity/femininity' (MAS),

'long-term/short-term orientation' (LTO) and 'self-indulgence/restraint index' (IVR). These meters are rated on a scale from 1 to 5. For the purposes of our study, individual indicators were needed for each of the six scales, which were calculated according to the algorithm proposed by Tatarko & Lebedeva (2011).

The personal values acmeological test by A. V. Kaptsov (2015) (the author's version of ANL 4.6) was used to measure personal values. The methodology contains 49 statements, which the respondent evaluates on an 8-point scale. The results of processing are presented in the form of two groups of basic scales: life values (professional life, education and training, family life, social life, hobbies), personal values (others (sociality), spiritual satisfaction, creativity, vital activity, achievements, traditions, material wellness, self (individuality)).

Methodology

To divide the selection into subgroups based on satisfaction and dissatisfaction with the type of culture existing in the organization, a cluster analysis was carried out through the k-means method using the coefficient of divergence between the estimates of existing and preferred cultures calculated by us as a criterion variable.

Using the Mann–Whitney U-test, data analysis was carried out to identify significant differences between the selected subgroups according to the analyzed indicators. Hypothesis *H1* about the difference in samples by the indicators severity level was tested first. Otherwise, hypothesis *H0* was accepted – about the absence of differences between the desired indicators.

Multiple regression analysis (*Linear regression, Backward (reverse step-by-step method)*) was used to establish value predictors of favored types of organizational culture. Dependent variables were the types of market and adhocratic organizational culture favored in modern management, and cultural and personal values were independent. Hypothesis *H1* was tested about the presence of a connection between a "dependent" variable and a set of "independent" variables. In the opposite version, hypothesis *H0* was accepted – about the absence of the desired connections. In the course of explaining the data, the following values were taken into account: *R* (multiple regression coefficient), *R*² (multiple determination coefficient), Fisher's F-test and its p-significance level ($p \leq 0.05$). Data processing was carried out using the SPSS 22.0 for Windows program.

Results

At the first stage of the study, in order to analyze the measure of divergence between real and preferred types of organizational culture, an additional coefficient was introduced. It was calculated by the following formula:

$$C \text{ divergence} = (|CCC - CCP| + |ACC - ACP| + |MCC - MCP| + |HCC - HCP|) / 4,$$

where: *CCC* – clan culture current; *CCP* – clan culture preferred; *ACC* – adhocracy culture current; *ACP* – adhocracy culture preferred; *MCC* – market culture current; *MCP* – market culture preferred; *HCC* – hierarchy culture current; *HCP* – hierarchy culture preferred.

This coefficient shows the degree of divergence between an employee's assessments of the existing and preferred type of cultures. It allows one to make assumptions about the degree of employees' satisfaction with the current type of leadership, performance criteria, communication rules, standard of behavior.

For example, employee X evaluates current and preferred cultures' types in the following way:

$$C \text{ divergence} = (|56.50 - 56.67| + |11.67 - 10.00| + |13.33 - 13.33| + |18.50 - 20.00|) / 4 = 0.83.$$

Another employee Y made the assessment differently, in particular:

$$C \text{ divergence} = (|11.67 - 39.17| + |0.83 - 12.50| + |2.50 - 32.50| + |85.00 - 15.83|) / 4 = 34.58.$$

That is, employee X demonstrates a greater degree of satisfaction with the existing management culture in their organization, relationships in the team and with leader personnel, a work evaluation system and behavior rules. On the contrary, employee Y is extremely dissatisfied with the current type of culture: it seems to them that the group cohesion and the possibility of creative expression are insufficient; the tension is caused by strictly regulated procedures for operational activities and formalism of relations; the management team's focus on internal control.

The conducted analysis led to the need to divide the sample into two subgroups: those who are satisfied and those who are not satisfied with a current type of culture in the organization. For this purpose, the procedure for cluster analysis of indicators was carried out according to the criterion of the calculated divergence coefficient. As a result, two clusters of company employees were identified: "satisfied" ($n = 67$, final center of the cluster = 5.44) and "unsatisfied" ($n = 23$, final center of the cluster = 19.15) with the current type of organizational culture.

For significant differences identification in other analyzed indicators in the selected subgroups, data analysis was conducted using the Mann–Whitney U-test. The results of the analysis revealed significant differences in the following indicators: 'clan culture current' ($p \leq 0.001$), 'adhocracy culture current' ($p \leq 0.001$), 'market culture current' ($p \leq 0.05$), 'hierarchy culture current' ($p \leq 0.001$), 'clan culture preferred' ($p \leq 0.001$), 'adhocracy culture preferred' ($p \leq 0.001$), 'market culture preferred' ($p \leq 0.05$), 'hierarchy culture preferred' ($p \leq 0.001$), 'area of society' ($p \leq 0.05$). Overall, the main differences are primarily related to the indicators of current and preferred types of organizational culture. Consequently, the samples formed based on the results of cluster analysis can be considered homogeneous in terms of personal and cultural values.

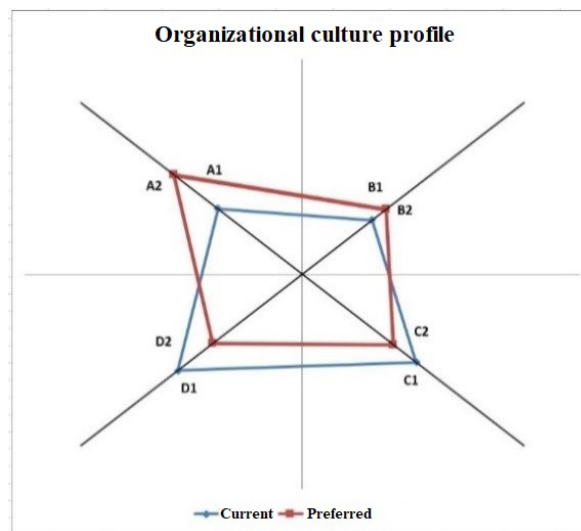
To solve *the first empirical problem*, the "competing values framework" model developed by K. Cameron and R. Quinn was used. The constructed diagram (Fig. 1) shows the profiles of the current and preferred types of organizational culture based on the entire selection.

The analysis of organizational culture profiles by employees of selected groups according to the criterion of 'satisfaction' and 'dissatisfaction' with the current type of culture in the organization is of no less interest (Fig. 2, 3).

The ideal model for optimal management of an organization in the modern socio-economic and cultural-historical context of the development of Russian society is the hypothetic model (Fig. 4). There, the profiles of current and preferred types of organizational culture almost coincide.

Figure 1

Organizational culture profile (n = 90)



Note (here and elsewhere): A1/A2 – clan culture ('current'/'preferred'), B1/B2 – adhocracy culture ('current'/'preferred'), C1/C2 – market culture ('current'/'preferred'), D1/D2 – hierarchy culture ('current'/'preferred').

Figure 2

Organizational culture profile of a group of employees (n = 67) satisfied with current organizational culture type

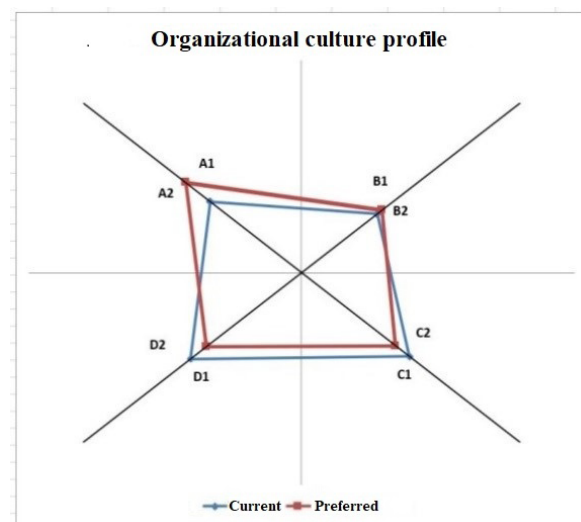


Figure 3

Organizational culture profile of a group of employees (n = 23) dissatisfied with current organizational culture type

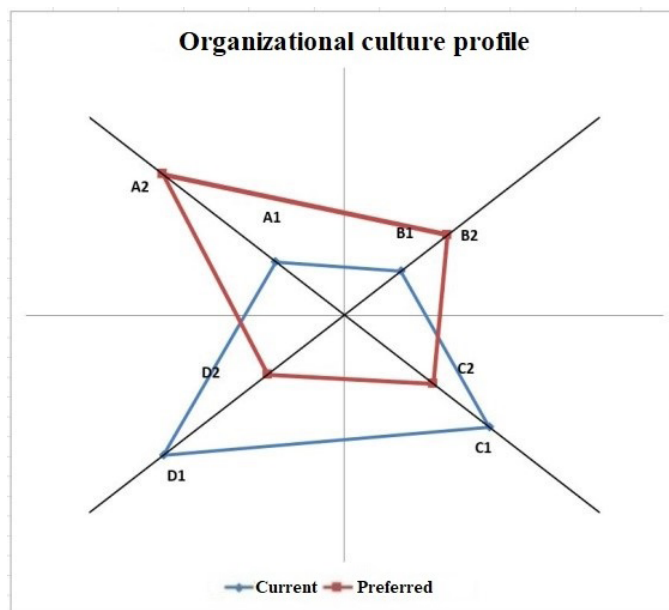
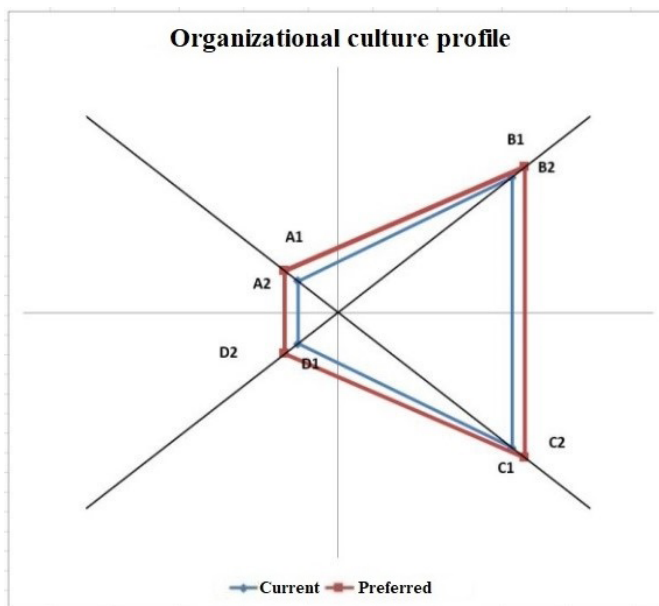


Figure 4

Hypothetic organizational culture model



At the next stage of the study, to solve the second problem, multiple regression analysis was used. There, the dependent variables were market (Table 1) and adhocracy (Table 2) organizational culture types that are viable from the standpoint of the modern economy, and the independent variables were cultural and personal values.

Table 1

Results of multiple regression analysis: coefficients of independent variables of the final model (dependent variable - preference for market type of organizational culture)

Independent variables in the model	B	St. error	β	t	p
Power distance (PDI)	3.652	1.500	0.248	2.434	0.017
Individualism / collectivism (IDV)	3.809	1.502	0.268	2.535	0.013
Masculinity / femininity (MAS)	3.804	1.518	0.265	2.506	0.014
Self-indulgence / restraint index (IVR)	4.076	1.505	0.270	2.707	0.008
Sphere of family life (SFL)	-0.694	0.254	-0.281	-2.737	0.008
Constant	-21.426	11.198		-1.913	0.059

$R^2 = 0.198$, $F = 4.135$, $p = 0.002$.

Therefore, the resulting model describes 19.8 % of the sample (R^2 is 0.198). The model is significant with an F coefficient of 4.13 at a significance level of 0.002. According to the results of the analysis, it became possible to construct a regression equation that reflects the predictors of preference for the market type of organizational culture:

Preference for market type of organizational culture prediction) = 3.652 * PDI + 3.809 * IDV + 3.804 * MAS + 4.076 * IVR – 0.694 * SFL – 21.426

Notes: PDI – distance of power; IDV – individualism; MAS – masculinity; IVR – Self-indulgence / restraint; SFL – sphere of family life.

Table 2

Results of multiple regression analysis: coefficients of independent variables of the final model (dependent variable – preference for adhocratic type of organizational culture)

Independent variables in the model	B	St. error	β	t	p
Self-indulgence / restraint index (IVR)	-3.320	1.523	-0.226	-2.181	0.032
Constant	30.242	5.026		6.415	0

$R^2 = 0.051, F = 4.755, p = 0.032.$

The resulting model describes 5.1 % of the sample (R^2 is 0.051). The model is significant with an F coefficient of 4.75 at a significance level of 0.032. As a result, a regression equation was constructed marking the predictors of preference for the adhocracy type of organizational culture:

Preference for the adhocratic type of organizational culture (prediction) = -3.320 * IVR + 30.242
Note: IVR – Self-indulgence / restraint.

Discussion

According to the analysis of the profile of the current and preferred types of organizational culture in the entire sample (Fig. 1), it was revealed that in the studied organization there is no absolute predominant type of culture. A large profile area describing the 'current' situation is located at the bottom of the diagram in the stability and control segment with a predominance of a quadrant with a current market culture with a slight excess in a hierarchy culture. We dare to state that the insufficient readiness of the Russian society, economy and production for the transition to market relations three decades ago is still reflected in the formation of a modern market economy. It is characterized by the intentions to maintain stability and control of the economy with the classic attributes of bureaucracy.

In the 'preferred' situation, the shift of the diagram towards the clan type of culture is fixed on the background of a decrease in the area of the hierarchy culture, but with the preservation of internal control and integration. Notice that clan-type forms are clearly imbued with values, goals, cohesion, and social support, shared by all (Cameron & Quinn, 2001, pp. 73–76). It is well-known that the foundation of Russian culture is the values of collectivism with the provision of group solidarity, socially responsible behavior with group support (Vyatkin et al., 2022). The values of individualism with predominance over the needs of other people, cultivated at the present stage of development of Russian society. It causes a resistance characterized by nostalgia for the past Soviet era.

Comparing the obtained profiles of current and preferred types of organizational culture in the 'satisfied' (Fig. 2) and 'dissatisfied' (Fig. 3) groups with current organizational culture, one can draw several conclusions. In the 'satisfied' group, the organizational culture profile predictably does not reflect the difference between existing and desired types of culture. It is predominantly located in the integration and internal control segment. The profile of 'unsatisfied' with an organizational culture (Fig. 3) is located in polar opposite parts of the diagram. If the current organizational culture for them is hierarchy, then they select 'clan' culture as a preferred one. It is considered that the shift in emphasis to the 'clan' quadrant is ensured by increased support for employees and their involvement in business, psychological climate improvement in an organizational group with concern for its members (Cameron & Quinn, 2001, pp. 127–128).

Without a real opportunity to radically rebuild system of established patterns of interaction between employees and an employer, leader personnel can focus on changing system of employees' ideas about the types of organizational culture. The ideas ensure an increase in the efficiency of organization's functioning in the context of economic development and growth. Let us consider what cultural and personal values were the predictors of two economically viable types of market and adhocracy organizational culture in the modern conditions.

According to the results of multiple regression analysis, it was found that the predictors of the market type of organizational culture preferred in the modern conditions of economic development of society are values at the individual cultural level: a large distance of power, individualism, masculinity, indulgence in desires and values of family life. We agree that the market organizational culture is based on an unequal distribution of power between an owner of a company and its employees, who are competitive with autonomy and independence from others, responsible only for themselves with the right to privacy in the free satisfaction of basic human needs.

The predictors of the reality of the adhocracy type of organizational culture preferred in modern socio-cultural conditions include the cultural values of restraint. Innovative activity, which ensures a qualitative increase in the efficiency of processes and results demanded by market, requires high competence and cognitive abilities from a subject of professional activity. Thereby the activity limit them in satisfying hedonistic needs, obtaining life's enjoyments and pleasures.

Conclusion

Based on the analysis of the profile of the current organizational culture of the regional company, the shift in emphasis was established towards stability, order, and control, with a predominance of the market culture, and with a slight excess of the hierarchy culture. The obtained data are explained by the specific conditions for the development of a market economy with classical attributes of bureaucracy. It is made in accordance with the data obtained earlier in the study of the contingency of organizational logic as a legitimizing principle of institutionalized relations of power with the values of national culture with the participation of various organizations of the Udmurt Republic (Khotinets & Kozhevnikova, 2017b). The clan organizational culture was preferred. It is explained by the resistance of social individuals to the entrusted values of the culture of consumption and the need for group solidarity and social support. It is confirmed by the study of organizational logic in the regional context (Khotinets & Kozhevnikova, 2017a).

The obtained results showed that employees' ideas about current and preferred types of organizational culture in the company diverge significantly. This is especially clearly observed when analyzing the profile of the organizational culture of employees dissatisfied with management

style and communication system approved in the company. If the current organizational culture for them is hierarchy, then they select 'clan' culture as a preferred one.

According to multiple regression analysis, it was found that the predictors of the market type of organizational culture, which is viable in the current conditions of economic development and growth, are values at the individual cultural level: a large distance of power, individualism, masculinity, indulgence in desires and values of family life. The predictors of the adhocracy type of organizational culture include cultural values that actualize innovative achievements with high subjective control, opposing hedonistic needs and enjoyment of life.

The obtained results are of practical importance for achieving the organizational effectiveness of personnel of regional companies in the modern economic conditions. Harmonized core and organizational values have a predictive ability in relation to the organizational culture that is most appropriate in the specific conditions of economic development. The limitations of the study extend to the choice of: 1) methodological tools, in particular, the use of a framework of values of organizational culture, represented by only two dimensions of effectiveness; 2) building groups strategies (sampling) that involve a real group of employees of the regional call center.

References

- Anderson, R., Amodeo, M., & Hartzfeld, J. (2010). *Changing business culture from within. State of the world – transforming cultures: From consumerism to sustainability. The Worldwatch Institute Report*. Norton & Company.
- Büschgens, T., Bausch, A., & Balkin, D. B. (2013). Organizational culture and innovation: A meta-analytic review. *Journal of Product Innovation Management*, 30(4), 763–781. <https://doi.org/10.1111/jpim.12021>
- Cameron, K. S., & Quinn, R. E. (2001). *Diagnosing and changing organizational culture*. Piter. (in Russ.).
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.
- Dartey-Baah, K. (2011). The impact of national cultures on corporate cultures in organisations. *Academic Leadership: The Online Journal*, 9(1). Fort Hays State University. <https://scholars.fhsu.edu/alj/vol9/iss1/47>
- Groshev, I. V., & He, M. (2020). Comparative analysis of organizational culture transformation models. *Upravlenie / Management (Russia)*, 8(1), 94–101. <https://doi.org/10.26425/2309-3633-2020-1-94-101> (in Russ.).
- Hakh, H. E., Fatahillah, I., & Mangundjaya, W. L. H. (2014). Building organizational culture based on competing value framework to gain competitive advantage. *Jurnal Ilmiah Psikologi Industri & Organisasi*, 1(2), 103–116.
- Herbst, S. A., & Houmanfar, R. (2009). Psychological approaches to values in organizations and organizational behavior management. *Journal of Organizational Behavior Management*, 29(1), 47–68. <https://doi.org/10.1080/01608060802714210>
- Hofstede, G. (2014). The Hofstede model in context: Dimensionalizing cultures. *Language*,

- Communication and Social Environment*, 12, 9–49. (in Russ.).
- Hofstede, G., & Minkov, M. (2013). Values survey module 2013 manual. *Geert Hofstede*. <https://geerthofstede.com/wp-content/uploads/2016/07/Manual-VSM-2013.pdf>
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind*. Revised and expanded (3rd edition). McGraw-Hill.
- Jovanoska, A., Drakulevski, L., & Debarliev, S. (2020). Changing organizational culture by promoting values that encourage teamwork. *Eurasian Journal of Business and Management*, 8(2), 94–105. <https://doi.org/10.15604/ejbm.2020.08.02.004>
- Kaptsov, A. V. (2015). *Psychological axiometry of personality and group: A methodological manual*. SamLuxPrint. (in Russ.).
- Khotinets, V. Yu. (2016). *Coordination of characteristics of national culture with components of organizational culture*. In V. V. Gritsenko (Ed.), *Theoretical problems of ethnic and cross-cultural psychology: Materials of the fifth international scientific conference. In 2 vols.* (Vol. 1, pp. 264–268). Smolensk State University. (in Russ.).
- Khotinets, V. Yu., & Kozhevnikova, O. V. (2017a). Organizational logic in a regional context. In A. L. Zhuravlev, V. A. Koltsova (Ed.), *Fundamental and applied studies of modern psychology. Development Results and Prospects* (pp. 2681–2688). Institute of Psychology of the Russian Academy of Sciences. (in Russ.).
- Khotinets, V. Yu., & Kozhevnikova, O. V. (2017b). Organizational logic in institutional and cultural contexts. *Bulletin of Udmurt University. Series Economics and Law*, 27(1), 62–72. (in Russ.).
- Lebedeva, N. M., Bushina, E. V., & Schmidt, P. (2020). Individual-personal and contextual predictors of organizational creativity in Russia. *Organizational Psychology*, 10(4), 63–87. (in Russ.).
- Leonova, A. B., & Sultanova, F. R. (2018). Motivational and value orientation of personnel and attractiveness of organizational culture. *Voprosy Psichologii*, 4, 80–91. (in Russ.).
- Ližbetinová, L., Lorincová, S., & Caha, Z. (2016). The application of the organizational culture assessment instrument (OCAI) to logistics enterprises. *Naše More*, 63(3), 170–176. <https://doi.org/10.17818/NM%2F2016%2FSI17>
- Mikhailova, E. A. (2021). Organizational culture of innovation activities. *Bulletin of the Faculty of Management of UNECON*, 9, 37–40. (in Russ.).
- Salvato, C. (2009). Capabilities unveiled: The role of ordinary activities in the evolution of product development processes. *Organization Science*, 20(2), 281–480.
- Saralievá, Z. H.-M., & Zakharova, L. N. (2017). Women as personnel of a modern enterprise: the value aspect. *Woman in Russian Society*, 3, 45–57. <https://doi.org/10.21064/WinRS.2017.3.4> (in Russ.).
- Savchenko, M. V., & Shkurenko, O. V. (2020). Organizational culture in the context of the development of corporate social responsibility of subjects of international business. *Management of Economy: Theory and Practice*, 12, 95–111. <https://doi.org/10.37405/2221-1187.2020.95-111> (in Russ.).
- Schwartz, S. H., & Cieciuch, J. (2021). Measuring the refined theory of individual values in 49

- cultural groups: Psychometrics of the revised portrait value questionnaire. *Assessment*, 29(5), 1005–1019. <https://doi.org/10.1177/1073191121998760>
- Suleimankadieva, A. E., & Lisina, A. V. (2021). Diagnostics and improvement of the organizational culture of Pentar LLC based on the organization cultural assessment instrument method. *Vector of Economics*, 6. https://doi.org/10.51691/2500-3666_2021_6_3 (in Russ.).
- Számely, É. (2020). Cultures corporations – How national cultural preferences manifest themselves in organizational cultures? *Bulletin of Udmurt University. Sociology. Political Science. International Relations*, 4(2), 211–219. <https://doi.org/10.35634/2587-9030-2020-4-2-211-219>
- Tatarko, A. N., & Lebedeva, N. M. (2011). *Methods of ethnic and cross-cultural psychology*. NRU HSE. (in Russ.).
- Trushkina, N. V., & Rinkevich, N. S. (2020). Marketing strategy for managing the development of the organizational culture of the enterprise. *Economic Problems (Kharkov)*, 2, 303–311. (in Russ.).
- Vyatkin, B. A., Khotinets, V. Yu., & Kozhevnikova, O. V. (2022). Intergenerational transmission of values in the modern multicultural world. *The Education and Science Journal*, 24(1), 135–162. <https://doi.org/10.17853/1994-5639-2022-1-135-162> (in Russ.).
- Zhang, M., Li, H., & Wei, J. (2008). Examining the relationship between organizational culture and performance: The perspectives of consistency and balance. *Frontiers of Business Research in China*, 2, 256–276. <https://doi.org/10.1007/s11782-008-0015-6>

Received: January 30, 2022

Revision received: February 27, 2022

Accepted: March 01, 2022

Author Contributions

V. Yu. Khotinets developed the scientific apparatus, substantiated the problem methodologically, explained and interpreted the data (40 %).

O. V. Kozhevnikova made a theoretical analysis of the research problem, developed the empirical study design, constructed the mathematical models (40 %).

N. A. Baranova collected the empirical data, conducted the primary processing of the research data (20 %).

Author Details

Vera Yurievna Khotinets – Doctor of Psychological Sciences, Professor, Udmurt State University, Izhevsk, Russian Federation; Scopus Author ID: 15066453500, ResearcherID: Q-1111-2016, SPIN-code: 5345-1385, ORCID: <https://orcid.org/0000-0001-9515-9433>; e-mail: khotinets@mail.ru

Oksana Vyacheslavovna Kozhevnikova – Candidate of Psychological Sciences, Associate Professor, Udmurt State University, Izhevsk, Russian Federation; Scopus Author ID: 57204542539, ResearcherID: AAJ-6521-2021, SPIN-code: 9032-7584, ORCID: <https://orcid.org/0000-0002-1995-3886>; e-mail: oxana.kozhevnikova@gmail.com

Natalya Anatolyevna Baranova – Candidate of Pedagogical Sciences, Associate Professor, Udmurt State University, Izhevsk, Russian Federation; SPIN-code: 8259-6920, ORCID: <https://orcid.org/0000-0002-4410-3613>; e-mail: natalya.a.baranova@yandex.ru

Conflict of Interest Information

The authors have no conflicts of interest to declare.