

## THE IMPACT OF BUSINESS SPECIFICS ON BRANCHING THE CORPORATE CULTURE CROSS THE LEVELS OF THE ORGANIZATION HIERARCHY

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DOI: 10.32342/2074-5362-2019-2-27-7

**Key words:** *corporate culture, corporate culture profile, clan, adhocracy, relevant and targeted corporate culture.*

The article is devoted to the study of the influence of the characteristics of particular branches of business on the branching of corporate culture by the levels of management of the organization. As a starting point, it was hypothesized that the corporate culture, whose profile is determined by the most common diagnostic methods according to Cameron-Quinn, Denison, and Handy, is heterogeneous within the organization and varies according to the level at which the measurements were taken. In addition, it was postulated that the level of differences in the corporate culture profile between the different levels within a single enterprise significantly depends on its field of activity. To confirm this assumption, enterprises belonging to significantly different branches of business, characterized by varying degrees of overhead, were included in the empirical base of the study.

With the exception of the software business, all surveyed enterprises disagree between different hierarchical levels in assessing the clan orientation of corporate culture. All the management levels of the organizations surveyed seek to reduce clanship in the target corporate culture (or at least preserve the existing status quo), while performers want a marked increase in clan orientation. This pattern is especially evident in secondary education institutions.

All the enterprises studied, with the exception of secondary education, have a rather contradictory trend towards the same propensity for both market and clan orientation. According to Cameron-Quinn's classic work, which, for example, explored Apple's corporate culture in dynamics, it is impossible – a focus on market values completely denies clanhood, and vice versa – the family, clan nature of the company at the beginning of its existence did not achieve the desired market efficiency and was soon changed to a rigid market orientation, which was later replaced by adhocracy.

Without exception, everyone, regardless of their field of activity, does not want to be a hierarchy. The universal result recorded in the corporate culture analysis of Harrison-Hendy in all the surveyed enterprises is the following: the respondents in all the surveyed enterprises indicate that the relevant and desired (desirable) culture of these organizations refers to the culture of the “task” (or culture) Athens, consistent with another interpretation of the Handy classifier).

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Одержано 14.12.2019.