

THE INFLUENCE OF SOCIAL VALUES AND CULTURAL DIMENSIONS ON THE MANAGEMENT PRINCIPLES' UTILIZATION

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DOI: 10.32342/2074-5362-2020-1-28-10

Key words: *management principles, cultural dimensions, national context, values, variable exclusion correlation analysis, World Values Survey, European Values Study.*

The article presents the results of the analysis of the relationship of numerous aspects of the cultural code of different countries in relation to the use of system-forming principles of management. The “map” of the use of management principles is studied and attempts are made to explain the influence of national peculiarities on the attitude to them. The most important principles of management include: centralism, hierarchy and unity. These principles can be considered as a direct instruction on how to establish management relationships between different departments of the organization or even individual employees.

To obtain a cultural dimension of different societies, which determines the national characteristics of an excellent basis give the so-called. cultural dimensions of the Dutch scientist Geert Hofstede, which were taken as the basis of the study.

Based on the materials of Geert Hofstede's website www.hofstede-insights.com, the characteristics of different national cultures for Ukraine, Poland, Great Britain, the USA, Russia and Japan are provided, as well as a general analysis of the practice of using the principle of management in these countries.

To quantify the relationship between the use of management principles and cultural dimensions, a representative empirical framework is used, which contains data on how the principles of hierarchy and single-headedness are used in Europe and the United States. Correlation analysis of the studied relationship highlighted some contradictory results, which led to the conclusion that there are indirect interactions of cultural dimensions and attitudes to the principles of management.

The search for an additional variable through which the cultural dimensions and attitudes to the system-forming principles of management are “grafted” was conducted in two directions. The national context was chosen as the first direction. The second direction of the search for hidden connections between cultural dimensions and the attitude to the principles of management is the analysis of the system of values that prevail in society at the moment.

Correlation analysis excluding the national context, based on Kendall's b criterion, allows us to state more thoroughly that individualism and commitment to hierarchy are associated with a significant negative relationship, ie in more individualistic countries such as the United States and the United Kingdom the principle of hierarchy easy and willing, especially now that business conditions require flexible management structures with a minimum number of hierarchical levels. With regard to societal values, which are by the way time-varying, only subordination and responsibility can serve as a powerful link between attitudes towards management principles and cultural dimensions. Increased attention to responsibility (Italy, the Scandinavian countries, the United States) and a special tendency to subordination (Belgium, France, Great Britain), despite the increased individualism of society, leads to a fairly cool attitude to the principle of hierarchy, and vice versa. That is, the desire for subordination at the level of the value code is a compensator for possible violations of hierarchy (or perceived as such).

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Одержано 15.11.2019.