

---

from common ethical, moral, spiritual values of society. Scientific researches proved that organizations, grounding their activity on humanistic values, can expect a higher success. These are compassionate values entrenching individual's self-realization, social security, freedom, which are characteristic to bigger part of the society. Therefore, organizations striving for value congruence ground their culture on society's common values, strive to maintain and cherish them. Striving for value congruence is a search for balance of values (Vveinhardt, 2007, 2010).

**Purpose of the research:** to analyse the constituent of spirituality as orientation towards the future of organizations in search for personal and organizational balance of values.

**Research methodology.** During the first stage of the research, scientific publications were selected, by searching according to article's title on the topic of spirituality (keywords „spirituality in organizations“ – 21 publications found), value congruence (value congruence in organizations –9 publications found) and modern organizations (keywords „modern organizations“ –283 publications found). Only the publications were selected that were announced in the journals referred in databases *Web of Science Core Collection (Clarivate Analytics)* for the period of 1990-2018. During the second stage of the research, there were analysed business sector enterprises' (with more than 250 employees) websites publishing organizational values. During the third stage of the research, there were selected only the organizations that incorporated spirituality (or a value close by its content) as one of their publicly declared values. During the fourth stage of the research, there were conducted structured interview with managers of the organizations, websites of which published the values, corresponding to our object under analysis.

**Research results.** Having analysed incorporation of constituent of spirituality by conducting the researches related to modern organizations, such results were not found. Links of value congruence with modern organizations are analysed, however, there was determined an obvious lack of the researches of such character. In the websites of big business enterprises, the attention practically is not given to spirituality as a value. Managers of the organizations that mentioned the spirituality (or a close value by its content) as a value, during interview were unable to describe clearly the meaning.

**Keywords:** spirituality, creation of the future, orientation towards the future, organization, values, systems of values, value congruence, modern organizations.

#### References

1. Borisova, L. (2009). Values as a managerial tool. *Organizacijų vadyba: sisteminiai tyrimai. Management of Organizations: Systematic Research*, 52, p. 7-19.
2. Drucker, P. F. (2001). *Management challenges for the 21st century*. Harper Business. ISBN-13: 978-0887309991, p. 224.
3. Kvedaravičius, J. (2006). *Management of organizations' development: textbook*. Kaunas: Vytauto Didžiojo universitetas. ISBN 9955-12-129-7, p. 396 [in Lithuanian].
4. McFarland, K. R. (2009). *The breakthrough company: how everyday companies achieve extraordinary results*. Crown Business, ISBN-13: 978-0307352194, p. 304.
5. Ridderstrale, J., Wilcox, M. (2008). *Re-energizing the corporation: how leaders make change happen*. Jossey-Bass, ISBN-13: 978-0470519219, p. 220.
6. Thompson, V. (2007). *Ignited: managers! Light up your company and career for more power more purpose and more success*. Pearson Education, ISBN-13: 978-0137060894, p. 320.
7. Vveinhardt, J. (2007). Triad of individual, organizational and society values: the search of the congruence in the organization. *Ekonomika ir vadyba: aktualijos ir perspektyvos. Economics and Management: Current Issues and Perspectives*, 2(9), p. 332-338 [in Lithuanian].
8. Vveinhardt, J. (2010). Trajectories of spirituality in organisational culture of Lithuania. *Taikomieji tyrimai studijose ir praktikoje. Applied research in studies and practice*, 3, p. 14-19 [in Lithuanian].

## ORGANIZATIONAL CULTURE IN GLOBAL BUSINESS CONTEXT

**Shavkun Iryna, Dybchinska Yana**

*Zaporizhzhya National University, Zaporizhzhya, Ukraine*

Today, the main subjects of integration processes in the world economy are transnational corporations. The development of their organizational culture is fundamentally influenced by such a multifaceted and internally contradictory phenomenon of the modern era as globalization. Many direct and inverse relations between multinational and national business structures, regional multilateral associations, governmental and non-governmental international organizations are characterized, on the one hand, by intense competition. On the other hand, they stimulate interaction and cooperation despite the expectations of leveling the cultural and institutional diversity of nations and societies in connection with the global economy development. It has become obvious for corporations that their efficient functioning is ensured, alongside with technological achievements, through the harmonization of social internal relations and the balance of social values (Schein, 2010).

The information revolution, an intrinsic attribute of globalization, caused the transition from material economy to intellectual economy in which information technology proves to be a direct productive force, and global structural socio-economic shifts have been driven by knowledge-generated values. As a result, the economy turns into a system that

operates on the basis of knowledge exchange and mutual evaluation (Eisend, et al., 2016). The modern corporation transforms social relations from the traditional sphere of bureaucratic regulation into the sphere of personal development, where human imagination and creativity is an inexhaustible resource for solving organizational problems. Consequently, the common values, worldviews and goals become more important than the details of a particular commercial transaction. Vertical relations "personnel - top management" are no longer characterized in the discourse "dependence" or "independence". Instead, the concept of "interdependence" is considered more appropriate. Employees act as actual owners of knowledge, and their specialized unique skills become the main source and key factor in the development of material and non-material production.

Sustainable economic development actualizes for modern corporations activities the challenge of accumulating intellectual capital, identifying and disseminating information and experience as well as providing the conditions for disseminating and transferring knowledge. The intellectualization of labor determined the need for the organizational culture to form the innovative potential of the corporation and stipulated its transformation into the self-learning system. The development of an employee's creative potential is a challenge for management that today is often defined as knowledge management, or cognitive management. It focuses on personal knowledge that consists of both images of professional and organizational reality in the minds of managers and possible ways to identify, preserve and transfer it (Markovic, 2012). The system of innovative management regards the formation of a new organizational culture as an ethical resource for further developing, achieving the goals of entrepreneurship, integrating the staff innovative potential. Being the core of the organizational culture corporate values are enhanced and disseminated through both – the interaction with the media and the "socialization" of staff within the overall personnel policy of the organization. It is the socio-cultural and civilizational features of each participant of economic activity, whose sustainable behavioral stereotypes were formed under the influence of a certain national culture, can cause intercorporate problems of multinational business organizations. The misjudgment and underestimation of national peculiarities of other economic and work culture by foreign corporations weakens or even deprives the employees from different cultures of "corporate spirit" in terms of organizational culture.

Thus, efficient management of a globalized corporation as a single business entity is impossible without the employee preserving his internal identity in the conditions of different cultures, where his business activity is realized. At the same time, for a modern multinational corporation, the international challenge to the global business environment is the direct dependence of an employee's successful career advancement on his personal experience of entering another "foreign" culture. Consequently, in the context of globalization, the main risks for the management of a multinational corporation in the organizational culture formation are caused due to the socio-cultural diversity of the staff regarding skills-cultural, educational, professional, national, religious, sexual, age and so on. Integrating multicultural people into a single team, optimizing interpersonal relations, preventing social conflicts, adapting employees to corporate identity, providing an atmosphere of understanding and harmony, cooperation and social partnership –all this is among the priorities for an organizational culture in the globalizing world. Unlike the traditional management system that considers organizational culture in the discourse of national-specific "essence" and antagonistic "differences", cognitive management proceeds from understanding it as a form of organizational knowledge and basis of competence of the company.

**Keywords:** organizational culture, global business environment, cognitive management.

#### References

1. Eisend, M., Evanschitzky, H., Gilliland, D. I. (2016). The Influence of Organizational and National Culture on New Product Performance. *Journal of Product Innovation Management Volume 33 (3)*. (URL: <http://onlinelibrary.wiley.com/doi/10.1111/jpim.12268/full>).
2. Markovic, M. R. (2012). Impact of Globalization on Organizational Culture, Behaviour and Gender Role. +IAP-Information Age Publishing, Inc. (URL: <http://citeseerx.ist.psu.edu/viewdoc/summary?doi=10.1.1.674.9394>).
3. Schein, E. H. (2010). Organizational Culture and Leadership. *John Wiley & Sons, Inc.* (URL: [http://www.educationalimpact.com/resources/usl2/pdf/usl2\\_3\\_organizational\\_culture.pdf](http://www.educationalimpact.com/resources/usl2/pdf/usl2_3_organizational_culture.pdf)).

## CONCEPT ROLE OF PHILOSOPHICAL METHODOLOGY MECHANISMS IN DISSERTATION RESEARCH

**Saikov Danil**

*Zaporozhye State Engineering Academy, Zaporozhye, Ukraine*

**The relevance of the research.** The main task of education applicants for PhD degree, first of all, is a training of high-professional personnel of various profiles. Furthermore, for engineering and technical specialists, modern stage of the science and technology development makes topical the necessity of possessing not only profound knowledge as subjects of natural-technical cycle, but also scientific rationality, methodology of theoretical thinking delimiting, scientific-philosophical forms of worldview (Vorontkova, 2017).