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WHAT IS INTERRELATION BETWEEN THE ORGANIZATIONAL CULTURE AND INNOVATION AND CREATIVITY. EXAMPLES FROM SILICON VALLEY

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ABSTRACT

There are many areas where organization culture is effective. In activity and productivity, in organizational loyalty, we always see the reflections of the organizational culture in motivation. What kind of motivational tools are used is determined by culture. The main aim of this study is to demonstrate the state of innovative culture and organizational innovation in the organizations operating in Silicon Valley, to evaluate the results and to make recommendations. The sample organizations which were selected from Silicon Valley are Google, Facebook and Toyota Company. This research was learned by utilizing the secondary data method. Data for this study was gathered from Forbes, Corporate websites on Internet, journals and some magazines. The results and investigations showed that organizational culture has a direct impact on the efficiency of the company.

Key words: Organizational culture, Innovation And Creativity, Silicon Valley

CONTENTS

CHAPTER 1

INTRODUCTION

With the work of Pierre Bourdieu, James Coleman, and Robert Putnam, there is a strong tendency for populism to grow rapidly because of the human capital and values of social capital. Social capital; norms, behaviors, institutions, relationships, and social networks that promote the socio-economic development and provide the interaction and relationships among people. Social capital; has been widely discussed in recent years from the perspectives of sociology, economics and policy science. Initially, to some degree, it was regarded as an obsolete component in some successful applications that economists could not account for. Today, however, it is also entering into the economic development writings and is considered as one of the vital elements of the development process. Social capital; collective activities; democratic

governance, as well as general economic prosperity and regional development (Zbiegien-Maciag, 2004:15).

California's Silicon Valley, which is considered a highly successful model in regional development, attracts investors from many countries of the world every year. The regional development theorists are in the important work of determining the qualities of this region which is the candidate to have the most innovative and richest regional economy of the world. Regional policy makers visit the region to support the findings of the theorists and are trying to understand the innovation-focused development approach to implement them in their own regions. In this success of the Silicon Valley, social capital is regarded as an important driving force.

The main purpose of working in this context is to demonstrate the importance of social capital in regional development. After addressing social capital, the focus is on the relationship between social capital approaches and development. In addition, regional development based on the "network approach" is examined based on the Silicon Valley example of the social capital relationship. At the end of the study, a general evaluation is made and various suggestions are made (West, 2000: 152).

CHAPTER 2

LITERATURE REVIEW

2.1. How to define organizational culture

Organizational culture is the norms and values that are shared by an absolute majority of members of an organization or enterprise, as well as their external manifestations (organizational behavior).

Main functions (Szczepańska-Woszczyna, 2014: 5):

- internal integration (gives an idea to all members of the structure about the form of their interaction with each other);

- external adaptation (adapts the organization to the external environment).

The process of forming an organizational culture is an attempt to constructively influence the behavior of staff. By developing certain attitudes and values within the framework of a certain organizational structure, employees can stimulate, plan and predict the desired behavior, but the corporate culture of the organization that has already taken shape must be taken into account. Often the leaders, trying to form the philosophy of their organization, declaring progressive norms and values, even investing some means in it, do not get the desired results. Part of this is due to the fact that the real values and norms come into conflict with the implemented organizational norms. Therefore, they are rejected by the majority of the collective.

Behavioral stereotypes (slang, common language used by members of the organization, traditions and customs that they observe, rituals performed in certain cases) (Strategor, 2003).

Group norms (samples and standards that regulate the behavior of members of the organization).

Proclaimed values (well-known and declared in the organization values and principles, which the organization adheres to and which the organization implements, for example, "quality of products.").

Philosophy of the organization (common ideological and even, perhaps, political principles that determine the organization's actions in relation to employees, customers, intermediaries).

The rules of the game (rules of behavior of employees at work, restrictions and traditions necessary for mastering all new members of the team).

Organizational climate ("the spirit of the organization", which is determined by the composition of the team and the characteristic way of interaction between its members, as well as with clients and other persons, circles of quality).

Existing practical experience (techniques and methods used by team members to achieve the set goals, the ability to implement certain actions in certain situations, which are passed on to the team from generation to generation and that do not require an indispensable written fixation).

The most popular typology was created by Cameron and Quinn. It is based on four sets of criteria that determine the basic values of the organization (Steinman and Schreyogg, 2002: 15):

- discreteness and flexibility;
- control and stability;
- integration and internal focus;
- differentiation and external focus.

Fig.1.Types of Organizational Culture

Flexibility and Discretion

Clan	Adhocracy
Hierarchy	Market

Internal Focus and Integration

External Focus and Differentiation

Stability and Control
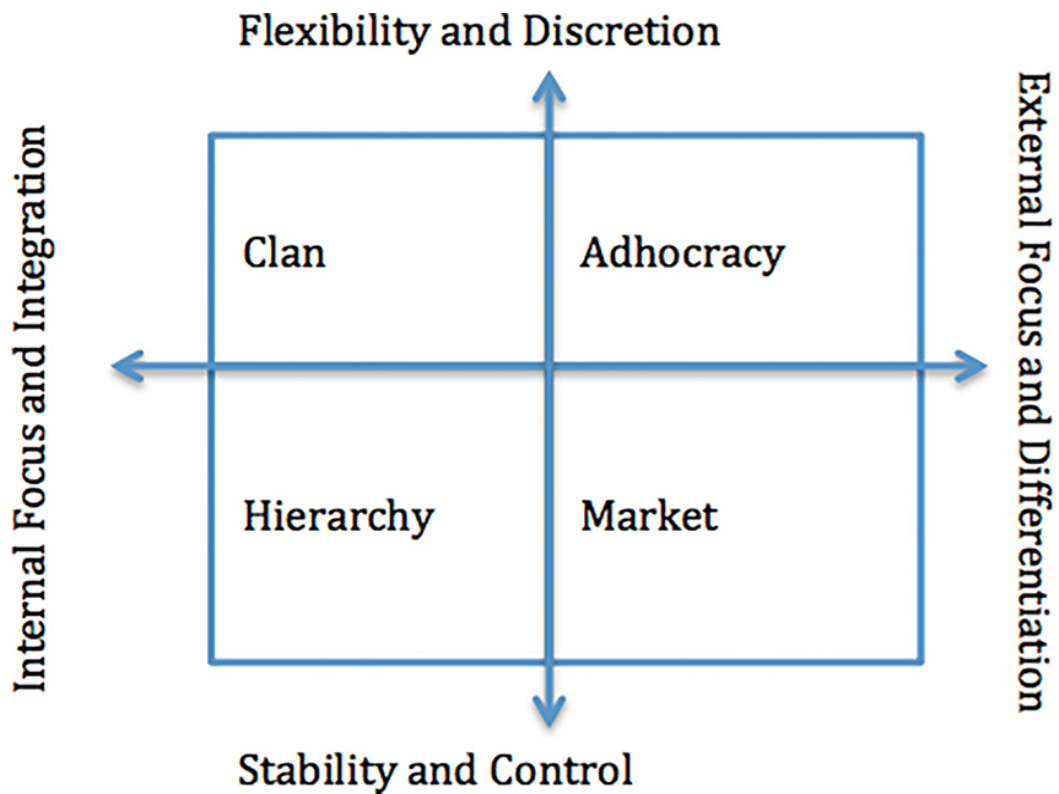
Clan organizational culture. It implies a very friendly team, where its members have much in common. The units of the organization are similar to large families. The leaders of the organization are perceived by its members as educators. Organization is inseparable due to tradition and devotion, the great importance is attached to the moral climate and cohesion of the collective. Success in activities is defined as caring for people and a good sense for consumers. In this type of organizational culture, brigade work, consent is encouraged.

Adhocracy organizational culture. It implies active entrepreneurial and creative work. To achieve common success, employees are willing to take risks and personal sacrifices. The leaders of such an organization are considered innovators and risky people. The connecting element of the organization is devotion to innovation and experimentation. It is stressed that work is obligatory on the front lines. In the long run, the organization focuses on acquiring new resources and growth. Success is the production of unique products or the provision of

new services. At the same time, leadership in the market of services or products is important. The organization encourages creativity, freedom and personal initiative.

Hierarchical organizational culture. This type of organizational culture takes place in formalized and structured organizations. All the activities of employees are governed by procedures. Leaders are rationally thinking organizers and coordinators. The organization appreciates maintaining the main course of its activities. The unifying fact in it is official policy and formal rules (Schumpeter, 2002: 93).

Market organizational culture. This type is dominant in organizations that are focused on achieving results. The main task is to fulfill the set goals. Employees of such an organization are always purposeful and constantly compete with each other. Leaders are tough competitors and solid administrators. They are always demanding and unshakable. The organization is united by the goal to always win, for it success and reputation are the main values.

2.2. Theoretical background of organizational culture

Consideration of organizations as communities that have a common understanding of their goals, values and places, their values and behavior, has brought to life the notion of organizational culture. Organizational culture is the philosophical and ideological notions, values, beliefs, beliefs, expectations, attitudes and norms that link the organization into a single whole and are shared by its members (Claver, at all, 2001:58).

Organizational culture is acquired semantic systems transmitted through natural language and other symbolic means that perform

representative, directive and affective functions and are able to create a cultural space and a special sense of reality (Francik and Pocztowski, 2003).

By acquiring individual and personal experience, workers form, preserve and change their semantic systems, which reflect their relationship to various phenomena - organization's mission, planning, motivation policy, productivity, quality of work, etc. Such coordinate systems are not obvious and rarely completely coincide with the declared goals, but very often they determine behavior more than formal requirements and rules. What a manager or any member of an organization does is largely a function of the totality of his ideas about the world around him. In extreme cases, these coordinate systems work against organizational goals and, by expanding or limiting the range of behavioral and cognitive capabilities of workers, reduce the effectiveness of collective activities (Maher, 2014: 5).

Thus, the organizational culture sets a certain coordinate system, which explains why the organization functions in this way, and not in another way. Organizational culture allows to significantly smooth the problem of harmonization of individual goals with the overall goal of the organization, forming a common cultural space, including values, norms and behavioral models shared by all workers.

Organizational culture is a system of values, beliefs, beliefs, norms, traditions that are shared by the work collective, which determine the corresponding stereotype of people's behavior in the sphere of labor activity. Organizational culture expresses the level of social integration and professional maturity of the work collective in the process of achieving the organization's goals (Francik and Pocztowski, 2003:12).

Despite the diversity of functions of the organizational culture, they can be reduced to three main ones:

1) ensuring the stability of the organization in the face of constantly changing conditions of production and management;

2) ensuring the unity and commonality of all members of the organization. This is especially important in large organizations that have their branches around the world. Organizational culture can unite all, creating an image of the organization, its recognizability;

3) ensuring the involvement of all members of the organization in its common cause and achieving strategic goals. The organizational culture is directly connected with the national culture.

According to various authors, the number of criteria for characterizing the organizational culture is from 7 to 10. The most frequently used characteristics for this purpose are:

· Innovation and attitude towards risk (degree of support of innovation and risk promotion);

Attention to detail (expected from the employee degree of concentration on precise details, ability to conduct a deep and accurate analysis of facts and phenomena);

· Focus on results (high degree of concentration on the final results of work or focus on the means of achieving the result);

· People-centered (on which the organization focuses more on people, their satisfaction and development, or on the performance of tasks);

· Orientation to team methods of work (how work is organized in the organization - individual performance or preference is given to group forms);

· Aggressiveness (to what extent is the desire of people to compete and compete both within the organization and outside it)?

· Stability (which is highest in the organization - stability, reliability or constant changes, aspiration for development) (Kozminski and Obloj, 1999).

Along with these characteristics, criteria can also be used that reflect the degree of control of the actions of employees, the degree of their interdependence in the performance of a particular job. Some organizations encourage conflict, including with the leadership, others prefer to avoid conflicts. The openness of the organization is also of interest - careful study of the changes taking place, the use of progressive experience .

Functions of organizational culture. Organizational culture is a complex and multifunctional system, so it should be analyzed according to the totality of the functions it performs or is capable of performing. The significance of functions can vary depending on the type of organizational culture, its goals, this development, the influence of environmental parameters.

1. Security function. Culture represents a kind of barrier for undesirable tendencies and negative phenomena of the external environment, neutralizes the negative impact of external factors. It includes a specific system of values, a special climate and ways of interaction between the participants of the organization and thereby creates a unique image of the firm, which makes it possible to distinguish it from other firms, subjects of economic life and the external environment as a whole.

2. The integrating function. By instilling a certain system of values, organizational culture creates a sense of equality for all employees of the collective, which allows everyone:

· Better understand the objectives of the company;

· Acquire a favorable impression of the firm in which he works;

· Feel yourself a member of a single team and determine your responsibility to him.

3. The regulatory function ensures people's compliance with rules and norms of conduct, making contacts with the outside world, facilitates orientation in difficult situations, reduces the possibility of undesirable conflicts. This function is considered basic.

4. The communication function plays an important role in establishing contacts between people, facilitating mutual understanding. This speeds up information exchange and provides savings in management costs.

5. Adaptive function facilitates mutual adaptation of people to the organization, to each other and to the external environment. It is realized through common norms of behavior, rituals, rituals.

6. The orienting function directs the activities of the participants in the required direction, gives a general meaning to their behavior, facilitates the comprehension of events and the connections between them.

7. The motivational function creates the necessary incentives for action. This is achieved, for example, by including in the cultural context of high goals, which, in principle, all normal people should strive for.

Different cultures prefer different ways of motivation (goals, money, leadership, the desire for independence, the creation and protection of their world, equalization, improving the quality of life).

8. Educational and developing function: culture is always connected with educational, educational effect. Firms are like big families, so managers should take care of the training and education of their employees. The result of such efforts is an increase in "human capital", i. Increment of knowledge and skills of employees that a firm

can use to achieve its goals. Thus, the organization expands the quantity and quality of economic resources at its disposal.

9. Function of forming the image of the organization, that is, its image in the eyes of others. This image is the result of involuntary synthesis by people of individual elements of the culture of the organization in some elusive whole, which nevertheless has a huge impact on both emotional and rational attitude towards it.

Consider the typology, which is based on the personality of the leader, the business sector and the stage of the company's development. Based on these principles, it is possible to identify organizations with four main types of organizational cultures:

· Culture of personality (focus on professionalism of the individual: lawyer offices, consulting firms);

Centrist culture ("genius and helpers", power, tight control: investment, trade, intermediary organizations);

· Formalized culture (regulation, strict rules and regulations: industrial enterprises, banks);

· Innovative culture (interest in achieving results, dependence on the external environment: marketing services, advertising agencies, business schools) (Brouwer, 2002: 87).

Culture of personality. Corporate culture of the individual in practice is quite rare. In organizations with this type of culture, the collective of employees usually consists of highly professional people working relatively independently. They generally can work both without a leader and without each other, although for some reason at the moment they are still more convenient to join forces and work together. Most often this structure has law firms, consulting firms, audit firms, accounting and art-architectural offices, software development firms, consulting medical centers, law offices, architectural bureaus. Such a

corporate culture is designed to satisfy personal ambitions and interests. In the center of attention of these organizations are bright creative personalities. The mechanisms of control and hierarchy in such organizations often contradict the principles of this type of culture. The basis of authority and influence in the organization are, as a rule, the knowledge, experience and abilities of the employee. This type of organization is especially characteristic for the early stages of the development of the organization. As the organization develops and grows, its links with interested external groups, customers, suppliers, partners, etc.,

Centrist (power) culture is formed mainly in the case when the head of the organization is not just its leader, but also the owner. The main sources of influence are personal power and control of the head over resources. Most often, such a manager has a number of particularly close employees. The basis of such a culture, as a rule, is power and strict control. Many companies at the stage of formation have exactly this structure. A distinctive feature of this culture is that the company is very mobile and easily adapts to any changes in the market. True, the mobility of the company is directly proportional to the mobility of the leader of the centrist organization. The problem with this type of culture is that it can hamper the growth of the organization: the person who leads it often does not want to delegate authority. Under these conditions, it is more or less possible to control the activity of 30 to 60 people, but with a larger number of employees, this becomes unrealistic. Thus, the desire to retain power in one hand leads to a restraint in the growth of the organization. The organizational and cultural relations of such an organization revolve around a center whose power extends to the periphery. The Center has at its disposal resources, functional and specialized communications, which are in its direct subordination. This

culture is imperious, since the decisions made are the result of the intuition and power of the leader rather than a specific procedure or rational approach. In such a situation, there is often a large turnover of mid-level managers, as there is no correspondence between their duties and authorities: many employees can participate in the decision of a particular issue, but only one person makes a decision. Corporate culture of this type can be characterized by incorrect strategic decisions, low morale and high turnover of staff (Gadomska-Lila, 2010:5).

Formalized culture, or, as it is often called, administrative, is a bureaucratic culture characterized by a high level of formalization and regulation, norms, rules, procedures. Organizations with this type of culture are banks, insurance companies, industrial enterprises, as well as large companies operating in a fairly stable market and occupying a firm position on it. A distinctive feature of such a culture is that all the rights and duties of employees are clearly formalized; when recruiting employees, they take into account not so much their professional abilities as the degree of their compliance with specific job descriptions, the ability to fulfill their duties in good faith. Such a structure guarantees gradual career growth, but the realization of the ambitions of employees will be impossible, and the manifestation of excessive initiative will be inappropriate. Moreover, an employee who does not fit into this strictly regulated structure is subject to dismissal. This type of culture successfully operates in a stable and predictable environment. This allows you to plan the activities of the organization and systematically monitor and evaluate performance. However, in case of abrupt changes in the market on which the company operates, it will be difficult for it to adapt to the new conditions. People who are selected for such companies are most often unable to cope with unforeseen circumstances, are not inclined to perform unfamiliar duties and are accustomed to follow

specific job descriptions. This type of culture is more based on reason, logic, calculation, than on the talent of personalities. The overall efficiency of such an organization will depend on the ability of senior management to plan, coordinate and direct its activities. The main methods of management are control over observance of rules, established order. This type of culture can be observed where the focus is on the scope of activity, rather than flexibility in the face of changing markets.

2.3. The impacts of organizational culture on innovation and creativity

Advantages of such an organization are orientation to ensuring personal security, stability, respect for hierarchy and experience. Potentially weak sides of it - slow perception of changes in the external environment and response to them, which can lead to setbacks, defeats in competition, loss of market position and even bankruptcy.

An innovative (targeted) organizational culture is characteristic of innovative firms, marketing services, consulting offices, advertising agencies, business schools, various innovative and other similar organizations. As in centrist culture, here more interested in the results of activities, accomplishment of tasks, but at the same time there is no center of power. The advantage of such a culture is the ability to respond adequately to environmental conditions. Groups are formed to fulfill specific goals. This type of culture is mainly used where flexibility, responsiveness to market conditions, innovations are required, there is strong competition, in which the product life cycle is short, and the response speed is critical. The structure of such organizations is often rather blurred. The focus is on the professionalism of employees. The

target culture requires teamwork. Unlike the formalized culture, control by managers is limited to making decisions about the allocation of resources and the appointment of people to key posts. The choice of the methodology for everyday work is provided to the group itself. The development of the company provides a spirit of creativity and innovation.

Proceeding from the foregoing, it can be concluded that each type of organizational culture considered has both positive and negative sides, which must be taken into account in the formation of one or another organizational culture in the enterprise. Also, each type of organizational culture, as a rule, is characterized by a certain sphere of activity (Szczepańska-Woszczyna, 2014: 7)

An innovative organizational culture is a working atmosphere that creates and maintains the conditions for the disclosure of the creative potential of the company. Such a culture motivates employees and gives them confidence that their efforts to create new products or services will be supported and encouraged. The basis for building an innovative culture is the shared (shared) values of management and employees.

Personal values are manifested in the daily activities of a person, exerting a profound influence on motives, knowledge, skills and abilities. The values that form the basis of the culture of the organization are either a reflection of the deep convictions of the company's top people, or the legacy of former leaders.

When there is no coherence between the cultural values of the organization and the value system of personnel, the result of the work is unsatisfactory. If the level of commitment of the company's employees to its business is low, it is not necessary to dream about the high quality

of products and services. All this, of course, leads to a decrease in the financial performance of the organization.

Consistency of values has two main advantages. First, thanks to it, corporate culture is able to attract and retain talented workers. This gives the organization substantial commercial advantages, especially when talent is in short supply. Secondly, this unity contributes to the creation of a strong brand. The value of the trademark and the value of the company are two sides of the same coin. The strongest brands are those based on a stable corporate culture.

The corporate culture that top managers create depends on their behavior and relationships with each other and employees. Leaders who devote all their energy to achieving ambitious plans, building an empire and establishing intra-firm competition, create a poisonous situation in which the spirit of unity is weak or absent altogether. On the contrary, top managers, who work for the common good and focus on building a corporate society, give their team internal cohesion and support its focus on corporate values.
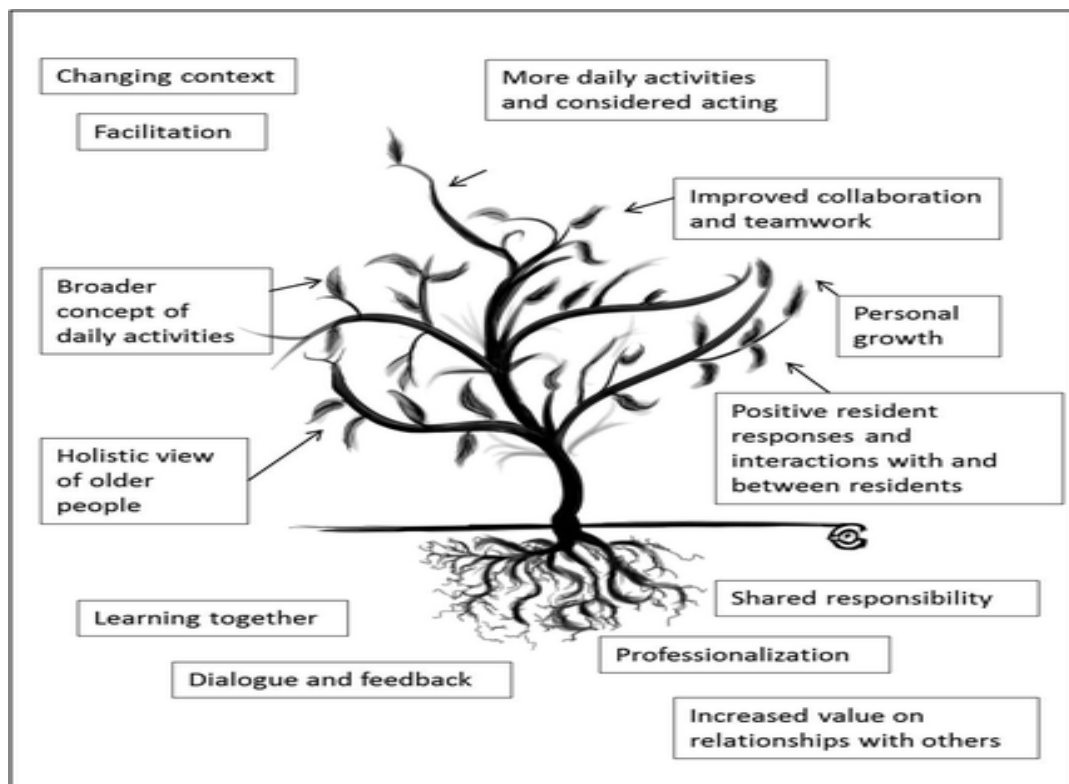
How can the involvement of staff in the life of the company and the charge on creativity can affect the overall business results? Interested people in their business, being in a supportive environment, are inclined to work not "from these to this" but to realize their professional aspirations, taking on more responsibility, actively using new knowledge, experimenting and learning on the go. Their energy, skillfully directed by management in the right direction, is able to give a lot: the work will be performed better and much faster. The main task of building an innovative culture is to determine and adjust the following organizational aspects (Strategor, 2003):

- interest of employees in their work;
- supportive environment;

- focusing on the required results.

The organization can be presented in the form of a tree, the fruits of which will be the integral result of the work of the whole company (Figure 2). In fact, just like a tree, an organization uses resources to deliver the finished product (fruits) to the external environment. The more efficiently the resources are converted, the more the finished product will be. If they worked well, the harvest was a success, if something went wrong, there would be little or no fruit. To ensure that business results are not a surprise at the end of the reporting period, companies develop their competencies, set tasks, develop strategies, approve plans, develop incentive programs to streamline and direct the activities of their employees. Both the results of the business and the strategies for achieving them are often in sight, but the underlying values - collective values and basic representations, which are the central elements of the organizational culture - are usually hidden from the head's attention. Just as the state of the root system of a tree largely determines its vitality and ability to bear fruit, so does the state of organizational culture determine the quantity and quality of business results.

Fig. 2. Organization culture

Changing context

Facilitation

More daily activities and considered acting

Improved collaboration and teamwork

Broader concept of daily activities

Personal growth

Holistic view of older people

Positive resident responses and interactions with and between residents

Learning together

Shared responsibility

Dialogue and feedback

Professionalization

Increased value on relationships with others

Very often, the culture in companies is either not managed at all, or they do it on a residual principle - when problems begin or a good occasion arises - a corporate holiday. Achieving innovative results in this case becomes a costly and ineffective business, as many resources, forces and time are spent on unproductive steps. It should be noted that firms have long had a tendency to present lists of corporate values for wide viewing. As a rule, this is done in corporate reports and advertising

materials, as well as on corporate websites. Often the list of values can be seen on the wall in the lobby or guest area of the office, and their content is explained in detail to employees in specially issued booklets and corporate events.

An innovative culture that should increase the involvement of staff in the decision-making process is built on the belief of every employee, including top management, and ordinary employees, that "we are all here in the same boat." (From the point of view of the management of the culture of values, this expression means that the workers of the organization have a strong, cohesive culture with common values that are shared by the overwhelming majority.) If we want the employees to "root for the cause" and come to us with their own ideas, put ourselves in their place: what would we want from our boss in this case? To begin with, for an employee to come to the leader and bring the idea, he must be absolutely sure that they will talk with him, listen, say thank you, consider his idea and, if the proposal turns out to be practical, they will be financially encouraged. And in any case, they will appreciate the initiative itself.

In the current practice, the values that the management of companies offer their employees and clients often have little to do with the realities in the collectives. Based on the results of extensive research of organizational culture conducted by consultants of TRIUNA LEADERS, it can be confidently asserted: there is a big discrepancy between the so-called declared values and the real ones. Actually, this discrepancy can show the head how accurate or inaccurate is his idea of the actual state of affairs in the company. And when the real picture becomes clear, it is possible to plan and take steps to rectify the situation.

2.4. Functions of organizational culture in personnel management

Organizational culture is therefore so stable that it performs certain functions in the organization, and most of these functions represent a very real value for the organization itself and for the majority of its members.

The main functions of organizational culture are (Steinman and Schreyogg, 2002: 17):

• Security function. Its essence lies in the fact that organizational culture creates a specific system of values, norms and rules that serves as a barrier to the penetration of undesirable tendencies and negative values from the environment.

• Integration function, the essence of which is that a single system of values in the organization allows everyone to feel themselves as part of a single whole and determine their role and responsibility. At the same time, a sense of community is formed, rallying the members of the organization, and its own original image of the organization.

• Regulatory function, which forms and controls the behavior of members of the organization. With the help of norms, standards, rules, both "written" and "unwritten" organizational culture determines the behavior of people within the organization, and often beyond. The regulating function determines in the organization unambiguity and orderliness in all processes of economic activity.

• Substitution function. Its essence lies in the fact that a strong organizational culture allows an organization to replace formal mechanisms and relationships in the event of their insufficiency or lack of informal, resulting from the characteristics of intra-organizational relations. At the same time, management costs are saved.

• Adaptive function is that new employees of the organization that do not have the culture of this organization, painlessly and easily fit into the social and production systems of the organization and into the existing system of relations. Thus, their loyalty to the organization is usually strengthened (Schumpeter, 2002: 93).

• Educational and developmental functions are manifested in the fact that the level of organizational culture influences appropriately the upbringing and educational level in the organization.

The higher the overall educational level in the organization, the more usually the desire of individual employees to raise their educational level. Thus, a high organizational culture contributes to the improvement of "human capital" and social stability in the organization.

• Quality management function. The essence of this function is that the quality of the organizational culture directly determines the quality of work, working environment, microclimate in the organization, which in turn determine the quality of the organization's products.

In addition to the basic functions, the organizational culture defines many special functions of the organization, for example:

• Functions to achieve a balance between organizational values and values of the external environment, adaptation of the organization to the needs of society. In this case, the organizational culture helps to remove obstacles and build relationships with the subjects of the external environment. Adaptation to the external environment has an internal orientation, since every worker is not only a participant of this organization, but also a representative of a certain external society. At the same time, organizational culture helps to remove internal conflicts among workers.

• The function of regulating partnerships. The external environment and its individual subjects can be very unfavorable for the

organization by using values and norms that do not coincide with the values and norms of a particular organization. In this case, a high organizational culture helps to develop acceptable rules for interaction with partners, presupposing corresponding ethical and moral norms and moral responsibility to them.

The achievement of organizational goals involves the joint work of people who are employees of the organization. Each organization, whether a limited partnership in which five people are employed, or a university with tens of thousands of employees, needs coordination of this interaction, the establishment of a certain internal order.

This order is manifested in the form of organizational structure and organizational culture.

Organizational Structure determines the relationship (mutual subordination) between the functions performed by the employees of the organization. It manifests itself through the division of labor, the creation of specialized units, the hierarchy of posts, internal organizational procedures and is an indispensable element of an effective organization, since it gives it internal stability and allows achieving a certain order in the use of resources (Perenc and Holub-Iwan, 2011).

Traditionally, the organizational structure is understood primarily as the principle that is the basis of the division of labor. Many organizations are built on the principle of separation of responsibilities between functional units responsible for one of the activities - production, finance, procurement, personnel. Such an organization is called Functional.

2.5. Organizational culture and its relationship with organizational performance

The organization is a complex organism, the basis of its life potential is the organizational culture, that is for what people have become members of the organization, how relations are built between them, what stable norms and principles of life and activity of the organization they share and consider valuable. In this connection, culture acts as a "way of organizing and developing human life activity, represented in the products of material and spiritual labor, in the system of social norms and institutions, spiritual values, in the totality of human relations, towards nature, among themselves and towards themselves" (Edinger, 2012:6). The growing interest in the problem of organizational culture has generated a large number of its interpretations and definitions, but there are a number of commonalities in this diversity that many researchers have identified as the main components of the culture of the organization.

One of the components allocated by both foreign and domestic researchers are values or, in other words, value orientations, to a greater or lesser extent shared by all members of the organization. Values can be either positive, orients people to behaviors that support the achievement of organizational goals, and negative ones that negatively affect organizational effectiveness.

The next component is the mission of the organization. The mission is that general idea, to which all the structural components of culture are equal. It formulates its main mission in society, the sense of functioning of the organization, its worldview, philosophy and specifics. This is the defining idea that, on the one hand, makes an organization a particle of the world economy, which has an important purpose and,

therefore, is in demand for this economy, and on the other hand, it is that individual reason by virtue of which this particular and not the other exists organization".

The third component of the organizational culture can be considered a symbolic unit, which includes rituals, symbols, myths, legends, heroic personalities of the organization, reflecting the most powerful, significant aspects of the company's culture and its most important landmarks.

All three components are well integrated in the concept of organizational culture presented by E.Shane. "Organizational culture is the totality of collective basic rules invented, discovered or developed by a certain group of people as it learned to solve problems related to adaptation to the external environment and internal integration, and developed sufficiently well to be considered valuable " (Gadomska-Lila, 2010:5).

People are carriers of culture, but in organizations with established organizational culture, it becomes an attribute of the organization, as it were separated from people, and has an active influence on the members of the organization, shapes their behavior in accordance with prescribed and established norms and values. Culture plays an important role in the life of the organization, and in turn it should be the subject of close attention on the part of management. Management corresponds to the organizational culture and strongly depends on it, on the one hand, but it can also influence its formation and development, on the other. Thus, the organizational culture sets a certain coordinate system that explains why the organization functions in exactly this way, and not in a different way, and allows to largely smooth out the problem of harmonizing individual goals with the overall goal of

the organization, forming a common cultural space that includes values, norms and behavioral models shared by all workers.

In a broad sense, culture is a mechanism for the reproduction of social experience, helping people to live and develop in a particular social environment, preserving the unity and integrity of their community. In turn, the need to reproduce the acquired and borrowed social experience is also relevant for the organization.

The main goal of the organizational culture is to increase the efficiency of the activities of all employees of the organization and the organization as a whole. To achieve its goals, the organization not only cooperates with the efforts of all its employees, but also tries to adapt to the external environment, creating an attractive image among other organizations and society as a whole.

Determining the impact of organizational culture on the effectiveness of activities is the subject of this article. As an object of research is a limited liability company of the city of Krasnoyarsk, which deals with the wholesale and retail trade of automotive equipment. To analyze and diagnose the subject of the article, the following methods were chosen:

D.Denison's model, which allowed to consider the levels of organizational culture that affect the effectiveness of the organization's activities;

calculation of the coefficients of financial and economic activity, which allowed to assess the financial situation and identify opportunities to improve the efficiency of the organization;

a comparative analysis related to the application of the "rs" method of Spearman, with the help of which the force of interrelation between the levels of organizational culture and the indicators of economic efficiency of the organization is determined.

Studies have shown that the culture of the Society is at a normal level, but significantly different from the culture that employees want to see in their organization. The current state characterizes the high indices of the organizational culture of stability and purpose, with respect to indices of involvement and adaptability, which gives the organization a predisposition to sustainability and management, and also provides an opportunity to achieve high performance indicators. Also, high mission index indices direct this.

Analysis of the financial and economic activities of the organization showed that the financial condition is satisfactory. Profitability indicators indicate profitability of the Company. In turn, the coefficient of financial stability shows a weakening of the organization's financial independence from external sources.

Secondary statistical analysis of data obtained as a result of mathematic processing Spearman, confirmed the close interrelation of levels of organizational culture and economic indicators, both at the beginning of the year and at the end of the period under review. In this regard, it can be argued that the study found confirmation of the hypothesis stated in the hypothesis: if an effective organizational culture develops, then the financial and economic indicators of the organization grow (Przestaszewska, 2002: 10).

Based on the results of the study, the reasons for the development of an effective organizational culture were identified. The indices in the field of involvement are quite high, this indicates that the organization is effectively delegated authority, teams are beginning to form and little emphasis is placed on personnel development. In turn, the high index does not hide the emerging obstacles in the development of an effective organizational culture. Such obstacles include: unfavorable conditions for the development of forming teams and effective work; excessive

control over the work of the organization's staff; insufficient involvement of managers and staff in the development and implementation of projects aimed at improving the organization; low level of participation of workers and working groups in discussing problems and making managerial decisions; a low degree of personal responsibility and self-control.

As noted above, the culture in the organization is not strong enough and is not very well coordinated and integrated. There are the following reasons, hindering the development of feelings of collectivism, thereby reducing the consent index: there is no help for employees who find themselves in a difficult situation; interaction in the organization is not based on a sense of duty; a low degree of initiative and creativity;

It is in culture that the basic, basic values and norms that contribute to the effective work of the staff are laid: the lack of a criterion for encouraging employees; lack of focus on the formation of reputation (image) of employees of the organization, which applies to all groups of employees. Impersonation leads to demotivation; the absence of a unifying element among the employees of the organization (badges, clothing); Blurred understanding of employees' values of the organization (Maher, 2014: 5).

The consent index is not very high, because in this area of organizational culture there are barriers to its effective development: the presence of conflict situations and disagreements among employees; avoid conflicts and disagreements, as a result, the problem remains unresolved; lack of open and confidential relations among staff; Work with the staff of the manager is mainly limited to solving operational problems.

The index of creating changes is high, and this indicates that the organization is able to take risks, learn from their own mistakes and

identify capabilities and opportunities to generate changes. A high percentage of this index indicates the need to implement activities aimed at transforming and improving the organizational culture, in this connection, most of the employees will not resist change and will facilitate their implementation.

The mission index is above average, which indicates the effectiveness of the organization, which is characterized by a clear understanding of its purpose and direction of development, defining goals and strategic objectives, as well as a vision of the future. The disadvantage of this index can be highlighted that the mission of the organization is more focused on the material aspects, that is, the activity is result-oriented, completely disregarding the employee as an individual, which, accordingly, significantly hinders the development of the organizational culture (Loewe and Dominiquini, 2006: 25).

The index of organizational training has a very low indicator, which indicates the poor development of staff, and therefore it does not receive new knowledge, skills and skills. The management of the organization should pay attention to this fact, as the desire of personnel to learn and gain new knowledge is growing. Proceeding from this, the reasons preventing development are highlighted: insufficient horizontal integration of the most important functions, such as recruitment, evaluation and development of personnel; absence of a program of courses for professional development; lack of career planning for staff (training, movement); The lack of training for newly recruited staff.

The main reason that prevents the development of an effective organizational culture is the primitive level of work with the staff, manifested, in particular, in the extreme underdevelopment of the organization's human resources. In this regard, the project part is aimed at developing appropriate activities and a project for a purposeful

transformation of the organizational culture of the Company in the desired direction, that is, to transfer the organization from the existing state to the desired one. This transformation of the organizational culture is aimed at achieving the main goals and takes into account (Kozminski and Obloj, 1999):

- long-term development of the organization;

- preservation of the market competitiveness of the organization;

- constant growth of the organization;

- strengthening social and economic stability;

- increase in profit organization.

The objective of the project was to consolidate the understanding of vision, mission and organizational values among various groups of managers and employees. In addition to content, the project program provides an opportunity for staff to explore their own values, to understand their own decision-making process through discussions at seminars, ethical tasks, and practical trainings.

The project provides and economically justifies the reception of the HR manager, this is necessary for the effective implementation of the project to improve the organizational culture. The socio-economic justification of the project confirms not only its payback, but also the possibility of increasing profits.

With the completion of the project, the cycle of improving the organizational culture ends and a transition to a new level of organizational consciousness occurs. The next round of changes in culture will begin with a revaluation assessment using tools to transform organizational culture.

CHAPTER 3- METHODOLOGY

This is the part of the research, which explains how the analysis has been done, where the information comes from, what kind of information collection techniques were used, then forth. In this dissertation, the secondary data was used. Secondary data research involves information that has been gathered by other parties previously.

Necessary advantage of secondary method is that the author will base his/her project on an oversized scope of information. When utilizing secondary information, be that as it may, researcher has a chance to work with enormously extensive informational collections that another individual or group of individuals have officially gathered. With this research, author is depending on a huge extent of information, as well as on professionally collected information. At the point when this secondary information is accessible, researchers can gain admittance to and use various datasets.

However, it also has several drawbacks. The main drawback is that analyst did not partake in the plan and execution of the information gathering process. When the analyst gathers the data personally, he or she does as such in light of a particular research questions. As Boslaugh (2007) said every research has "dirty little secrets" that may not nullify the information but rather ought to be considered by the analysts.

Subsequently keeping in mind the tip goal to deal with the problem of legitimacy, it should be noted that this dissertation used recognized sources such as Forbes,Corporate Websites of Facebook, Google and Toyota company.

In this study, I will try to determine the effect of innovative culture on organizational innovation capacity to fill the gap in the literature. In this context, innovation culture will be examined by going from the robust data obtained after the literature search. The main aim of this study is to demonstrate the state of innovative culture and organizational innovation in the organizations operating in Silicon Valley, to evaluate the results and to make recommendations. In other words, it is emphasized in this study that the existence of innovation culture affects organizational innovation.

The methodological basis of the research is the rational and pragmatic approach to organizational culture as social innovation and technology adopted in management sociology, on the basis of which, as an attribute of the organization, it lends itself to administrative influence and change in order to increase the social and innovative activity of personnel.

The complex nature of organizational culture determined the need to use such general methodological principles and methods of investigation as objectivity, systemic, determinism, concreteness and comprehensiveness,

unity of theory and practice, structural and functional analysis. Methods of sociological research were also widely used in the work.

In addition, the way to secondary analysis examination is to apply theoretical learning and reasonable abilities to utilize introduced information to address the research questions (Johnston,2014). Finally, it should be mentioned that, the current information was acceptable to address the research goals.

CHAPTER 4- FINDINGS AND DISCUSSIONS

4.1.The case of Google

Google Inc is an American multinational public corporation investing in Internet search, cloud computing and advertising technologies. Since 2015, is part of the holding Alphabet Inc in which was reorganized the company Google Inc

The company was founded by Larry Page and Sergey Brin. For the first time it was registered as a private company on September 4, 1998. In 2003, the company moved to its current headquarters in Mountain View, California.

The culture of the enterprise is called the tradition habits of the companies. The rules, ethics and values accepted in the company constitute the corporate culture. From the way the company is managed, to the attitudes towards the staff and to the rules of dress, a lot of issues are taking the corporate culture into the foreground. Institutional culture can sometimes overcome the brand's business model both positively and

sometimes negatively. That's why many companies in the US are getting professional help without creating corporate culture (Balcerowicz and Wziątek-Kubiak, 2009).

In this section, I will review Google, one of the world's most successful corporate culture companies. Google has been in the forefront for many years in the category of 'companies that need to work absolutely' in many researches. Employees are emotionally connected with the company they are motivated to work with, and they reveal the secret of their success.

The building of the company is a city in its own right. There are at least 6-7 offices with different concepts. Some offices are designed as tents and some offices are designed as living rooms. The company is constantly conducting surveys to recognize its employees and develop a better corporate culture. For example, in a questionnaire made among employees, `what is the most work at home or are you taking your time? ', The employee has an` washing and folding` response. Company officials are adding free laundry service at the first opportunity in the company. Thus, when employees go to their homes, they are exempted from the job they ask most.

During the day, eating and drinking is served free of charge within the company's cafés. In addition to eating and drinking, employees can participate in a variety of sporting events, ranging from volleyball courts to tennis courts, billiard tables to table tennis equipment's, which are available from the Googolplex to get rid of heavy workloads. In the same way, many relaxation and activity services are provided by professional trainers, from dance classes to yoga classes.

The company has 5 physicians in it and offers free check-up. [17]

Again, the company is getting a result of a survey that employees will work more productively after 45 minutes of noon sleep. In general,

Americans are also very fond of lunch. The company, which knows its own culture well, puts comfortable sofas on all sides of the office for the lunch breaks ... If you go and go to sleep on one of the sofas in one of the sofas, no one will scoff at you.

Google also shows respectable animals to humans ... The company, which regrets that pets are left alone at home during the day, welcomes employees' pets to the office. The company that provides the employees with the warmth in their homes is shown with this feature as well.

There's a small wave pool from Google's garden. Those who want to practice surfing in this pool are also waiting for life.

As someone sitting at the computer for hours, I loved Google's free massage services. The company also offers physical therapy opportunities for its employees sitting 8 hours a day.

There is a dedicated masseur in the private massage room. Those who want to take a fall after a spore or massage are also considered. Music lovers can also play musical instruments in their own rooms or play stations.

It would be a shame to expect so much convenience from Google that it was a necessity for clothes. If the employees feel comfortable with them, they come to it. In fact, gay and lesbian employees in the company are given special rights. You can watch YouTube videos about this. Company employees can celebrate private parties, birthdays and even April ceremonies in the cafés within Google. If they do, they can bring their children (Przestaszewska, 2002: 12).

Is not it true that Google's business culture is being shown with finger in the world?

There are very few companies that offer a lot of services to the employees at the same time. But both employers and managers can

present what Google offers to its employees to employees within their own budget and needs. Can the performance of the employees be affected negatively in this fun and convenience? It would not be right to say that if you look at a world giant like Google. I think that discipline in this environment should be one of the building blocks of the institutional culture.

Google supports and develops a number of Internet services and products that occupy a dominant position in the market, including (Maher, 2014: 7):

- the largest Internet search engine, the main product of Google;

- Gmail e-mail;

- Google Chrome browser;

- the most popular video hosting YouTube;

- Contextual advertising service, which allows you to earn pages with a large attendance of AdSense;

- Contextual advertising service, working with AdWords keywords;

- Google Drive cloud storage

- Mapping system Google Maps;

- Google+ social network

- Google Hangouts - instant messaging (chat) video and voice;

- Google Play store

- News portal Google News and many others

Google manages more than a million servers in data centers around the world and processes more than one billion search queries and 24 petabytes of user data every day.

According to Brands', Google - the most powerful brand in the world, and according to the version of Brand-Finance - the most expensive brand in the world in 2011. In 2011, Google was recognized

by the company with the best reputation in the US, ahead of Microsoft, Sony and other companies.

To date, the market capitalization of Google is almost $ 500 billion (Maher, 2014: 9).

Google has about 70 offices in more than 40 countries.

The company employs about 54,000 people.

Fortune magazine has called Google the "Best Employer Company" five times in the United States and many times in countries around the world - such as Argentina, Australia, Brazil, Canada, France, India, Italy, Ireland, Japan, Korea, the Netherlands, Poland , Russia, Switzerland and the United Kingdom.

According to the resource LinkedIn, most people in the world want to work in Google. Every year, Google receives about 2 million resumes from applicants. Of all comers, Google accepts only a few thousand a year, that is, the company displays selectivity 25 times greater than Harvard, Yale or Princeton.

Of course, today Google is one of the most outstanding companies in the world. It began as a small startup, and today it is the largest technology company, which is an example for imitation. And without a doubt, the most important reason for this success is corporate culture.

Speaking about corporate culture, first of all, the principles of organizing the working process are interesting. Google decided to adopt a model that can be called "high degree of freedom", when employees have the opportunity to act mainly on their own. The opposite of this model is a hierarchical, vertically oriented, command-administrative model of governance (structures with low degrees of freedom). There is an opinion that the model that Google uses is more promising in the long run (Flaszewska and Szymańska, 2013:15).

Command-oriented management with a low degree of freedom is so widespread that it brings profit, requires less effort, and most managers are horrified at the thought of an alternative approach. It is much easier to lead a team that does what it is told. After all, otherwise you have to take the trouble to explain why it is necessary to do this or that. And then persuade that it is necessary to do just that, and not otherwise. And if the staff does not agree? And if the team does not want to do what the leader orders it? And will not he look like an idiot if he turns out to be wrong? It is much faster and more effective to tell the subordinates what to do and control the fulfillment of the task. It would seem that such reflections are correct.

But not all so unambiguously. The most talented people of the planet are those who are physically mobile, keep pace with the development of technology and, most importantly, do not shy away from conversations with subordinates. And this color of world cadres aspires in a company with a high level of freedom; that's where the most talented flock. And leaders who know how to create the right working environment, like magnets, attract the most gifted people of the planet.

But to form such an environment is not an easy task. After all, the counterbalance to freedom is the dynamic power of power, concluded at the heart of the management system. The subordinates depend on the leaders and try to please them. But if you try constantly to please the authorities, honest discussion of the problems becomes a risky business. And if the head remains unhappy, the subordinate may be frightened or harbor anger. At the same time, the superiors are responsible for ensuring that the subordinate has achieved certain results. Without solving this problem, it is impossible to fully realize the potential of the most talented employees.

Google's approach is that this node needs to be cut. In this company, the authority and authority are purposefully delegated from managers (managers) to employees. Here are some solutions that managers in Google can not accept solely (West, 2000: 15).

4.2. The case of Facebook

Not so long ago the research company IEEE Spectrum conducted a comparison of corporate cultures of such Internet monsters as Google and Facebook. It turned out that in many ways they are similar: both companies feed their employees with delicious meals, provide sweets and drive on special transport through their territories, without letting them get tired of walking. Nevertheless, many people think that it's better to work in Google than on Facebook.

As they say, time is everything. It is important to consider the time of analysis of the corporate culture of both companies, as they are at different stages of development. Facebook is still experiencing tremendous growth, while Google is becoming a more mature company. Perhaps that's why Google provides employees with access to the gardens, where they can relax. Time is working on Facebook, the only goal of which at the moment is to get the maximum possible number of Internet users by "squeezing" out of the advantages of a social network everything that is possible. Not surprisingly, the culture of the company is reflected in this desire.

Another interesting aspect of Google's comparison and Facebook is clothing. Which company is better dressed? As it turned out, Google. IEEE Spectrum says that, generally speaking, the level of "dressing" is an extremely subjective factor that can not be "measured", because it varies depending on the geographical location, where you are. Nevertheless, female "google" in the main office of Google in New York

were noticed on high heels, even at the time when a snow storm was raging outside the window (Edinger, 2012:6).

Of course, it's extremely interesting to look for differences in the corporate culture of Facebook and Google, nevertheless, judging on their basis about which company to work in better, and which company is better - you can not. It's like talking about Harvard, Stanford or Yelle. They are all on top, they are all in the big leagues. If you want to find out how some of the most successful people on the planet work, look in their main offices. Perhaps you will notice something really interesting, which we did not mention in our material.

Most likely, in your activities you use both Facebook and Google. If so, do not miss the opportunity to promote your site to Google via Facebook. It's very simple: everything you need - post on your site interesting articles and throw links to them on Facebook. The more users will go to your site, the more it will "unwind". It is possible that it will untwist to such an extent that you even have to switch to paid hosting with a server lease or a virtual server.

The design of office premises Facebook can surpass even Google in promoting openness, cooperation and innovation. It seems that instead of office jobs or booths, all have simple tables for standing work (with health benefits), but it also improves exchange and cooperation. Without obstacles between employees, you can easily see and hear dozens of colleagues working together, regardless of whether they meet difficulties or enjoy success.

Since one part of the corporate culture is openness, you simply will not find a large number of locked doors or tablets "not to enter" as it would be in most headquarters of large corporations. The main campus has a two-lane "road" paved in the middle of the campus all along its length, and since there is free bike rental everywhere, this encourages

interaction between "remote" teams on different ends of the campus. In addition, when the new "building opposite" is ready, the underground tunnel will leave the interaction still fairly simple.

Despite the fact that Facebook - the company that deals with the social network, they adhere to the culture of "going to work" (Schumpeter, 2002: 93).

In a company that develops a 100% online product, one might think that they will encourage work from home. But, like other firms in the neighborhood (Google, Apple and Yahoo), they urge physically to appear at work, offering excellent food, gifts and free shipping to work. In a culture where a continuous and rapid flow of innovation is the source of life force, facts simply show that communication face to face with members of different teams is the basis of cooperation.

The practice of "No Meetings on Wednesday" provides working hours without interruptions

Facebook unofficially underscores the avoidance of scheduled meetings on Wednesdays. This day in the middle of the week without meetings guarantees "producers" (programmers) at least one full day of continuous working time.

Being free of interruptions is especially important, because programmers, after one interruption, such as a meeting, may need the rest of the day to return to their work flow. To add flexibility, many employees use the environment as a day of work at home when they need it.

In order to simplify the beginning of the working day for employees, Facebook offers buses with free Wi-Fi from anywhere in an hour's drive. Buses not only improve attendance, but they also increase productivity, because colleagues can solve common problems and work during the trip.

Also the company offers free tickets for trains, a car park for joint alternate use, and, of course, free parking. Few companies treat cyclists better than Facebook, because they have a special program for those who get to work on a bicycle, as well as a full-service biker shop on campus.

Of course, Facebook has a fitness center, and for busy employees, there are even tables with treadmills for workouts during work. For entertainment, there is a fully equipped room for videogames, a cinema, a polygraph, a skateboarding area, and free bike rental on campus. In addition, the campus is located right by the San Francisco Bay, so it has beautiful hiking and bike paths with breathtaking views.

There is no longer any need to leave the campus for personal matters

Finding employees on campus not only makes it difficult for them to meet with recruiters of other companies, but also saves them a "lost" time on the road, which will be wasted for traffic on busy streets of Silicon Valley. Facebook staff can use the laundry, hairdresser, and dry cleaning for free.

Also there are: a doctor's local office, an acupuncturist, and a manual therapist, so there's no special need to leave the campus for personal matters, and many stay up late because they have several personal files after work.

"Wooden workshop" stimulates / encourages / inspires creativity

In the technology world, it may seem outdated or inappropriate, but Facebook (like Google) offers its employees a complete wooden workshop. To some it helps to relax, but also serves to stimulate employees to creativity, thinking, but most importantly, develops the habit of doing things. Therefore, the production of personal belongings is encouraged (Edinger, 2012:6).

Because Facebook is a technology-oriented company, which is full of software engineers and staff who rely on their computers, the company finds its way to provide every best technological tool. Each building has its own technical support office (some of them are open 24 hours). Nothing shows a commitment to technical support more than a strategic location at the headquarters of round-the-clock vending machines that issue the necessary components for replacement (for example, a keyboard) for free.

In the best technologically oriented organizations, engineers are trying to become managers primarily because they want wage increases and prestige. Nevertheless, on Facebook, the transition to managers is a horizontal shift, not an increase.

As a result, there is not enough incentive to move away from your technical work, unless you really want to become a manager in order to change something. Reducing incentives can also indirectly reduce the politicization, usually associated with the choice of managers.

Each new manager receives a mentor and coach

Even if this is not a promotion, all new managers should succeed for the benefit of the team. Few firms give new managers more support than Facebook. In Facebook, new managers tend to get an internal mentor for four months and an external "coach" for three months. Facebook also has an extremely broad program to receive feedback from all managers and executives (Claver, at all, 2001:58).

Providing feedback on performance

Facebook are fanatics of constant feedback. Formal qualifications are carried out every six months, based on the results obtained from the manager and the online staff feedback tool (the general feedback consists of several (usually up to seven) separate

feedbacks). Managers and employees are also provided with real-time performance indicators that quantify their results.

Flexible project organization of teams

Facebook is 100 percent composed of teams where most teams are small (usually about six people), but they can be more, up to 30. In addition, almost everything is done on a project basis. Engineers, as a rule, remain in teams until the project is completed, but they can simultaneously advise several teams.

Project work makes the organization extremely flexible, since most teams are dismissed after the project is completed. As a result, within a three-year period, the engineer can work in three different teams and have five different managers. This flexibility of the environment ensures that almost everyone can be familiar with and work with a variety of different colleagues, which in turn helps reduce the formation of such familiar corporate divisions and closed units.

An indicator-based decision-making system, where "the code wins the argument"

In many organizations, the status, position and rank of those who offer this idea often influence the decisions on the implementation of ideas. However, because the CEO was expelled from college, had no formal management or training experience, when he started, the title or level of education of a person with an idea, it means much less on Facebook.

Instead, the company takes pride in data-driven decision-making, where "code wins arguments" (for example, if something works well), and indicators and data are the basis for most decisions. If there is an area in which you can improve something, then this will be an extension of the use of more advanced analytics, just like Google does.

Zuckerberg is rated as the General Director No. 1

It's hard to argue that Mark Zuckerberg is an outstanding general director, based on his records in obtaining 1.2 million customers, maintaining market dominance, stable profitability, and the most recent receipt of a high share price.

But it's more surprising that based on the ratings of employees (99% are satisfied with his leadership), Glassdoor rated him as CEO of number 1 in 2013, with a big gap between the CEO of Google and Apple. The second person in the company, chief operating officer Cheryl Sandberg, has had equally successful results, and, in addition, she was named the most influential woman in the Silicon Valley.

The most everyday dress code in the corporate world

If Facebook had a dress code, then it would be a frustrating official / excess. In an organization where the CEO is known for wearing only sweatshirts or T-shirts, it's obvious that if you're going to impress your colleague, it will not work through your clothes, so you have to do it through your work.

4.3. The case of Toyota

The production culture of Toyota assumes that leaders are leaders, and the responsibility of the latter is personnel training. This is not visible when you visit the company, and yet this is the most important part of the manager's work. We did not observe such a degree of consistency in the training and production socialization of employees, as well as the huge amount of training work in any company in the world except Toyota.

People are the soul and heart of the TOYOTA corporate culture.

Corporate culture is a multi-level phenomenon, rooted in deep and not always conscious convictions. Such a cultural basis is different in different countries and can either increase or decrease the company's

ability to learn from the example of Toyota. Japanese culture is based on long-term thinking and collectivism, where the individual submits to the group, and in Western cultures everything is the opposite, i.e., situational thinking and individualism prevail there. This does not mean, however, that the Japanese corporate culture is not suitable for Western countries, it is simply different from Western culture and has a pronounced specificity (Brouwer, 2002: 88).

As the company grew, it became necessary to spread its methods of organization not only to other enterprises in Japan, its suppliers and customers, but also to Toyota enterprises in other countries. For this, it was necessary to describe the Toyota system in writing. The document titled "The Toyota 2001 Philosophy" (Toyota Way 2001) only captures what can be described as of 2001, but the system itself continues to evolve.

Toyota follows these principles in the following way (West, 2000: 12)

1. Artifacts and behavior. This is something that can be observed on a superficial level - objects, physical layout of the workplace, people's behavior in various situations, written documents. But this is only the tip of the iceberg.

2. Norms and values. Norms are the rules of behavior accepted by all. Values are the principles by which people act. So, for example, one of the main values on Toyota is the ability to constantly identify problems and improve the system.

3. Fundamental beliefs. What do we really think about the nature of the organization and our role in it? Very often our beliefs are in the subconscious and are difficult to formulate. We do not even suspect about some of them and say: "This is the nature of man."

4. A call. We form a vision for the long term, boldly and creatively solve problems in order to realize our dream.

5. Kaizen. We continuously improve operational processes, constantly striving for innovation and development.

6. Genty genbutsu. We believe that when problems arise, one should personally study the place of their occurrence and do it as quickly as possible.

7. Respect. We respect others, we make every effort to understand each other, take responsibility and build a system of mutual trust.

8. Teamwork. We encourage personal and professional growth, share the opportunities for development and maximize individual and collective performance.

Toyota is convinced that without a strong culture in all divisions of the company and in all countries of the world, it will lose its competitive advantage.

Systems involving people are very complex, but only an information system or a communication system is not in a position to change the whole process. In order for the process to change, it is necessary to change people, and the beliefs and values of a person lie in his culture. Even the same tool or method can have completely different meanings in different cultural contexts.

When crossing national boundaries, additional levels of corporate culture arise - the culture of the area, organizations, units and individual culture. A concrete enterprise exists both in the context of the corporate culture of this firm, and in the conditions of local and national culture. There are different places, history and people of the enterprise, former and real leaders, which leave their imprint on the production culture.

For Toyota, it is important that there are some fundamental values and beliefs related to working in the company, and that they are shared by all employees.

It would be a mistake to assume that Toyota has succeeded in developing a single production culture even within the framework of one enterprise. In the enterprise, subcultures naturally arise.

Achieving uniformity at different levels of corporate culture is a difficult process, and this has always been a problem for the company when it expanded abroad. This takes years. Toyota does not seek to educate robots; she tries to raise employees who are able to solve problems on a daily basis, to optimize work in shops, to engage in kaizen and to promote innovation - all in a corporate culture of continuous improvement and respect for people (West, 2000: 15).

The introduction of lean production often fails, because this system is perceived as mechanistic, as a set of procedures and technologies. The authors of the book show that the key to Toyota's success is in a special attitude towards people, in combination with the highest management requirements and respect for each employee. Such a culture can not be inculcated in a couple of trainings, and without a special culture, lean production can not be built. The book describes for the first time the main elements of the corporate culture of Toyota - its main "secret weapon". The book will help you learn how to adapt the Toyota culture to the needs of your company, preserving its main foundation - the pursuit of excellence.

The book will be useful, first of all, to the top executives of companies interested in improving the corporate culture.

Toyota works efficiently, but employees seem to waste time. It's amazing how many people in Toyota go to meetings, although few participate in the discussions. On business trips to the field travels a lot

more people than competitors, and top management spends an incredibly long time to visit dealers.

Toyota is thrifty, but on important directions for itself litter money. For Toyota, the reputation of the company is fixed, where every penny is saved. In Japanese offices, they turn off the lights for lunch. The collective occupies one large room, where there are no partitions between the desks: office spaces in Japan are expensive. At the same time, Toyota spends a lot of money on equipment, dealer networks and staff development.

Toyota simplifies the system of communication within the company, but creates branched communication channels. In Toyota there is an unwritten rule: to speak shorter and easier. In presentations, they manage in one picture to reflect the entire history of the issue, objectives, analysis, action plans and expected results. At the same time, the corporation maintains a complex structure of communication between people, because it wants "everyone knew everything".

The atmosphere of Toyota encourages people to acknowledge their mistakes and openly talk about all the problems they have encountered.

The company Toyota today is engaged in the production of completely different products, ranging from cars and robots, and ending with the construction of elite cottages. It is a multi-faceted company, which is the largest automaker in the world. From the depths of Toyota came out various management concepts, which later managed to gain popularity throughout the world. Toyota was the main engine of Japanese industry in the XX century.

Toyota is successful, and it's a fact. We offer a more detailed study of the management system of this Japanese company.

From the very beginning of its activity at Toyota, it was believed that the key to success was investment in human capital. The sense of Toyota's production system is primarily in the corporate culture - in how people think and behave, and this is deeply rooted in the philosophy and principles of the company. The focus is on respect for people and continuous improvement.

When Toyota organizes production in a new country, it carefully examines local conditions and how to adapt to their corporate culture. For example, at the Toyota plant in Georgetown, Kentucky, USA, it took fifteen years (West, 2000: 25).

For most of its existence Toyota worked only in Japan and did not document its methods of work in writing. The traditions, attitudes and methods resulting from the founding fathers were passed orally, and there were no written working procedures and manuals. But as the company grew, it became necessary to spread its methods of organization not only to other enterprises in Japan, its suppliers and customers, but also to Toyota enterprises in other countries. To do this, I had to describe the Toyota system. The creation of such a document, under the leadership of then-President Toyota Fujio Te, took almost a decade. This document, entitled "The Toyota 2001 Philosophy" (Toyota Way 2001) was the product of heated debates, about twenty versions were created until they decided to stop at the last; it was recognized that this version only fixes what can be described as of 2001, but the system itself continues to evolve.

Toyota follows these principles as follows:

- The challenge. The company forms a vision for a long-term perspective, boldly and creatively solves problems in order to realize its dream.

- Kaizen. Toyota continuously improves its operational processes, constantly striving for innovation and development.

- Genti genbuutsu. Toyota believes that when problems arise, one should personally study the place of their occurrence and do it as quickly as possible.

- Respect. Toyota respects others, makes every effort to understand each other, takes responsibility and builds a system of mutual trust.

- Teamwork. The company stimulates personal and professional growth, makes joint use of existing development opportunities and maximizes individual and collective performance.

Under each of the five fundamental principles are detailed concepts, for example, under the principle of "kaizen" there are three subcategories: the attitude to continuous improvement and innovative thinking, building "lean" systems and structure and stimulating learning in the organization. It is interesting to note that the subcategory "building lean systems and structures" is only on the third top level in the Toyota model and is not its central component.

Toyota is convinced that without a strong culture in all divisions of the company and in all countries of the world, it will lose its competitive advantage.

For Toyota, it is important to have the basic values and beliefs related to working in the company, and that they are shared by all employees. It would be a mistake to assume that Toyota has succeeded in developing a single production culture even within the framework of one enterprise. At the enterprise, subcultures naturally arise, and the subculture of managers differs from the subculture of workers.

Toyota does a lot to develop a common production culture, even between guild and administrative services. For example, HR staff usually

work for some time as managers in the shops. For Toyota, it is not typical for a person to spend most of his time at a computer, thus isolating himself from employees of the firm performing the main job.

Toyota's corporate culture is an important part of the company's DNA, allowing it to steadily deploy business in various countries, while avoiding the potential threats associated with the erosion of its principles. At the center of this model is the employee value stream. This is the reason for Toyota's success, which is explained by the approach to working with its employees through training them not only in the workplace, but also profound analysis of problems in professional activity and fostering commitment to corporate values. On Toyota, the term "system" is used quite often: the product value stream and the value stream of a person are closely intertwined, forming a system that represents the DNA of the corporate culture of Toyota. The key to success is the presence of a production system that identifies the problems of employees and their development and the problems of "lean manufacturing"

CHAPTER 5- CONCLUSION

After all these investigations the main results that determine the scientific novelty of the research are as follows:

1. The theoretical conception of nature, essence and content of organizational culture as social innovation and creativity has been expanded in three enterprises. Clarification of the content of the notion of " organizational culture " on the basis of a rationally pragmatic approach allowed, unlike existing definitions, to reveal new aspects in its appointment the conservatism of this phenomenon.

2. The main functions of the organizational culture have been singled out and substantiated: adaptive, synergistic, motivating and

innovative, through which it influences the consciousness and behavior of people in the organization. Unlike the approaches to the study of the functions of organizational culture that have developed in the sociological literature, the synergistic and innovative functions that ensure the realization of its role as a social technology in the conditions of a dynamically changing social situation are considered as priority.

3. On the basis of the generalization of the results of sociological research, an integrated approach to determining the conditions for the implementation of the innovative potential of the organizational culture was first implemented, including the following: involving all categories of personnel in the decision-making process, identifying the diversity of employees' values, integration of all employees, promotion of promotion through the career ladder, primarily those employees who are able to create new ideas, the formation of a positive reaction to the forthcoming changes, the active inclusion of all personnel in the process of introducing innovations.

4. Classification of organizational culture types applied to Silicon Valley's enterprises is carried out, dominant types are distinguished in various sectors and spheres of economy, which, unlike the established approaches, allowed to objectively study their influence on the consciousness and behavior of people in organizations.

5. Unlike the prevailing viewpoint in the literature of the culture of the enterprises as a metaphorical image, the social role of an organizational culture of an innovative type is substantiated in the work, which is that it fosters the openness of the organization, the integration of various organizational subcultures, the active attraction of spiritual values and norms society, is aimed at increasing the effectiveness of the process of making managerial decisions and has an important theoretical

and practical significance for the development of managerial th culture of enterprise managers.

6. The methods of sociological evaluation of the influence of organizational culture on the consciousness and behavior of the personnel of the enterprise are revealed, which have their own specificity in application to Silicon Valley's enterprises of various industries and spheres of the economy and significantly expand the arsenal of the sociological toolkit of the researcher in this field.

7. Practical recommendations have been developed aimed at the formation and development of an organizational culture at the enterprise of an innovative type and contributing to the development of innovative staff activity. These recommendations follow from the results of the research and significantly supplement the recommendations available in the existing sociological literature. So, Google doesn't plan for more than a year ahead – a surprising fact for executives who have spent 20 to 30 years working for traditional businesses. Yes, that's right: the largest company in the world doesn't a have five-year business plan. They can't possibly know what's going to happen in that period of time. Instead, they set a one-year plan, divided into 3-month sprints for internal teams. Each team uses the time to try and test new ideas to accomplish their one-year goal. The secret to fearlessly testing new ideas in short sprints is the enormous amount of data Google accumulates. They measure everything and are able to make predictions based on vast amounts of user behavior data. "Every company in Silicon Valley has this one thing in common: they all have data scientists or software engineers that are making decisions. Silicon Valley is a city run by PhDs and scientists"

The company has achieved great success by adhering to its principles, which were developed directly by the corporation for the convenience of users.

When developing a new product, Google's user-friendliness specialists try to make it useful, fast, simple, attractive, innovative, universal, profitable, beautiful, reliable and individual. Employees of the company must constantly maintain a balance between these ten principles.

Ultimately, Google's success depends on the coordinated actions of all team members, each of whom has a certain range of responsibilities

Toyota's business retreat combines a full immersion into the innovative culture of Silicon Valley with experimental training and strategic negotiations. Silicon Valley Tours has developed a packed 3-day program dedicated to the experience of several companies, including Google, Amazon, Slack, Autodesk, Facebook and Microsoft, and which was designed to help the leading MD in Toyota learn how to create a fast-paced, flexible company.

Negotiations and presentations in the most famous technology companies of the world are related to innovations in the field of automation and supply. Not only could the Toyota directors hold their traditional strategy meetings and discuss their agenda for the next year, they were also given the opportunity to learn about how Silicon Valley companies are innovating for the rapid development of new products. Facebook Inc. develops its human resources in the light of the organizational culture of hackers. The company retains its competitiveness in part because of its organizational or corporate culture. The organizational culture of the firm determines the traditions, values and customs that affect the behavior of employees. In the case of Facebook, this culture translates into how employees solve problems, as the social networking sites of the organization and social media are developing. Facebook Inc. Also uses its organizational culture to

promote creativity and innovation. Being a global online technology company, Facebook Inc. uses its corporate culture to create competitive advantages and highly developed human resources.

Thus, based on the work done, it can be concluded that the organizational culture has a direct impact on the efficiency of the company.

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