

Global Socio-Cultural Paradigm of Corporate Culture

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Abstract

Relevance. We are living at a time when corporate culture acquires new features, faces new challenges and deals with new opportunities. Globalization processes affected by the current geopolitical and economic landscape change values, norms and behavior in corporate culture of any organization. Globalization leads to a modification in values in corporate culture, such as openness to the world, respect for diversity, ethics and social responsibility.

The purpose of the research is to study the current trends in global socio-cultural paradigm shift of corporate culture.

Results. The impact of globalization on corporate culture has been explored. Information revolution and telecommunications development, the internationalization of industrial relations in high-tech industries based on direct foreign investment, the formation of markets that are global in scale and continuous in their mode of operation, primarily financial have been analyzed as the basis of the globalization process. A creative company culture has been characterized. A new concept of transnational innovative activity has been revealed. The research has also focused on the social component in corporate culture and the essence of corporate social responsibility. Modern globalization trends of corporate culture have been outlined. The influence of the war in Ukraine on the global corporate culture has been studied.

Conclusions. In the framework conditions of multiculturalism and global management, there are significant transformations in corporate culture. Globalization, fierce competition, the need to find and effectively implement innovations determine new tasks and parameters of the corporate culture functioning, policy of supporting and encouraging employees' creative activity and innovation. Corporations that can adapt to globalization will be able to increase their competitiveness in the global market.

Keywords: corporate culture, globalization, organization, information technologies, innovation, creativity, social responsibility

Глобальна соціокультурна парадигма корпоративної культури

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Анотація

Актуальність. Ми живемо у час, коли корпоративна культура набуває нових рис, стикається з новими викликами та відкриває нові можливості. Процеси глобалізації під впливом сучасного геополітичного та економічного ландшафту змінюють цінності, норми та поведінку в корпоративній культурі будь-якої організації. Глобалізація призводить до зміни цінностей у корпоративній культурі, таких як відкритість світу, повага до різноманітності, етика та соціальна відповідальність.

Метою дослідження є вивчення сучасних тенденцій зміни глобальної соціокультурної парадигми корпоративної культури.

Результати. Досліджено вплив глобалізації на корпоративну культуру. Проаналізовано чинники, які складають підґрунтя глобалізації, а саме інформаційну революцію та розвиток телекомунікацій, інтернаціоналізацію виробничих відносин у високотехнологічних галузях на основі прямих іноземних інвестицій, формування ринків глобальних за масштабами та безперервних за способом функціонування, насамперед фінансових. Охарактеризовано творчу культуру компанії. Розкрито нову концепцію транснаціональної інноваційної діяльності. Дослідження зосереджено на соціальній складовій у корпоративній культурі та сутності корпоративної соціальної відповідальності. Окреслено сучасні тенденції глобалізації корпоративної культури. Досліджено вплив війни в Україні на світову корпоративну культуру.

Висновки. У рамових умовах мультикультуралізму та глобального менеджменту відбуваються суттєві трансформації корпоративної культури. Глобалізація, жорстка конкуренція, необхідність пошуку та ефективного впровадження інновацій визначають нові завдання та параметри функціонування корпоративної культури, політики підтримки та заохочення творчої та інноваційної діяльності співробітників. Корпорації, здатні адаптуватися до глобалізації, зможуть підвищити свою конкурентоспроможність на світовому ринку.

Ключові слова: корпоративна культура, глобалізація, організація, інформаційні технології, інновація, креативність, соціальна відповідальність

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Introduction.

Modern world has proved with numerous examples that the place and role of corporate culture is constantly changing and gaining new meanings and values under the conditions and requirements of the events happening in political, economic and social lives. Corporate culture acquires new features, faces new challenges and deals with new opportunities. Globalization processes affected by current geopolitical and economic landscape change values, norms and behavior in corporate culture of any organization. Globalization leads to a modification in corporate culture values, such as openness to the world, respect for diversity, ethics and social responsibility. Research shows that companies with a strong global corporate culture are more successful, effective and innovative in the international market having a competitive advantage. In terms of behavior, it deals with intercultural communication, conflict resolution, and patterns in multicultural teams.

Analysis of previous research and publications.

Such international scholars as G. Hofstede, R. J. House, F. Trompenaars, N. J. Adler have contributed much to the study of organizational culture exploring its interaction with leadership and company efficiency, intercultural communication and collaboration, gender and behavior. The latest research touches upon the issues of the impact of globalization on corporate culture in the time of COVID-19 (Pavičević, Karim, & Larik, 2022); the impact of cultural differences in global organizations (Mayhand, 2020), concepts, clarifications, and concerns of globalization, culture, and development (Maynard, & Chaudhary, 2021), etc.

Our research is aimed at studying the current trends in global socio-cultural paradigm shift of corporate culture.

Results.

In the conditions of globalization, the formation of corporate culture of a multinational corporation is complicated by the difficulties associated with the socio-cultural diversity and variety of personnel, employees who have different cultural skills, both educational, professional, and national, religious, gender, age, etc. The opening of borders, the spread of globalization processes have proved that representatives of different cultures lack communication skills, which prevents them from establishing business dialogue across cultures (Ivanova, 2021, p. 47).

The challenge of globalization is that people of different cultures collaborate in virtual global offices. They have different worldviews, different perceptions of time, different ideas about discipline and organization. The requirement of “United in diversity” as a general slogan of democratic integration is an imperative for corporate culture, where intercultural communication, moral compatibility, and tolerance become extremely important. In this connection, cultural and educational efforts of the core representatives of corporate culture become important. Solving this problem and related

issues of understanding and harmony, cooperation and social partnership is also a necessary element of the PR activity of the corporation, as a call for internal and external dialogue.

Nowadays, processes of globalization exert a significant influence on the development of corporate culture. Globalization must be considered as a multifaceted and internally contradictory phenomenon of the modern era with many direct and reverse relations, in which multinational and national commercial structures, national states and their institutions, regional multinational associations, formal and informal international organizations take part, whose relations are characterized by a combination of intense competition with growing elements of interaction and cooperation.

The information revolution and development of telecommunications system, the internationalization of industrial relations in high-tech industries based on direct foreign investment, the formation of markets that are global in scale and continuous in their mode of operation, primarily financial, became the basis of the globalization process. The information technology paradigm has covered all spheres and branches of the industrial economy, changed its scale, dynamics and internal content.

Information technologies have changed not the types of activities, but their technological ability to use as a direct productive force what distinguishes a person from other biological beings, that is, the ability to process and understand symbols, generating new knowledge. Such changes in the structure of modern economy are considered today as a global structural shift that marked the transition from a material to an intellectual economy, an economy based on knowledge. The main factor that determines the actual impact and value of information technologies, which have become an integral part of human life in today's world, is the information itself rather than technology, and it should be kept in mind that information technologies can only function as a means or tool in this knowledge-based social, economic, and cultural life (Erdurmazli, 2020). Scientific knowledge and specialized unique skills become the main source and key factor in the development of material and non-material production, ensuring sustainable economic development.

The depth of the radical changes associated with the replacement of labor by knowledge is that in conditions where knowledge is involved in the practical processing of resources, it is knowledge, and not labor, that begins to act as a source of value. The labor theory of value is replaced by the theory of value created by knowledge. As a result, the economy turns into a system that functions on the basis of the exchange of knowledge and their mutual assessment.

The core of the development of an employee's creative potential is the system of knowledge management, which operates within the framework of corporate culture. Corporate culture represents the social shell of production

processes and is the general basis for the formation of the corporation's innovative potential. Corporations and firms are turning into a self-learning system that uses its enterprises as a laboratory of best practices and involves the entire team in the process of search and discovery.

It is necessary to note the fact that in the conditions of globalization there is a softization of the economy, which means dominance in the process of production of information flows over direct interaction with nature through the processing of nature's substance and bringing it to the consumer. The knowledge and creative potential of employees become the main factor in the efficiency of the economic system, without which the technical and economic progress of the latter becomes an almost unattainable task, regardless of the amount of money invested in production equipment and technology. Involved in productive consumption, scientific, economic, technological, organizational and management information, in many ways preceding the production process, determining its compliance with changing production conditions, becomes the driving force of innovation, a personalized resource, part of the corporation's know-how. A creative company culture encourages fresh perspectives and innovative solutions, propelling the organization ahead of the competition. When employees feel empowered to contribute creatively, they become more engaged, motivated, and invested in the company's success. A reputation for a creative and inclusive work environment can attract top talent and retain valuable team members (Coetzee, 2023).

Therefore, the continuous introduction of new technologies has become the main means of increasing production efficiency, improving quality and services and, thus, a key factor in competition. In the modern economy, the value of a company's intellectual assets has increased dramatically compared to its material resources and financial capital.

In the anthropocentric perspective, humans are placed as the focus of production goals and processes. Production is aimed at economic development and material well-being with the priority on meeting human needs and desires. Anthropocentric approach has been argued as it neglects the environmental influence of production processes and can cause resource exhaustion and pollution if it is not balanced with environmental sustainability.

The anthropocentric view extends to the plane of knowledge generation. The focus also lies on human understanding. The basis for obtaining knowledge is relevance and benefit to humans by means of reason, logic and scientific methods. The aim is often to understand and manipulate the natural world for human purposes. This approach is also being criticized due to its limited scope, human bias and environmental blind spots. Alternative approaches are currently being developed such as interspecies communication, indigenous knowledge and biomimicry that recognize the value of traditional

ecological knowledge and does not neglect knowledge about the environment and its interconnectedness.

In this regard, we can state that material and anthropocentric production systems are combined in innovative production, as it is a harmonious mix between the material world and the world of human ideas. They cannot exist in isolation if humans want to create favorable conditions for true innovation to flourish. Three main features substantiate innovation production as a dialectical unity. Firstly, it merges the tangible and intangible succeeding at the intersection. Secondly, advanced technologies appear and function effectively due to human inventiveness. Thirdly, human ideas require physical implementation. They need to be translated into tangible processes and products to have a real-world impact.

The primordial conflict of corporations with society and the state has encouraged the activation of the social component in corporate culture. The practical advantage of the company's socially responsible corporate culture is strengthening the company's reputation and image. Conscientious and socially responsible business practices lead to the strengthening of the company's reputation and image in the eyes of the public and the business community. The company socially responsible conduct is manifested in reducing the costs of interaction with authorities, and contributes to the attraction and retention of company personnel, improving business efficiency. Socially responsible business conduct is directly reflected in company efficiency increase. Companies that adhere to socially responsible business practices receive such benefits as increased employee productivity, reduced operating costs, as well as increased sales and increased customer loyalty; thirdly, increasing the investment attractiveness of the company. Within organizations, CSR serves as a fundamental pillar of corporate culture, guiding ethical behavior and social impact initiatives. It encompasses the responsibility of businesses to contribute positively to society beyond their financial goals (Culture: How to Build, 2024). Adherence to the principles of ethical, socially and environmentally responsible business practices leads to an increase in the company's investment attractiveness, which in turn is manifested in the improvement of the financial indicators of its activity and opens freer access to capital.

The analysis of theoretical sources has enabled highlighting modern globalization trends of corporate culture:

1. Growth of ethnic and cultural diversity. This requires companies to develop an inclusive corporate culture that takes into account and respects diversity.
2. Change of values with the shift to openness to the world and sustainable development. Companies are becoming more open to the world and ready to cooperate with companies from other countries. The importance of sustainable development and social responsibility for companies is increasing.

3. Use of new technologies. New technologies such as artificial intelligence and robotics are changing the way people work and interact in corporations. Analysts are trying to predict how artificial intelligence can affect the landscape of diverse industries. They hope to increase productivity, improve business processes, attract more customers, and promote profits (Ivanova, Borovyk, Zalozna, & Rudenko, 2023, p. 33). This requires companies to adapt their corporate cultures to new conditions.

4. Change of organizational structure. Companies are becoming more decentralized and networked. This requires companies to develop new forms of management and communication.

5. Increasing importance of human capital. In a globalized world, human capital is one of the company's most important assets. This requires companies to create conditions for the development and retention of talented employees.

Analyzing the trends, we cannot underestimate the impact of the war in Ukraine on global corporate culture paradigm. It is due to a number of reasons:

1. Support of Ukrainians. Global corporations use their platform to support Ukrainians by providing humanitarian aid, financial support and other resources.

2. Preservation of economic stability. Global corporations can help maintain Ukraine's economic stability by continuing to invest in the country and creating jobs. Corporations can help rebuild the Ukrainian economy after the end of the war.

3. Protection of democracy and freedom. Global corporations can use their influence to protect democracy and freedom in Ukraine.

4. Support of global security and stability. Global corporations can play an important role in maintaining global security and stability. Corporations cooperate with governments and international organizations to counter russian aggression and ensure a peaceful resolution of the conflict.

The war in Ukraine significantly affects global corporate culture, causing the following changes:

1. Change of values. We are observing increasing importance of humanitarian values as global corporations are paying more attention to humanitarian issues, such as helping those affected by war. Responsibility for actions is evolving as corporations are more aware of responsibility for their actions and impact on society.

2. Change of norms. There are growing expectations about the ethical responsibility of corporations, including their stance on the war in Ukraine. It also finds reflection in transparency and accountability. Corporations must be more transparent and accountable for their actions and decisions.

3. Behavior change. Global corporations provide humanitarian and financial aid to Ukraine, boycott

the russian market and stop cooperation with russian companies.

Conclusions.

Acceleration of globalization processes, intensification of contacts with other cultures lead to the fact that corporate culture, as mainly a form of Western culture of the Late Modern period, penetrates into the cultural space of traditional societies and asserts itself in it. First of all, it affects the business world of traditionally oriented societies, in which it performs a culture-trading function and is one of the modernization factors, demonstrating high adaptability and preserving its formal characteristics in any national environment.

In the framework conditions of multiculturalism and global management, there are significant transformations in corporate culture. They are primarily related to the formation of virtual global offices in which employees with different social, political, and ethnic preferences cooperate. They have different levels of professional training, education, etc. To optimize interpersonal relations in such a corporation, adapt employees to the corporate style and remove social conflicts and tensions, it is necessary to develop a program of social partnership, based on a call for both external and internal dialogue.

Thus, globalization, fierce competition, the need to find and effectively implement innovations determine new tasks and parameters of the functioning of corporate culture: first, the policy of supporting and encouraging creative activity and innovation of employees. In dynamic corporations that flexibly respond to challenges from the outside, such an approach to business, such an attitude to work becomes the most important requirement for all categories of employees, for all levels of management. Creating an atmosphere of employees' confidence when their constructive initiatives are seriously and interestedly considered by the management, increases the innovativeness of production and develops the intellectual capital of the corporation.

Secondly, the awareness of employees about management plans aims to present directions for improving their activities and concentrate their efforts on solving new tasks and goals of the corporation. Thirdly, the transnational nature of the economic activity of corporations requires taking into account the national, socio-cultural characteristics of employees in the process of forming a unified corporate spirit. Fourth, the creation of general cultural conditions allows employees to determine how their production potential can be combined with the goals of the corporation and find new forms of cooperation.

Globalization is an inevitable process that significantly affects corporate culture. Corporations that can adapt to globalization will be able to increase their competitiveness in the global market.

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