

## **RESEARCH OF ORGANIZATIONAL CULTURE OF LLS “DMITROTARANOVSKY SUGAR PLANT”**

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In this paper we conducted an empirical study of organizational culture on the example of LLC “Dmitrotaranovsky Sugar Plant”

Organizational culture is a set of collective main rules, invented, discovered or developed by a specific group of people as it learned to solve problems related to adaptation to the external environment and internal integration, and developed well enough to be considered valuable [Shein E H 2001 58] LLC “Dmitrotaranovsky Sugar Plant” was built in 1891, it is about 20 km from Belgorod, in the Octobersky village, Belgorod region In 2008 the plant became a part of JSC “Prodimeks-Holding”, which does a lot for improving production efficiency, promoting the development of resource base, modernization, upgrading of equipment and deployment of advanced technologies For the study of organizational culture in LLC “Dmitrotaranovsky Sugar Plant” integrated approach to research organizations, designed by Dutch scholar G Hofstede and French management consultant D Bollinzhe was applied

Main characteristics of organizational culture are power distance, the desire for uncertainty avoidance, individualism-collectivism, masculinity – femininity [[http //www hr-culture net/content/view/64/1/](http://www.hr-culture.net/content/view/64/1/)] Also we used method F Harris and R Moran, which included 10 characteristics of organizational culture [Vihanski, Naymov 2003 425]

The study involved 30 people 15 men and 15 women The age of subjects was from 35 to 58 years

The study revealed the following

**1) Index of “the desire for uncertainty avoidance” = 5.8.** The value of this index in LLC “Dmitrotaranovsky Sugar Plant” is neither high nor low, it is average, this suggests that employees do not have much concern for the future, they have got a small resistance to change, there is a tendency to stay in one company as long as possible, there is a fear of failure, lack of willingness to take risks In this case, the manager must be an expert in leadership, conflicts in the organization are undesirable, but may occur

**2) The index of “individualism – collectivism” = 6.5.** Value of 6.5 indicates the prevalence of the organization “individualistic culture”, but there are also features of the “collectivist culture” Hence, we can say that employees of the organization want to have enough time for private life, to have more freedom in organizing their activities

**3) The index of “masculinity-femininity”= -17**, this value indicates the predominance of “masculine” culture in the organization, but there are characteristics inherent in the “female”

“Male culture” LLC “Dmitrotaranovsky Sugar Plant” is characterized by the following – success is the only thing that is significant in life, – one should strive to be always the best, – independence “Women's role” is expressed by such characteristics decisions are based on intuition, – men and social environment are important, one must sympathize with losers

**4) The index of "power distance" = 130.9** This suggests that – inequality is normal in this world, – employees view their senior management as the same people as they are themselves, – involvement of people which do not have the authority is based on solidarity

Having obtained these characteristics, we can make a conclusion about the features of the organizational culture and the organization as a whole OOO “Dmitrotaranovsky Sugar Plant” is an organization that respects the individual, appreciates the best human qualities and traits, helps its staff to develop skills and abilities In the course of our investigation the problem areas at “Dmitrotaranovsky Sugar Plant” were revealed The first problematic area in the enterprise was the average value of power distance, but aspiring to high, it is possible to talk about the combination of democratic and authoritarian management styles Therefore we can offer the following recommendations

- 1) the manager must have a clear idea of his subordinates in order to try to understand their inner world, to take them for what they are,
- 2) the manager must be aware of his limits as a manager He may have some impact on employee behavior, but it is never absolute,
- 3) the manager must learn to trust his subordinates and their abilities He should be able to consider the abilities of staff and look at their work from the outside, as an observer

Another problematic area in the LLC “Dmitrotaranovsky Sugar Plant” is the predominance of individualism with some traits of collectivism Dominance in the culture of individualism means that there is no aspiration of members to the quality of relationships But collectivism has both negative and positive sides Typically, leaders and members of organizations pay great attention to the climate in organization, which includes the nature of this attitude to psychological comfort determined by the climate is a very important value However, it is important to note that the major obstacle for the development of the organization is to provide psychological comfort for its own sake Employees expect that the organization will deal with their personal affairs and protect their interests Typically, this translates into the fact that the leader is aware of almost all personal and professional problems But this is not always a good thing the manager has got a lot of problems and he does not need to think and to solve the problems of employees This is the negative side of collectivism

Also, climate and quality of relations between members of the organization have great importance in organizations with high levels of community Holidays

like the New Year, March 8, and 23 February are always celebrated at workplace. It certainly has a positive impact. However, there are negative points. If a good relationship is a priority in the organization, it becomes uncomfortable to make any reprove mistake. On these bases managers of LLC "Dmitrotaranovsky Sugar Plant" could be recommended some activities that will equalize the level of collectivism and individualism.

1) the manager and staff should not communicate on the basis of personal relationships,

2) a competition for the best employee should be periodically announced,

3) individual business trips should be organized,

4) sometimes employees should work independently.

When using method F. Harris and R. Moran, we obtained the following data on the organizational culture of LLC "Dmitrotaranovsky Sugar Plant":

1. Awareness of themselves and their place in the organization. Professionalism, interpersonal skills and desire to develop their own potential are appreciated in a person.

2. Communication system. It includes written, verbal and nonverbal communication.

3. Appearance of staff. The ability of an employee to look nice is highly appreciated. Employees should choose business style of clothing. There is no uniform.

4. Habits related to food. Food in LLC "Dmitrotaranovsky Sugar Plant" is organized in the cafeteria.

5. Attitude to time, awareness of it. Respect for schedule and punctuality are urgent requirements. Time is perceived as the most important resource that can not be spent on minor cases, its use is subject to achieve the organizational goals.

6. Relationships between people. The relationships in the organization can not be called purely formal, since they contain a certain amount of freedom. But this freedom is within certain limits. This is confirmed by the relationship with managers. That is, rigid formalization of the relationship may not be present in the structural units, but when interacting with senior management the requirements of protocol and etiquette are met by employees.

7. Values and norms. In organizational life, people appreciate the work and its location. Responsibility, professionalism and fair competition are highly valued.

8. Alignment. The employees demonstrated faith in leadership, his strength, in reciprocity, in ethical behavior and fairness. Moral norms also affect the quality of work.

9. Development and self-realization of employees. All employees strive for meaningful implementation of the work, relying on intelligence and strength.

10. Work ethic. As already mentioned, the attitude towards their work is considered from the perspective of responsibility. Cleanliness of the workplace and the quality of work can be found among the highlights of the organization of the work. Employee is not condemned for his habit, the main thing that it doesn't adversely impact on others and on the work, which is carried out both individually and in groups.

In addition, the organizational culture can be considered from the standpoint of objective and subjective aspects. *The objective aspect* is usually associated with the physical environment created by the organization (the building itself, its design, location, equipment, furniture, color and amount of space, comfort, etc). Objectively factory provides an ideal physical environment for its staff. The buildings are practical and comfortable. Personnel uses high quality furniture, there are recreation areas, medical clinic, cafe. *Subjective aspect* comes from images, assumptions, beliefs, expectations, which are shared by employees, and group perceptions of organizational environment, with its values, norms, roles. This could include the culture of internal structural units of the organization. At the plant carriers of their own subculture are subdivisions. Each of them has a unique culture, its symbols, traditions and customs, but the differences in the cultures of units are not pronounced. For example, organizing various activities in each unit (birthdays of staff, off at retirement, going on vacation, etc) has its own characteristics. At the factory there is no conflict between divisions, these divisions exist organically, contributing to a better implementation of the mission of the plant, the attainment of its objectives. Even if each separate unit develops its own vision of the future, accumulates its own set of values that form the peculiar only to its culture, it does not lead to their collision, does not turn the plant into something fragmentary and does not make it impossible to achieve high levels of performance. At the same time, we can not say that there is an extraordinary emphasis on the cultural differences between departments, so you can not observe the alienation and conflicts. It is important to bear in mind that each organizational unit has also a great cultural elements that are typical for the entire organization.

We can give the following recommendations for improving the organizational culture of LLC "Dmitrotaranovsky Sugar Plant"

1) in order to retain the high level of efficiency it is necessary to maintain the existing culture. It depends primarily on the selection of personnel, activities of senior management and methods of socialization of new employees,

2) in the course of managing organizational culture changes in the external environment must be taken in consideration. Changes of foreign competition, government regulation, rapid economic changes and new technology demand changes in organizational culture.

3) for improving the organizational culture it is necessary to apply measures that would alter the behavior of individual team members,

4) it is necessary to influence the formation of value orientations of employees in accordance with the values the organization,

5) professional skills of the personnel need to be improved constantly.

If the LLC "Dmitrotaranovsky Sugar Plant" uses these directions for improving the organizational culture, it will provide him with the effective engagement.

## REFERENCES

- 1 Shein E H (2001) *Organizational Culture and Leadership A dynamic view* – San Francisco CA Jossey-Bass Inc – 315 p
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- 3 [http //www hr-culture net/content/view/64/1](http://www.hr-culture.net/content/view/64/1)