The Influence of the Ethnic Culture Specifics on the Organizational Culture of the Industrial Enterprise

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Abstract:

The article considers the relationship between ethnic and organizational culture. Economic globalization leads to the necessity of studying and taking into account cultural differences of various countries, which will allow companies to be successful in the global market. Specifics of the ethnic culture in their individual personal interpretation have a significant impact on the formation and development of the company organizational culture. Questionnaire survey on the values ranking, conducted by the authors at one of the industrial enterprises of the Russian Federation allowed determining how individual values and moral motivation of employees match the values of the company. Besides, the study conducted by the Hofstede method has helped to identify common values and principles that are typical for the studied company, and for the country as a whole. At the industrial enterprise the following culture parameters were examined: Uncertainty Avoidance, Individualism, Power Distance, Term Orientation, Masculinity and they were compared with similar all-Russian data. The study showed close relationship between ethnic and organizational culture. This has led to the conclusion that the organizational culture management of industrial enterprise is based on personal and ethnical values and morals. The recommendations based on the results of the study were given for improving the enterprise culture, both on personal and organizational level.

Key Words: Organizational Culture, Ethnic Culture, Culture Parameters, Changes, Commitment, Traditions, Values, Moral Standards, Ethical Principles, Cultures Reciprocal Influence.

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1. Introduction

1.1 Introduction to the Problem
The phenomenon of organizational culture appeared in the mid-twentieth century in the West at first only as a means of improving the competitiveness of companies, and now gained a wider meaning. Organizational culture affects the choice of the development strategy, flexibility and adaptability to changes in the external and internal environment, affects the improvement of the economic efficiency of the organization, supports the consolidation of employees around common goals and objectives. Organizational culture is made under the influence of both internal and external factors that largely determine its specificity. One of the most important factors is the ethnic culture, forming a number of specific features in the organizational culture of the company.

1.2 Exploration of the Importance of the Problem
The contents of the organizational culture is not something contrived or random, it is produced in the course of practical activity as an answer to the problems posed by external competitive environment. At transition to the market economy the system of values in Russia (including moral values) has undergone a transformation which has led to a change of the management paradigm of companies, to the formation of values, reflecting the development goals and strengthening of market positions.

The development of the organization management paradigm, where the central place is given to person and to the relationship between people, to the moral problems arising in situations of axiological self-determination, situations of choice between the individual and corporate ethical standards, requires of managers wide knowledge and skills in the field of sociology, applied ethics and psychology, social management and organizational culture management. All this has determined the timeliness of the research topic.

1.3 Background/Review of the Literature
One of the first who paid attention to the role of ethical standards and moral environment, general principles and beliefs in improving the workforce productivity and sustainability of the economic system were Weber (1905), Mayo (1933), Rich (1996). The most significant contribution to the study of organizational culture was made by such foreign scientists as the Jaques (1952), Peters and Waterman (1982), Deal and Kennedy (1982), Ouchi and Wilkins (1985), Sathe (1985).

The growth of multinational corporations gave momentum to the study of the influence of ethnical culture and mentality on the organizational culture. This aspect is thoroughly investigated in the works of Hofstede (1980), Bourdieu (1985), Harris and Moran (1991).

The issues of organizational culture were studied firstly in the early 1990s in Russia. But even in such a short period of time significant results were achieved. There was

created a categorical instrument, structure, typology of the organizational culture. To the Russian scientists studying the problems of the relationship between ethnical and organizational cultures one can refer Naumov (1996), Shikhirev (2000), Vikhanskiy (2006), Myasoedov (2008), Latova (2010), Guskova et al. (2014); Zotov and Dvorovenko (2014). Also these problems are actively being studied from the point of applied ethics, influence of moral standards on the development of organizational culture by such researchers as Bakshtanovskiy and Sogomonov (2005), Nazarov (2005), Asaul et al. (2006), Spivak (2013).

1.4 Hypotheses and their Influence on the Research

Our study is based on the assumption that the specifics of the ethnical culture in their individual, personal and social sides have a significant influence on the formation and development of organizational culture of the company, form its basis, stimulate the emergence of one or other keynotes, expressed in the relations with the government and in the detachment from it; in the ability to take responsibility or to evade it, to focus on internal conscience regulatives, on the respect for others or aggressive behavior and suspension; to require care and attention of the management or to make own decisions and participate in the organizational processes at various levels.

The purpose of the research is to determine the specifics of the interconnection between ethnical and organizational culture on the example of a particular company and the development of measures to improve the management of organizational culture of the industrial enterprise.

The subject for research is the management system of the organizational culture of industrial enterprise OJSC Electrovipryamitel, the Republic of Mordovia (RF).

The following tasks were set and solved during the study:

– a comparative analysis of all-Russian and organizational culture of the company was made;
– the management practices of the organizational culture of the company were studied;
– recommendations are given for improving the management of organizational culture of the industrial enterprise.

The developed recommendations can be used in the practice of management of the organizational culture of industrial enterprises.

2. Method

The study is based on an interdisciplinary approach, which allows combining sociological, historical and cultural aspects on the basis of the dialectical method. We use the general philosophical principles of analysis, the system, structural and

functional approaches, methods of social research (questionnaire survey), a historical approach, which allows identifying the process of the origin, formation and the development of the organizational culture, system of norms and values in its structure and synergistic method (understanding of the relationship and reciprocal influence of ethnical and organizational cultures).

2.1. Questionnaire survey method. Research on the personnel values
Specifics of organizational values as an attribute of the organizational culture of industrial enterprise are identified as a result of the questionnaire survey, as well as through observation and direct contact with employees. Sampling was made in a random way. 100 questionnaires were handed out: 89 were returned –, 4 were spoiled. Among the participators of the questionnaire survey were Heads of different levels, professionals, workers. The basic values that determine the behavior of the person in the system of professional activity were listed in the questionnaire.

2.2. The method for diagnosing the organizational culture
The basis of the diagnosis of organizational culture of OJSC Electrovypryamitel was the model, developed by Hofstede for ethnical culture diagnostics. This model was chosen mainly because of its elaboration and the presence of the positive experience of its use in a number of studies. Hofstede model allows us to analyze how ethnical culture affects the organizational culture, on which elements there is a "fusion" of these cultures in the same organization. Standardized questionnaires by Hofstede, adapted to the level of the organization were used for the study. The questionnaire included five sets of questions that characterized culture parameters. Responses received from the survey were placed on a five-grade scale and the calculation was made on its average value. On the basis of the average of each measurement the index was calculated: from the average value 3 was subtracted, the result was multiplied by 25 and 50 was added to it. Thus, the index was measured by the scale from 0 to 100 points. The formula for calculating the indicators is the following (formula 1):

$$I = (a–3) \times 25 + 50, \tag{1}$$

where I — index/indicator of organizational culture
a — the average score on a five-grade scale.

According to this formula, all indices for measurement parameters of organizational culture were calculated, specifically:

– Uncertainty Avoidance;
– Individualism;
– Power Distance;
– Long Term Orientation;
– Masculinity.

All the points can be characterized as having a high (H), medium (M) and a low (L) value.

3. Results

3.1 Research of the employees values

Under current conditions for the effectiveness of the industrial enterprises the human capital should be activated. At the same time the questions of organizational culture, shared by personnel, require a systematic approach to the study of value orientations and moral standards of the employee in the work activities.

The research on the management of the organizational culture was carried out on the example of OJSC Electrovypryamitel. The plant has a long history. It started on July 23, 1941, when the order for the establishment of a common framework for the production of solid rectifiers of the People's Commissariat of Electrical Industry of the USSR was issued. In October 1941, the plant began to turn out the first production for war needs. In the nomenclature the principal place were taken by selenium rectifier units designed for charging of the batteries of artillery tractors, mercury charging stations for military airfields and other rectifiers for the front and rear areas. You can check the history of the plant on its official website (2015).

Currently, the plant produces semiconductor power electronics, conversion equipment, lighting and other products. The company employs just over 2,600 people. Dynamics of the personnel numbers is shown in Table 1.

Table 1. Dynamics of the personnel numbers of OJSC Electrovypryamitel

Year	2011	2012	2013	2014
Average headcount, ppl.	3073	2954	2701	2643

The steady decrease in the average headcount in recent years is due to the optimization, automation of workplaces, as well as low salaries. In 2014, the average salary at OJSC Electrovypryamitel was 295.4 USD per month.

At OJSC Electrovypryamitel the issues related to the management of organizational culture are within the scope of HR management. The company has a Deputy of CEO for Personnel and Social Services, whose subordinates are the HR Department, the Administration and Maintenance Department, the Department of Building Works, the Food Production Facility and the Vegetable Store. Implementation of functional responsibilities is related to the solution of domestic problems of the team members, improving the social-psychological environment through the implementation of social benefits and compensations. HR policy is presented in the form of local normative act.

Principles of formation of HR policy at the studied company are:

– subordination to the objectives of the company's strategic development;

– providing employees with the best possible social guarantees according to the objectives of the company development;

– compliance of the HR policy with the regional labor market's requirements for skill level, salaries of different categories of workers, working conditions, the pace of company development, the availability of labor resources;

– the coherence of decisions on the HR policy with expectations of the staff provided that there are no breaches of the applicable legislation.

In order to study organizational values the questionnaire survey on the values ranking was made at the company to determine how much their personal values and moral motivation (to be responsible, to act according to conscience, to be free in thoughts and actions) correspond to the company values.

The analysis of the staff opinions on the compliance of their value orientations and moral standards with the company goals is shown at Figure 1.
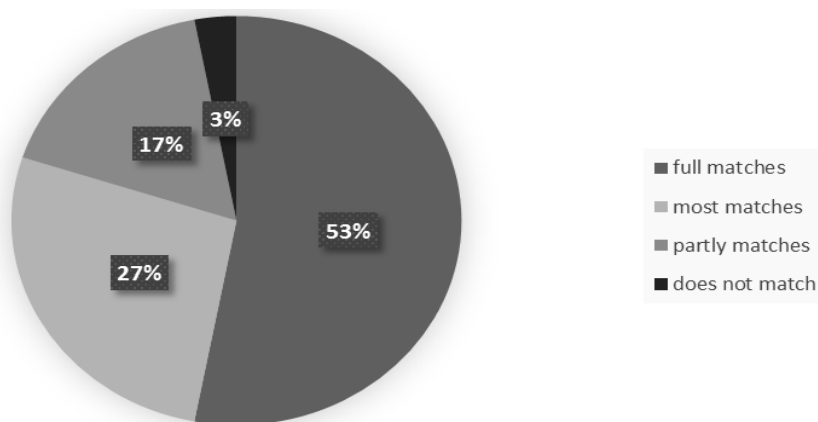

Figure 1. The degree of compliance of the employees' life values with the company values

Research on the compliance of the staff personal attitudes to the organizational values showed a fairly high level of compliance. At OJSC Electrovypryamitel 53% of the respondents have their personal values matched with the company values, 27% of the respondents partially agree with them, 17% show agreement not on all the aspects, and 3% do not share the company values.

But at the same time, the study has revealed that there are differences in the perception of the values by the employees of various categories. These differences are shown in Table 2.

Table 2. Differences of value understanding between workers and specialists

Important for industrial personnel	Important for specialists and managers
Material well-being	Company prosperity
Family	Interesting work
Mutual help	Confidence in the future
Conscience	The utility of the works for the company
Respect for traditions	Taken responsibility
Legality (equality before the law)	The ability to take the initiative
The acquisition of new experiences	Material well-being
Freedom of thoughts and actions	Conscience

As we can see from Table 2, for the specialists and the managers of the company the prosperity of the company, interesting job and confidence in the future are more important, while the workers state their material well-being, family and personal happiness and mutual help as the most important. This is explained by the fact that the workers are generally not involved in the decision-making process, and don't determine strategic and tactical achievements of the organization, they are focused on the individual values and their achievement.

3.2 Diagnosis of organizational culture

The first questionnaires of G. Hofstede refer to 1970. Among their participants were 72 branches of the multinational corporation IBM in 40 countries. There were 116000 questionnaires in 20 languages. Hofstede published the results in the monograph "Culture's Consequences: International Differences in Work – Related Values" (1980). The results of measurements of cultures of several countries became widely known.

The data received by Hofstede, shows cultural specifics of a particular country. By the cultural specifics Hofstede meant the following: from the early childhood, when a person is most receptive to learning, certain patterns of mind, emotional distress, and real actions are formed. Using the analogy of computer programming, Hofstede writes that " patterns of mind, feelings and actions of this kind are called mental programs or software of mind ".

Thus, software of mind, according to Hofstede, indicates what reactions are most probable, and set by "path dependence". In general this software of mind is called culture. Requirements of "software of mind" are formed in the practice of mass behavior, in the process of mutual communication and are the reflection of the real

and historical experience directly in the collective and individual perceptions, feelings, and will. Moral standards are reproduced as a part of the everyday culture by the force of mass habits, by beliefs and motivations formed in an individual's mind.

In 1996, Russian scientist Naumov (1996) conducted a study using Hofstede questionnaires (1980). The results, generalizations and conclusions were published in the journal "Management". In Table 3 we presented comparative study results for Russia by Hofstede and Naumov.

Table 3. Parameters of the Russian culture by the Hofstede method

Parameter	Parameter characteristics	Study results for Russia Hofstede / Naumov
UAI – Uncertainty Avoidance	General calmness; the presence of unique knowledge and spacious mind	95/68
IDV – Individualism	The importance of personal life; a working environment that company provides; protection against dismissal	39/42
PDI – Power Distance	Communication with the management; authoritarian style of decision-making; clear hierarchy	93/40
LTO – Long Term Orientation	Personal equability of mind and stability; thrift; perseverance; respect for traditions	84/58
MAS – Masculinity	Building good relationship with employees; tolerance; the resolution of conflicts through compromise	36/55

As the table shows, the results of Hofstede and Naumov studies differ much. This is due to several reasons. Firstly, Hofstede conducted the study indirectly, not on the basis of the survey results but from a variety of sources of information about Russia. Secondly, there is a significant period of time between the studies. Hofstede published his results in the mid-1980s, Naumov did it in 1996. The reforms of the 1990s in Russia have led to a change of the political system, changes of the principles of the economy functioning, modification of the legal basis, the transformation of the system of social, group and personal values. The main conceptual provisions of the national policy of the Russian Federation such as equality and mutually beneficial cooperation, mutual respect of interests and values of all peoples, intolerance to ethnic nationalism, to political and moral condemnation of the people trying to reach their well-being by infringing the interests of other nations, have not received the full realization in real life. In our

opinion, this fact is due to the divergence of individual practices and social and ideological moral standards in the society. Personal behavior and assessments in the context of organizational culture are largely dependent on a combination of many factors of national cultural identity. Thus, researchers Kupreychenko and Molodikh (2011) believe that "approach to compliance with ethical standards of business behavior is a stable personality characteristic based on the subjective experience, specifics of need-motivational and value areas. It is represented in the minds of the subject in the form of motives, intentions and willingness to commit acts matching different level of morality. At the same time, this approach is a subject to the dynamics and is largely determined by the moral aspect of the organizational culture and its subjective interpretation".

In order to assess the features of the impact of ethical culture on the organizational culture in Russia on the example of the Republic of Mordovia, we adapted Hofstede questionnaire to the organizational level. The study of organizational culture of OJSC Electrovypryamitel (Saransk, the Republic of Mordovia) was made in 2002 and 2014 years. The comparative results are shown in Table 4.

Table 4. Results of the analysis of organizational culture of OJSC Electrovypryamitel by Hofstede methodology, points

Parameter	Index	2002 year	2014 year
Uncertainty Avoidance	UAI	75,0	72,5
Individualism	IDV	65,0	65,0
Power Distance	PDI	52,5	52,5
Long Term Orientation	LTO	75,0	77,75
Masculinity	MAS	65,5	62,5

The results show stability. Almost nothing changed at the company over 12 years. Let us give the description of the results for each parameter.

"*Uncertainty Avoidance*". Different people have different degree of uncertainty in their lives. Since the extreme uncertainty creates over anxiety, people developed ways to reduce this anxiety. This is achieved, according to Hofstede (1980), "through three components: technology, law and religion. At the same time technology deals with the part of uncertainty coming from nature; social laws deal with the uncertainty of human behavior; religion deals with the uncertainty of the strengths of the Almighty".

For conducting the analysis of the organizational culture it is important that the feeling of uncertainty is not only personal, but can partly be shared by other members of the organization. In this case "Uncertainty Avoidance" is determined as the extent to which representatives of the organization perceive and respond to the threat of uncertain and unfamiliar situations. In the organizational cultures with low

"Uncertainty Avoidance" parameter the level of anxiety is relatively lower. At the same time people there can often suffer from heart diseases, as they can not relieve stress manifestation by means of emotions. In cultures with high level of the parameter people show fidgeting, restlessness, nervousness, emotions, pushiness and need to be always "busy" (Naumov, 1996). People do not feel themselves well-fixed, which is another manifestation of anxiety.

High level of the parameter indicates a high formalization of rules and procedures in the company. In relationship between colleagues consensus prevails, while difference of opinions causes mistrust and suspicion. Conflicts cause aggression and are to be avoided or resolved by force.

The results of the study are consistent with a similar indicator of the Russian ethnical culture, which is 68 points, according to Naumov studies. This means that national values are closely related to the organizational values.

Parameter "*Individualism*" indicates the priority of group or individual values reflects the degree of influence of the team on the personality. "The organizational values transmitted in the company characterize friendship, respect as the stability of social relationship. The conflict is seen as the beginning of destruction (decomposition of the group)" (Vikhanskiy, 2006).

In individualistic organization, according to Hofstede (1980), people prefer to act as individuals, and not as group members. The high degree of individualism implies that the person being in free social relations in society takes care of him/herself and is responsible for his/her own actions. For the collectivist organization the sense of duty and loyalty is typical, promotion of employees is carried out in accordance with the work experience. Social connections within an organization characterized by solidarity, relations are based on moral and personal relationships.

According to the 2014 survey this indicator at OJSC Electrovypryamitel is 62.5 points. It shows a high degree of collectivism in the company. Consequently, for the employees the identification with a social group, self-awareness with the pronoun "we" is typical. As part of an industrial enterprise, collectivism characterizes managers of lower and middle level and frontline workers, because the level of their social success, as a rule, does not depend on the positioning of their personal achievements and performance. Collectivist societies require of the employee considerable emotional dependence on the company, which, in its turn, bears a great responsibility for its employees. Such moral values as friendship, respect and mutual understanding in such teams are predetermined by stable social relations.

Parameter "Power Distance" describes the social status of management and the subordinates, the degree of subordination, and determines social partnership in the team. "Power Distance" shows how much employees are ready to accept the inequality of power distribution, and determines their loyalty to the management.

The high value of this parameter indicates that the power is perceived by the team members as the most important part of their lives, subordinates and managers are on different social poles and have different rights to vote in the choice of solutions. The low level indicates that the manager and the subordinate are independent of each other. This is shown when the low formalization of relationship exists.

"Power Distance" reflects the level of democracy or authoritarianism of the management. For Russia, the following paradox exists: on the one hand, there is no respect for the authorities, but on the other hand - there is a deep dependence on it, the inequality and hierarchy are not perceived as fair.

According to Hofstede (1980), "the values of this parameter may vary depending on stratification and social and professional characteristics. The higher are the educational level and the higher the position, the lower is the value of this parameter. The results, based on the parameter "Power Distance", affect the problem of workers manageability. Non-recognition of inequality and distance creates certain difficulties in the management. The formalization and strengthening of hierarchical relations are perceived as a lack of respect for the workers".

The values obtained for the index at OJSC Electrovypryamitel show the concentration of power in the management and a low level of employees' authorities, which is initially perceived as inequality of the power and as normal (habitual) circumstances.

"Long Term Orientation" in relation to the organizational level of the study can be determined as high demand for subordinates in the protection and care from the management. The essence of the long and short term measurements is shown in the Table 5 (Naumov, 1996).

Table 5. Comparative characteristics of organizations with long-term and short-term oriented development

Parameter	Short-term Orientation	Long-term Orientation
Relations with the company	Everyone is a personality. Personality is the subject of interest. The employee is responsible for him/herself, his/her well-being and safety	Everybody is as a family. The subject of interest is organization. The organization is responsible for the employee, his/her well-being and security (dependency)
Relationships with colleagues, and moral standards	Real friendship. The same morals everywhere for everyone.	Populism and imitation of friendship.
Goals	They are qualitative are self-imposed.	They are rather quantitative and are set by the manager.

Work designing and structure	Work is for people. Work is assorting of technology. "Smooth" or "flat" structure. Group work.	People are for work. Work is according to direction or request within the limits of the known. Highly hierarchical structures. The tendency to clannism.
Problem solving and decision making	Vision of problems "in yourself". Decision making is on the principle of minority	Vision of problems "in others", decision making is on the principle of majority or seniority
Leadership	Attitude to the manager as a partner (relationship type "manager-subordinate" or "leader-follower")	Attitude to the manager as to "my own father" or patron (relation type "master-slave").

The results of the survey tend to the characteristics shown in the right side of Table 5. This means that the employees of the company are under the strong "custodianship" of the company and are not able to make their own decisions and take responsibility. Delegation of authorities, participation in the management of the organization, freedom of choice, decent salaries will reduce the value of this parameter.

In Russia "Long Term Orientation" matches the value of the term "paternalism". Paternalism is one of the features of the national mentality, as it was established during the historical development of our country. By paternalism such form of management is meant, when the organization's executives show a patronizing attitude towards their subordinates and protection of their interests. Received data approve the opinions of such researchers as Diev and Lygdenova (2011) that Russian paternalism is based on the principle of communal collectivism, when the manager takes responsibility for the safety and satisfaction of subordinates while maintaining their personal interests.

Name of another indicator of organizational culture "Masculinity" is relative. As at the measurement of the ethnical culture, high value of the "Masculinity", as the behavior pattern of "the average citizen" is more typical for societies with clearly distinguishable social roles for men and women. It is believed that the man is usually rougher, tougher, and is focused on the material side of life, while woman is gentle, moderate and interested in quality of life. Low value of "Masculinity" as the cultural indicator more accurately describes the "average" behavior in a society where social roles of both sexes are very similar, for instance, man and woman can be mild, moderate, and think not only about the material well-being. Behavior patterns used in the Russian society, directly affect the behavior that characterizes the company employees by this indicator.

Based on the results of Naumov research (1996) the value for "Masculinity" indicator for Russian respondents was 55 points. According to our company this parameter is 62.5 points and indicates the predominance of high "Masculinity" in the culture.

In the company this parameter is closely related to the motivation system. Among the first who arranged the differences in the motivation of men and women in working life, were Herzberg *et al*, who in 1959 made the following conclusions: the development and material rewards are more important for men, but cooperation, working conditions and relations with the manager are more important for women. Currently, however, for all employees, regardless of gender the financial reward and motivation for personal success and development are more important.

Measurement of such parameters of organizational culture as "Uncertainty Avoidance", "Individualism", "Power Distance", "Long Term Orientation" and "Masculinity" allowed not only determining the attitude of the employees of the OJSC Electrovypryamitel to such important issues as the attitude to the authorities, relationship between colleagues, the level of formalization and structuring of the relations in the organization, the desire for decision-making discretion, level of responsibility, and also contributed to the definition of the dominant management style.

Relatively high values of indicators such as "Uncertainty Avoidance" and "Long Term Orientation" indicate the prevalence of paternalistic tendencies and authoritarian management style, which in general is typical for the Russian ethnical culture.

4. Discussion

The study revealed the close interconnection between ethnical and organizational culture in the company, based on the main social and moral dominants. At the same time, the organizational culture has an impact on the formation of the mission, goals and objectives of the company, management systems, organizational structure and management technologies directly affecting the organizational culture. The system of their impact forms and gives momentum to the development of culture in general, including ethnical. According to the reciprocal influence of ethnical and organizational cultures, identified typical specifics, it is necessary to develop mechanisms for managing the organizational culture and for helping in the development of the company based on the study of national specifics.

As far as an important component of any company is the people, and every single employee is the carrier of his/her own culture, formed in the system of organizational and ethnical culture, it is necessary firstly to carry out any changes on this level, and then on all the other levels (Fig. 2).
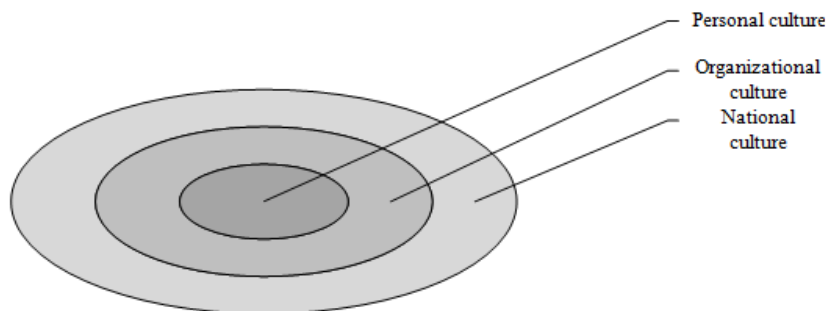
Figure 2. Interconnection between cultural levels

Personal culture of the individual is expressed through the attitude to work and to other people. In the socialization process a person interacts with other individuals who have their own culture, with groups of people and the company as a whole, changing them and changing him/herself. Thus, the "core" on which primarily managerial influence should be directed, is a single person and his/her moral values, principles and socially important goals. The choice of the methods of management of organizational culture will depend on the kind of people that form the company, what their personal culture, their level of consciousness is, formed under the influence of specifics of ethnical culture.

Cultures of individuals form subcultures of the company, with dominating group systems of norms, values and behavior rules. Different subcultures form organizational culture, creating an organizational system of norms, values and behavior patterns. In addition, the formation of organizational culture is affected by the ethnical culture, with a system of norms, values and behavior rules.

Based on the conducted study, we can make recommendations for improvement of the management of the organizational culture of industrial enterprise on the example of OJSC Electrovypryamitel. First of all, the changes should be implemented on two levels: on the level of the individual and on the corporate level.

On the level of the individual, the changes should be aimed at: arrangement the conditions for the creative work; effective stimulation of the work; provision of comfortable working conditions; formation of the prerequisites for the employees' career growth. These conditions will allow stimulating a gradual transition from paternalism to independent behavior, reducing the "Power Distance", contributing to the expression of freedom of choice and independent decisions of moral dilemmas in the professional activities.

At the corporate level it is necessary to provide: the creation of conditions for normal corporate relationship and partnership; involvement of employees into the the management process; upbringing the sense of belonging to a common goal;

formation of the organizational patriotism; consideration of the opinions and interests of employees; absolutisation of clients' interests; consideration of the partners' interests; civilized relationship with competitors; environmental compliance; establishing of partnership with the state. Such changes at the corporate level will be aimed at the establishment in the public consciousness of stable moral regulators, such as mandatory individual and social responsibility, fair assessment of the contribution to the company achievements; the universality of interests of company and society members.

5. Conclusion

The study conducted at OJSC Electrovypryamitel revealed a number of specifics of ethnical culture, affecting its organizational culture. In this regard, the management of organizational culture should be aimed primarily at the development of projects to change those elements of culture that are not contribute to, but stagnate the development of the company ("Long Term Orientation" and "Masculinity"), and on the development of those elements ("Individualism"), which will allow optimizing the management of organizational culture and will allow solving a number of problems, both at the individual level and at level of the entire organization.

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