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**CORPORATE CULTURE: PARADIGMS OF REALIZATION IN
MODERN RUSSIA'S FUEL - ENERGY BRANCH**

The article is dedicated to the problem of autopsied private company from the state's conglomeration of petroleum branch. This problem correlates with the Russian's traditions of the management, which are connected with the collectivist' culture. The transformation of the culture traditions compels the company to use different kinds of corporation culture, inside of the one. In the research authors describe the cultural reforms from the leader's one, which is named as "Spider" to the form characterized as directed to achieve the rational gourds and effective financial aims.

This assessment authors achieve with the analyze of the attitudes into the microgroup of the private company "Autogassystem". The main interest of the article is trades of the formation of the national traditions, witch are presented in the global socium as intergroup values. Formation of these values of business - company in Russia appears in the same time as private companies are selected from the state sphere of the gas - branch.

The urgency of the problem is determined by the necessity to overcome cultural inertia and raise the effectiveness of social management in the sphere of fuel - energy services provision. Russia entered the epoch of market relations quite recently, so the new rules of management formed rapidly and chaotically. The intensive development of the contents of corporate culture by every company itself, with its own code, rules and norms to interweave into the cultural basis of the organization, leads to pluralism of reconstruction relations. At present, the oil companies of Russia display a vivid variety of subcultures. Interdependence of customs and beliefs, common conceptions of moral norms of national culture and the values of the open society as well as a disorderly spontaneous transformation cause a misbalance of the market management institution and the objects of management (both companies and their personnel), the latter still being dominated by the past mentality. This type of processes is more complicated and less studied than purposeful formation of corporate culture in the western society, which preserves social identity.

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The analyze of corporate culture is based more than scientific research, Journal article and manuscripts about sociologist view of the corporate culture.

Analysis of mistakes of the management shows that they proceed from misunderstanding the objective nature of social management: the effectiveness of culture is not a prerogative of a private company; it depends on the business surroundings, mechanisms of culture creation and accepted norms of corporate relations in the sector of fuel - energy services. Besides, lack of proper organizing mechanisms and due social control over the positioning of private companies is another factor to determine the specific features of this branch. Among them, there are imperfect legislative norms of business relations and regulation of competition. The effectiveness of norms and restrictions depends on the legal infrastructure of private business, which is still in the making. The formedness of trade markets, which is a bankruptcy threat to both inefficient commodity producers and orderliness of companies' business, determines the mechanism of competition being checked by state monopoly in the fuel - energy sector. Social control with the help of the mechanism of the financial market, which releases unproductive management from regulation burden, fails to succeed on account of ineffectiveness of this mechanism. Under these conditions a growing interest in the problem of corporate culture for setting up an efficient competitive company on the basis of harmony in social - labour relations gives ample ground to identify management of corporate culture as a special scientific concept, which, by accumulating all achievements of classical and neoclassical sociology, investigates models of corporate behaviour of the subjects of the fuel - energy services market and works out the management strategy [1].

The exclusive study of corporate culture in the private company "Autogassystem" presented in this publication is based on the analysis of foreign and Russian theoretical sources, which are permeated by pluralism of morality and competing senses of subcultures providing social values within the context of working out management strategies. The wide range of sociological data about the world and Russian management practice revealed the domination of man's needs in the transformation of interpersonal connections into rational initiative which is oriented towards profit and optimization of corporate - management interaction in the flexible production organization. This transformation proceeds from the postulates formulated in classical sociology by T. Parson, A. Gorz, E. Shils, J. Lorsh, A. Shutes, T. Lookman, P. Berger and M. Castels [2].

The critical analysis of a good many theories of corporate culture takes into account the works of foreign and Russian specialists on culture stylization depending on the type of leadership, the organization strategic goals as well as influence of different social factors: Ch. Hendi, W. Bennis, N. Margulies, A. Raia [3], V. Spivak, E. Kapitonov, A. Kapitonov, S. Scherbina[4]; the research methodology by Z. Toschenko, F. Sharkov, S. Kravchenko [5].

The detailed analysis of foreign and Russian sources was concentrated on two sociological approaches: rational - pragmatic and phenomenological including postmodern structural dialects of Z. Bauman, M. Fuko, J. Deborh. The first approach is reflected in the works of E. Schien, H. Trice, E. Beyrn [6]. The idea of the conception is that corporate culture organization is treated as management of a subsystem in which

the leaders themselves select it. Historically, this approach is connected with the structural - functional tradition in sociology as it regards the phenomenon from the point of view of management functions.

The supporters of the phenomenological approach T. Dially, A. Kennedy, G. Morse and A. Pettigrew view corporate culture in mental and symbolic terms and express it by the logic of senses, rituals and myths which help build up a social situation both inside and outside a company [7]. The vulnerable point of this approach, in our opinion, is the problematic character of management as the consequences of affecting corporate culture are hardly predictable. Besides, corporate culture in this logic leaves out of count the conservative nature of national culture.

Principally important to the topic of our research were the works of A. Prigozhin, in particular his conception of national cultural ethos, V. Romanov's principle of social formation as a process lasting in time and space as well as the theory of organization of life cycles by Y. Plotinsky; the vision of management problems on the basis of social game - playing and sociosynergetics as expounded by S. Kravchenko, H. Hakken, V. Arnold and V. Arshinov [8]. Within the framework of studying management of corporate culture in the sphere of fuel - energy services the authors used the conceptions of the foreign and Russian research men M. Porter, G. Charkam, N. Dregemova, S. Rasmanov [9].

But despite the wide spectrum of sources within a short time, Russian management sociology has not amassed enough information to analyze the contents and peculiarities of private company's corporate culture in a comprehensive way. Growing misbalance of the social state of the fuel - energy industry needs summing up the already gained experience of social management of corporate culture. This accounts for the aims and tasks, object and subject of the investigation being presented.

The methodological foundation of the research is a polyparadigmatic approach which comprises systematic, structural - functional and logical analysis of management, alongside with complex application of a number of theoretical - methodological views on this sociocultural phenomenon in classical and neoclassical sociological paradigms. The rational - pragmatic principle in T. Partson's structural functionalism allowed the authors to analyze the social roles of the categorial pair "manager - personnel" within the framework of management as a subsystem with its own structure and style of professional training; E. Durkheim's conception of mechanical and organic solidarity and M. Webber's sociology laid the basis of studying formation of collective consciousness in a company's rational initiative. The body of concepts of neoclassical sociological paradigms, such as G. Midd's methodology of symbolic interactionism, H. Bloomer's theory of social exchange and phenomenological sociology by A. Shuts, P. Berger and T. Lookman give an opportunity to investigate thoroughly the sociocultural essence of collective consciousness and a separate micro group as well as regularities of forming corporate identity in everyday life. Faithful adherence to classics of postmodernist structural dialects and sign determinism of S. Bauman, M. Fuko and H. Debour reveals relativity of social roles of management subjects under conditions of discreteness and misbalance of forming corporative management institutions.

The limits of a company's corporate management under the condition of flexicable cluster production in M. Castel's global management logistics drew attention to the problems of control over positioning private companies as inner formats of companies' organization mechanisms. The principles of classical and contemporary authors G.

Gortz and P. Kardier provide the important methodological basis of studying the essence of management activity in conditions of non - linear development.

The main methods of the research presented are systematization and typology of theoretical sociological conceptions including elements of combining scientific paradigms, subject - action analysis, classification and comparison of corporate connections between different status groups. While working at the problem the authors took into consideration their own study carried out in the private company "Autogassystem".

The specific character of studying corporate culture consists in misbalance of market institutions and objects of corporate culture (companies, personnel, managers), which are still in the making, and essential differences between market processes in Russia and in the West being determined by a concrete social situation. The importance of the problem stems from the rational prospect of Russia's development which, to a great extent, depends on the intermittent evolution of corporate culture. It dominates in the social field at present permeating the vast public area and filling the social - economic space with corporate consciousness, thinking and action.

The research traces the evolution of corporate culture in the light of basic classical teachings of K. Marx, M. Weber, E. Durkheim. The principles of classical social theory point out that paradigms of company management include the culture of social conflict formulated by K. Marx and the models of orderliness (being marked by structure) in terms of M. Weber's rationalness. In classical sociology instability was regarded by E. Durkheim as an anomy caused by disagreement between the sets of values of society and an individual. The principles of the structural - functional paradigm, which allow to study social reality through the prism of public division of labour and production relations, lead to a traditional structure of society with group loyalty to values and norms of behaviour. This type of culture is a characteristic of a traditional society. In modern Russia orientation to traditional values, i. e. faithfulness to traditions and norms, is being overlapped by the culture of non - linear dynamics. This means that analysis of only classical sociological conceptions of management sources is not enough for viewing the real Russian situation. What else is needed is analysis of the main neoclassical sociological principles of the management theory and their application to the Russian situation.

The key thesis of this investigation is corporate culture affects the identification of personnel through their emotional state and motivation and, thus, creates a new sociocultural logic of management. To argue for the thesis there are considered the western conditions presented in some theories. E. Bern studies the phenomenon as a group canon including the technical aspects of subculture formation in a micro group whose basis is game - playing adaptation to business environment. G. Trice studies the problem from the standpoint of sign differences of a team (rites, ceremonies, artifacts) material ones among them (salaries, share in a company's profits). The theories slightly differ in the way they treat the essence of the phenomenon but their common perspective consists of the conception of formal organization and social exchange of the American sociologist P. Blau. According to his conception, a formal social organization within its macro - collective identity reproduces qualities, which differ in quality from those of its individual members, as well as from the qualities of other structural constituents.

The difference in qualities of an organization and those arising as a result of structural changes leads to emergency which causes entropy. The role of corporate

culture is to reduce entropy (a negative organization potential) by increasing the number of alternatives of social option, which is oriented towards identifying the actions of the organization personnel, i. e. by lessening unpredictability of risks and sanctions for the company. The logical extension of the theory of social exchange - orientation to the management network structure helps, by regulating risks, to minimize them in the intermittent dynamism of the business surroundings. The detailed analysis of intensely emotional dissents drew the authors' attention to the management peculiarities of corporate culture in Russian reality [10]. In our opinion, the social - psychological approach is dominant in Russia, whereas in western countries they are sociological and administrative. This research confirms that in determining corporate culture the main factor is motivation - psychological correspondence of personnel's behaviour to the expectations of a company's administration and monolithic presentation of a company's interests.

The basis of studying corporate culture management in the company "Autogassystem" is provided by the methodology of P. Burdier's structural constructivism, in particular the status of social fields and capitals as a derivative of the cultural capital of an individual brings to a distinct explanatory model of corporate culture as a set of emotional - ethical resources which give access to distribution of material benefits and facilitates attainment of a certain status. It is cultural capital with its ability to reflect the genesis and structure of a social action by establishing cause - consequence connections between managers and personnel that shapes practices of agents and status groups which are subdued or stimulated by a company's administration (fruitful work, free time, creative labour, money) and can enjoy freedom of legitimate authority. In our research, status is recognized to be a latent variable, which is formed by assessing the attitude of respondents to thirteen emotional - intensive parameters (emotional - ethical states). Graphic presentation of these states confirms the hypothesis advanced: formation of an integrated model of a company's culture is based on interpenetration of experience of individual, spontaneous cultures obtained in other subcultures. There are established complementary links between the parameters of emotional states, these links lead to the achievement of a certain goal and open the way to another. The corporate culture of a company is possible to be defined as a web culture, or club culture. A fair proof of this definition is parameter [7]. "The personnel respect the manager's opinion". The managers' responses were the following: the absolute majority - 75 percent assessed the parameter the highest, while only about 50 percent of the personnel admitted that it was carried out with considerable reservations or not fulfilled at all.

The managers' assessment demonstrates their confidence of actions based on tough centralization of power, which means that the norms of culture are oriented towards the directions from the center, the leader. Important are the lines of authority coming in circles from the center of the system which are produced by the chief director. As these lines move away from the center, their power and influence weaken.

Management is characterized by an individualistic type whereas personnel orient themselves towards collectivistic culture. Difference in assessment on the part of managers and personnel may be regarded as social isolation of status groups at a company's home market and expresses itself in access to the nomenclature of services market, getting and improving professional qualification. The phenomenon of "social shutting", according to T. Parson, forms with the help of the mechanism of a group's

ethic code as a social filter. The company guarantees protection of the personnel if its members follow the adopted code. Obviously, a group's ethic code presupposes self-consciousness of the personnel as a social unit. The ordinary members of a group must recognize their leaders, top - managers, and the latter, in their turn, must adequately present the interests of the personnel to administration.

Our research shows that at the initial stage of corporate culture formation in the company "Autogassystem" which was taking place within the rational - pragmatic approach, club corporate culture was dominant, however the assessment of emotional state of the "manager - personnel" couple on a number of parameters (solidarity, business optimism, benevolence) confirms the presence of elements from other cultures, such as "purpose". The scheme of management in this culture is a net in which the resources come from different parts of the organization to be integrated in management areas or a certain knot - problem. Integration of styles in the external strategy of managing minty the company "Autogassystem" is realized as a cooperative type of strategy.

Besides, the social mechanism of corporate culture is marked by special features of Russian oil business - an abundance of vertically integrated holdings. To form such a structure the strategy, most often, looks like a combination of three constituents: shareholding, competitive and cooperative. Polyphony of individual projects and group coalitions creates a management strategy by uniting the energy of both. For example, in the company "Autogassystem" which provides fuel - energy services the polyphony of emotional relations establishes dependence of personnel individual subculture and that of management as individual co-members on the mission of the company, which may coincide or diverge on account of different types of connections in the company. Our research observed complementary links as dominant.

The complementary connection is seen in parameter 2 "Benevolence and mutual affection among the members of the company". High assessment depends on its actual implementation by the personnel. The complementary connection tendency takes place in parameter 6 "Support prevails in management - personnel relationship". The managers' assessment coefficient is 0,875, while that of the personnel is 0,5625. This difference confirms that domination of the managers' positive opinion facilitates the achievement of the parameter. At the same time priority of manager's positive assessment on other parameters, too, creates an algorithm of corporate strategy in which the personnel is regarded as a personality with whose help the company intends to realize its potential and provide the social semantics of the new culture. By the definition of J. West, who studied Russian business culture, such an approach found reflection in M. Fuko's works [11] in which, however, it was represented in the idea of decentralization of general linear history with the help of non - linear models of leaps and rifts. Clearly, the social world leads to localization of corporate culture of every company on the basis of the status of an individual which incorporates new ideas and "old" moral and cultural values of business culture.

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Гостеніна В.І., Корюкін А.П.

Корпоративна культура: її парадигми представлення у паливно-енергетичній галузі Росії на сучасному етапі

Стаття присвячена проблемі приватної компанії з державної конгломерації нафтової галузі. Ця проблема співвідноситься з російськими традиціями управління, які пов'язані з колективістською культурою. Трансформації традицій культури змушують компанію використовувати різні типи корпоративної культури в межах однієї. В цій статті автори описують культурні реформи, починаючи з лідерської, що називається "Павук", до форми, що характеризується як направлена на досягнення раціональних основ та ефективних фінансових цілей.

Цієї думки автори досягають, аналізуючи відносини в мікрогрупі приватної компанії "Автогазсистема". Головний інтерес статті полягає у формуванні національних традицій, які представлені у світовому суспільстві як міжгрупові цінності. Формування цих цінностей у російських компаніях виникає в той самий час, коли приватні компанії виокремлюються з державної сфери паливно-енергетичної галузі.

Отримано 21.10.2013