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METHODICAL APPROACHES OF ANALYZING CULTURAL LEVELS OF THE PERSONNEL IN A MULTINATIONAL ORGANIZATION

In the conditions of increasing globalization influence on business development in all countries of the world, scientists and researchers in the field of cross-cultural management study and analyze the culture of the national and multinational organizations as an urgent problem. Thus, according to the Hofstede's approach to highlighting the levels of culture, the basis for the national culture dominance is the values shared by the bearers of this national culture [2]. National culture is a stable set of the following characteristics: values, beliefs, norms, traditions and stereotypes, behavior patterns, customs and attitudes. On their basis, one society (as a set of cultural representatives) differs from another and acquires its national identity [1]. Therefore, national cultures differ at the level of values, while organizational cultures - at the level of symbols, national heroes and rituals. At the same time, the organizational culture is manageable and can be common for representatives of different national cultures, while the national culture must be accepted as an existing fact for each organizational culture [1]. Organizational culture is fixed on the basis of the staff behavior, manifesting itself through the rituals, heroes and symbols inherent in this organization. The key principle of the value approach to culture affirms that the core of each culture is values. Organizational culture is a tool for personnel management by maximizing the alignment of the values inherent in organizational culture with the values of a multinational team (their national culture), which is the basis and carrier of this organizational culture. E. Shein [4] notes that the technology of effective organizational culture management is based on determining the sets of optimal combinations of elements in the organizational culture. The main areas of value research in cross-cultural management are carried out at two levels: 1) the level of

personality (Rokeach's, Schwartz's and Hofstede's approaches); 2) the level of culture (Rokeach's and Schwartz's approaches).

Rokeach's approach allows you to explore values both at the level of the individual and at the level of social culture. According to M. Rokeach [3], it is belonging to a culture (national, organizational) that determines the hierarchical structure of values, both terminal (a manifestation of national culture) and instrumental (a manifestation of organizational culture). Based on the results of the values ranking (terminal and instrumental), hierarchical structures of these values are obtained for a particular social group (or individual). Advantages of this approach are: universality (the technique can be applied in various studies related to values; convenience, this is a completely ready-to-use technique); profitability (in the process of conducting processing and analyzing the results); and flexibility (the presentation form of lists of values provided may vary depending on the conditions of the survey). Disadvantages of the approach are: the list of values is not complete (only 36 values are allocated); and openness (when conducting a survey, many respondents can answer as "society suggests", as from their point of view it will be correct, which makes it difficult to obtain reliable results for a particular respondent).

According to S. Schwartz, the nature of values and their structure is universal but different social groups have a different value hierarchy (priority). Values can be studied both at the level of the individual and at the level of culture. S. Schwartz has developed two tools designed to measure values based on his own theory: Schwartz Values Survey and the Portrait Values Questionnaire. Schwartz's value theory defines 10 shared values according to the motivation [5]. Advantages of the approach are: universality, (the possibility of obtaining a circular structure of values in all cultures makes it possible to use this technique in different countries); veiled values, (values are presented in the form of questions, characterizing them, which contributes to more sincere answers). And the main disadvantage is measurement orientation to the attitudes which are significant for the respondent in the process of interpersonal

relations, not affecting the norms of the external environment, which are considered automatically following from the respondent's values.

G. Hofstede notes that his approach is only a concept and a framework for further development, and the indices that underlie this approach are an analytical tool for understanding intercultural differences. In this approach, G. Hofstede identifies some indices. Based on them, it is possible to assess the values of an individual as a representative of a particular national culture. These principles are the following: "power distance"; "individualism and collectivism"; "masculinity and femininity"; "uncertainty avoidance"; "long-term and short-term orientation"; "indulgence and restrained orientation" [2]. The main advantage of this approach is universality of using the technique in different cultures. And the main disadvantage is limited list of values provided, does not cover all aspects of life values.

It was determined that each of these methodological approaches to the assessment of values has advantages and disadvantages, while it is important that all these approaches are characterized by universalism and therefore can be used in this study comprehensively, since values are assessed at different levels of culture.

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