

## Analysis of Organizational and National Culture Values of the Personnel in a Multinational Organization: A Case of China

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**Abstract.** The problem of personnel management of a multinational company, where the personnel represents a specific national culture, but for the efficient performance of the organization, must fully accept its organizational culture, is relevant for business now. This is what provokes a conflict between the values of the personnel's national culture, which are always shared by the carriers of this culture and the expected personnel's behavior, which is a manifestation of the organizational culture. The purpose of the study is to conduct an analysis of the values of the personnel's organizational and national culture in a Chinese multinational organization (School of Economics and Management of Neijiang Pedagogical University) based on a value approach to determine a possible conflict between the national and organizational culture of the personnel in this organization and to develop practical recommendations for eliminating this conflict to increase the personnel effectiveness in a multinational organization in the context of Chinese culture. The scientific methods that were used are methodological approaches developed by M. Rokeach, S. Schwartz and G. Hofstede for the study of personnel's organizational and national culture in an organization based on the value approach. The main results of the analysis of the personnel's organizational and national culture in this Chinese multinational organization indicate a significant influence of the personnel's Chinese national culture (for the personnel being the carrier of this culture) on the personnel's organizational culture in this organization and the presence of a conflict between the personnel's organizational and national culture. The practical significance of the obtained results is that the proposed recommendations for adjusting the structure of personnel's values will allow the management of the company to eliminate the conflict between the personnel's national and organizational culture and increase the efficiency of this personnel

**Keywords:** cultural level, value approach, value orientation, multinational team, value profile, levels of culture, cross-cultural management

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### ● INTRODUCTION

In the context of the increasing impact of globalization on business development in all countries of the world, research and analysis of culture at the national and organizational level in multinational organizations is a pressing problem, which is addressed by both scientists and researchers in the field of cross-cultural management. Thus, according to the approach of G. Hofstede [1] to defining levels of culture, the basis of the dominance of national culture are the values shared by the carriers of this national culture, and the organizational culture of the organization, which is fixed in the behavior of the personnel and is manifested through rituals, heroes and symbols inherent in this organization. In this respect, an important aspect of obtaining a competitive

advantage in a multinational organization is the condition that the national culture of the personnel in the organization does not conflict with the organizational culture of the organization, but is accepted by its personnel [2]. Since national culture is a stable set of values, beliefs, norms, traditions, stereotypes, behaviors, customs and attitudes, which is characteristic only of the carriers of this national culture and is the basis of their national identity [2]. That is why national cultures are compared at the level of values, and organizational cultures can be explored by comparing patterns of behavior of staff and analyzing the level of symbols, heroes and rituals. The organizational culture is a management tool and can be accepted by the carriers of

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different national cultures (being common to them), and the national culture should be accepted as a fact for each organizational culture [1].

Organizational culture is a tool for managing personnel by maximizing the alignment of the values inherent in the organizational culture with the values of the multinational team (their national culture), which is the basis and carrier of this organizational culture. E. Schein [3] notes that the technology of effective management of the organizational culture is based on defining the sets of optimal combinations of elements of the organizational culture in the organization, and the main task of personnel management is to adapt the organizational culture to the personnel of a particular multinational organization [2]. Thus, the national culture of the personnel in an organization operating in this country is influenced by a significant number of factors (religious, economic, political, historical, social, climatic etc.) and establishes requirements for the activities of this organization, determines the style and model of personnel management [1].

Thus, since it is the values, attitudes and behaviors that form value schemes [4] of an individual or a particular culture [5] in order to “perceive, think, reason, act, react and interact” [6], it is therefore proposed to use a value-based approach to study and analyze the culture (national and organizational culture) of the personnel in a multinational organization. Thus, in order to study culture on the basis of a value approach, it is necessary to determine the structure of the system of values that are the core of each culture [7]. The purpose of this study is to analyze the values of the organizational and national culture of the personnel in a Chinese multinational organization, namely School of Economics and Management of Neijiang Pedagogical University, based on the methodological approaches of M. Rokeach, S. Schwartz and G. Hofstede.

In his work, M. Rokeach [4] identified two key definitions: values and value orientations. Values as a type of belief determine the basic principles of an individual’s life. Since values play a key role in the system of individual beliefs, because they determine the behavior, lifestyle, aspirations and desires of the carrier of these values. And value orientations are “abstract (positive or negative) ideas not related to a particular object or situation, which express human beliefs about the type of behavior and the dominant goal” [4]. S. Schwartz, by the term “values” means “goals that are desirable and go beyond specific situations, and differ from each other in importance and are also guiding principles in human lives” [8]. Scholars [9-11] highlight the following main characteristics of values within the framework of the modern concept of values:

1. Values are beliefs (thoughts) inextricably linked to affects. When values are activated, they are filled with feelings.
2. Values are personally desirable goals and behaviors (motivation to act) that contribute to the achievement of these goals.
3. Values are not limited to certain actions and situations, they are beyond their scope, that is, they are transcendent.

This feature distinguishes values from norms and attitudes that usually belong to specific actions, objects or situations.

4. Values act as models or criteria that determine the choice or assessment of actions, deeds, people and circumstances. A person decides what is good or bad, justified or illegal, what should be done and what should be avoided, on the basis of possible consequences for their dominant values. But the impact of values on everyday decisions is rarely conscious. Values become conscious when the actions or judgments that an individual considers have contradictory consequences for the different values he or she cherishes.

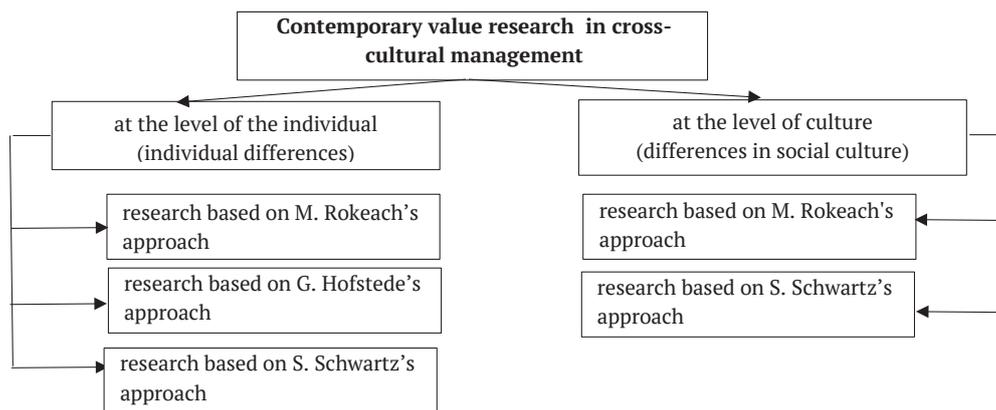
5. Values are sorted successively by significance. An ordered set of values forms the structure of values that characterize each person as an individual. Different cultures are also characterized by different value structures. The existence of such hierarchy among values also distinguishes them from norms and attitudes.

6. The relative importance of a multitude of values determines actions. Any attitude or behavior usually has consequences for more than one value. The trade-off between relevant competing values determines relationships and behaviors [12]. Values influence actions when they are appropriate in the context (hence can be activated) and important to the actor. Value orientations, as a form of manifestation of the values of an individual, are elements of the internal (dispositional) structure, formed and recorded in the process of socialization and social adaptation of the individual by adopting (or not adopting) specific values in line with the main life goals and specific ways of their implementation [13]. Scholars [10; 14; 15] note that value priorities are influenced by the position of the individual in the social structure and the experience thus obtained (education, age, gender, occupation, etc.). Furthermore, each person has a unique experience (traumas, relationship with parents, immigration, etc.) that also influences value priorities [11].

Consequently, a comparison of the value priorities of groups and individuals can reveal the impact of the main social changes (changes in economic and political conditions) and a particular experience (emigration, disease) to which social subgroups are exposed. The peculiarity of this study is the identification of a possible conflict between the national and organizational culture of the personnel of a multinational organization and the development of practical recommendations for eliminating this conflict to increase the effectiveness of the personnel of a multinational organization in this country (national culture).

## ● MATERIALS AND METHODS

The main directions of research of values in cross-cultural management are carried out at two levels (Fig. 1): 1) only at the level of the individual (individual differences). In this case, the unit of analysis is the individual. For each individual, values are the guiding principles of life and the main motivational goals [4; 9]; 2) only at the level of culture (differences in social culture). When analyzing values only at the level of social culture (differences in social norms, customs and traditions of social groups), social groups become units of analysis [7].



**Figure 1.** Directions of research of values in cross-cultural management

Source: systematized on the basis of [1; 7; 16]

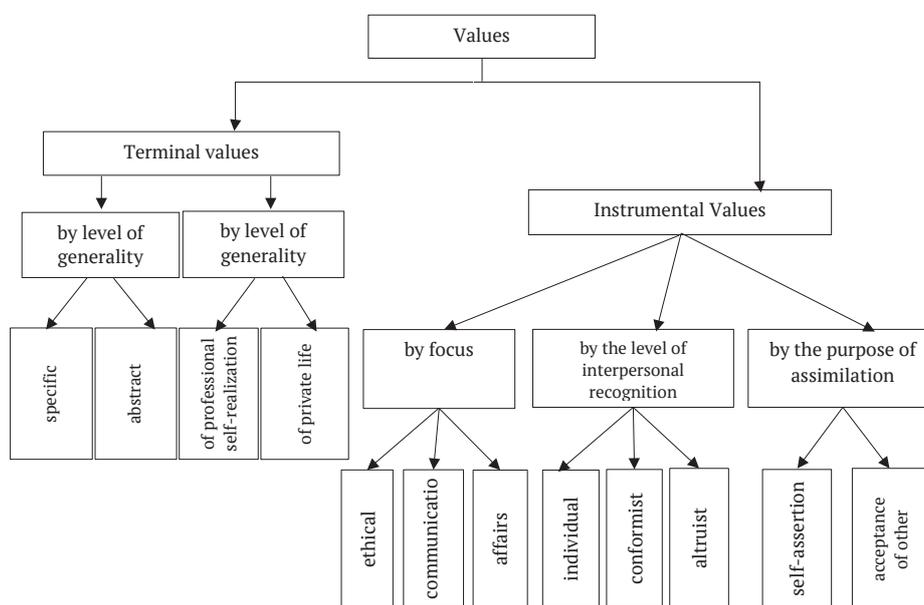
M. Rokeach’s approach allows to explore values both at the level of an individual and at the level of social culture. In his approach, M. Rokeach identifies two types of values [4]:

1) terminal values are “the belief that certain ultimate goals of individual existence deserve to be pursued from a personal and societal point of view”. It is this type of values that determines the main goals of an individual’s life, has a long-term perspective and is achieved through instrumental values. Terminal values are the result of socialization (formation up to the age of 14-16 years), so they hardly change in adulthood.

2) instrumental values are “the belief that a certain way of acting is better in any situations from a personal and

social point of view”. As they are determined at each specific stage of the individual’s understanding of a life situation, their change occurs every time when the individual feels the inconsistency of these values.

It is the belonging to culture (national, organizational) that determines, according to M. Rokeach [4], the hierarchical structure of values both terminal (manifestation of national culture) and instrumental (manifestation of organizational culture). Based on the results of the ranking of values (terminal and instrumental), hierarchical structures of these values are obtained for a specific social group (or individual). An in-depth analysis of the structure of each group of values is carried out on the basis of the following classification presented in Figure 2.



**Figure 2.** Classification of values

Source: formed on the basis of [1; 17]

In modern cross-cultural research such as the World Values Survey (WVS) [18], the European Social Survey (ESS) [19] and the European Value Survey (EVS) [20], the study of the value structure was carried out using the methodological approach of S. Schwartz. This approach to the

study of individual values is based on M. Rokeach’s theory [4] and S. Schwartz’s theory on the motivational goals of value orientations and the universality of basic human values [8].

According to S. Schwartz [8], the nature of values and their structure is universal, but different social groups

have a different value hierarchy (priority). And the study of values can be carried out only at the level of the individual, and only at the level of culture. S. Schwartz developed two tools designed to measure values based on S. Schwartz's theory [8]:

1) Schwartz Value Survey (SVS) [10];

2) Portrait Values Questionnaire (PVQ) [10] – as an alternative to SVS.

The Schwartz value theory defines ten common

values according to the motivation that underlies each of them [8]. Comparative characteristics of motivational types of values according to their central purpose are presented in Table 1. In different national and social groups, the importance of the ten values identified by S. Schwartz varies, but the coherence of the hierarchical order of values is always emphasized, since in representative samples the ranks of ten values are quite close [10].

**Table 1.** Comparative characteristics of motivational types of values

Motivational type of value	Definitive Objective	Elements
Self-direction	Autonomy in thinking, independence in action, freedom in creativity and research activities	Creativity, freedom, independence, curiosity, definition of life goals, self-respect, intelligence, confidentiality
Stimulation	Desire for experiences, novelty, challenge to life	Courage that captivates life, varied life
Hedonism	Enjoyment or sensual pleasure (pleasure, enjoyment of life)	Pleasure, enjoying life, indulging personal desires*
Achievement	Achieving personal success through competence and in line with social standards	Ambition, influence, success, ability, self-respect, public recognition**
Power	Presence of a certain social status, control of people and resources	Authority, social power, wealth, preservation of personal public image and public recognition
Security	Personal safety and safety of others, own harmony and stability of relationships, harmony in society	Social order, family security, national security, neatness, mutual service, health, moderation, sense of belonging
Conformity	Self-restraint of actions and inclinations that will harm or upset others or violate social norms (expectations)	Obedience, courtesy, self-discipline, reverence for parents and elders, loyalty, responsibility
Tradition	Acceptance, respect and commitment to the ideas and customs of culture (religion)	Respect for traditions, modesty, piety, acceptance of personal share in life, moderation, spiritual life
Benevolence	Preservation and strengthening the well-being of the immediate circle	Helpfulness, responsibility, honesty, fidelity, forgiveness, true friendship, mature love, loyalty, indulgence, helping others
Universalism	Well-being, comprehension, gratitude, tolerance, protection of nature and people, understanding	Broad outlook, social justice, quality, worldwide peace, world of beauty, unity with nature, wisdom, environment protection

**Notes:** \* happiness is an important value, it is not included in hedonism, as people feel it when achieving any results that they value [21];

\*\* the values of achievement are different from the motivation for achievement [22]. The motivation for achievement is related to compliance with internal quality standards and is expressed in the values of self-direction

**Source:** formed on the basis of S. Schwartz's theory [8; 10]

G. Hofstede [1] notes that his approach (6-D model) is merely a conception and framework for further development, and the indices underlying this approach are an analytical tool for understanding intercultural differences. In his approach, G. Hofstede identifies the following indices, based on which it is possible to assess the values of an individual as a representative of a particular national culture: "power distance"; "individualism versus collectivism"; "masculinity versus femininity"; "uncertainty avoidance"; "long-term orientation versus short-term orientation"; "pleasure versus restraint orientation".

According to the approach of G. Hofstede [1], the value of each index is measured quantitatively in points

(from 0 to 100), where 0 is the lowest value and 100 is the highest (although the values may exceed this limit). These indices are absolute, i.e. in any culture there is a manifestation of both opposite values of the dimension, but their ratio will be different. It is possible to evaluate individual values based on the quantification of indices, comparing representatives of different national cultures. Figure 3 systematizes the values that are characteristic of each of the extreme values of these indices. Comparative characteristics of the main approaches to the study of values both at the level of the individual and at the level of social culture are presented in Table 2.

V A L U E S	Index	
	Power Distance	
	High (51-100)	Low (0-50)
	tolerance of power, obedience, comfort	equality, justice, freedom, independence
	Individualism versus collectivism	
	Individualism (51-100)	Collectivism (0-50)
	self-reliance, initiative, responsibility, self-esteem, independence, self-realization, competition, rationality	subordination, care, mutual assistance, harmony, absence of conflict, balance, respect, compromise, morality, confidence, stability
	Masculinity versus femininity	
	Masculinity (51-100)	Femininity (0-50)
	perseverance, self-confidence, heroism, success, ambition, career, competition, materialism, independence, determination	compromise, modesty, concern for others, harmony, absence of conflicts, compassion, equality, solidarity, prudence, discretion
	Uncertainty avoidance	
	High (51-100)	Low (0-50)
	accuracy, deliberateness, security, tradition, suspicion, control	riskiness, autonomy, self-reliance, innovation, confidentiality, delegation
	Long-term orientation versus short-term orientation	
	Long-term orientation (51-100)	Short-term orientation (0-50)
	loyalty, diligence, perseverance, frugality	consumption, reliability, stability, traditions, "preservation of individuality"
Indulgence versus restraint		
Indulgence (51-100)	Restraint (0-50)	
enjoyment of life, pleasure	restraint, austerity	

**Figure 3.** Values specific to each index

**Source:** formed on the basis of [1; 2; 23]

**Table 2.** Comparative properties of the approaches to the study of values

Advantages	Disadvantages
M. Rokeach's approach	
1. Universality, the method can be applied in various value-related studies. 2. Convenience, this is a fully ready-to-use method. 3. Economy in the process of conducting, processing and analyzing the results obtained. 4. Flexibility, the presentation form of lists of values provided may vary depending on the conditions of the study	1. The list of the values provided is not complete, only 36 values are highlighted. 2. Openness, when conducting the study, many respondents can respond in the way that "society assumes", as it will be right from their point of view, which makes it difficult to obtain reliable results for a particular respondent
S. Schwartz's approach	
1. Universality, the possibility of obtaining a circular structure of values in all cultures allows for the use this method in different countries. 2. Veiled values, values are presented in the form of questions that characterize them, which contributes to obtaining more sincere answers	1. Orientation to the measurement of only those attitudes that are significant for the respondents in the process of interpersonal relationships, affecting the norms of the environment, which are automatically considered to follow on from the values of the respondent.
G. Hofstede's approach	
1. Universality of the use of the method in different cultures	1. The limited list of the values provided does not cover all aspects of life values

**Source:** the result of the authors' own research

Thus, it is determined that each of these methodological approaches to assessing values has both advantages and disadvantages, and, importantly, all these approaches are characterized by universalism – they can therefore be used in this study comprehensively since they assess values at different levels of culture (organizational and national).

Within the framework of this study, an online survey [24] of employees of a multinational organization, namely School of Economics and Management of Neijiang Pedagogical University, located in China, was conducted in the period July-October 2021. The respondents were lecturers from the School of Economics and Management of

Neijiang Pedagogical University. Based on the approach to defining the essence of a multinational organization given in [2], this organization is a multinational one since multinational relations of the personnel of this organization are established with both other foreign universities (representatives of other national cultures) and with students, among which there are also representatives of other national cultures. A total of 100 employees of this Chinese multinational organization were interviewed, including 32% men and 68% women. Moreover, according to the survey results, all respondents interviewed were identified as representatives of Chinese national culture. Based on the survey results, the values of these respondents were analyzed using the three discussed approaches (RVs, PVQ and 6-D model).

## ● RESULTS AND DISCUSSION

Upon analyzing the results of the survey of the personnel in the Chinese multinational organization, the following

hierarchy of values was obtained (Table 3) taking into account M. Rokeach's approach. In the structure of terminal values characterizing the national culture of respondents, the following features are noted:

1) in terms of generalization – high significance among terminal values of specific terminal values (54%) compared to abstract values (46%), rejecting only abstract values;

2) the dominant importance of the values of professional self-realization (54%) over the values of private life (46%).

In the structure of instrumental values that characterize the organizational structure of this multinational organization, the following features are noted:

1) by directionality – ethical values (49%) dominate values of affair (28%) and values of communication (23%);

2) by the level of interpersonal recognition – conformist values dominate individual and altruistic ones;

3) by the purpose of assimilation – values of acceptance of others dominate values of self-assertion.

**Table 3.** Hierarchy of values of the personnel of the Chinese multinational company (M. Rokeach's approach)

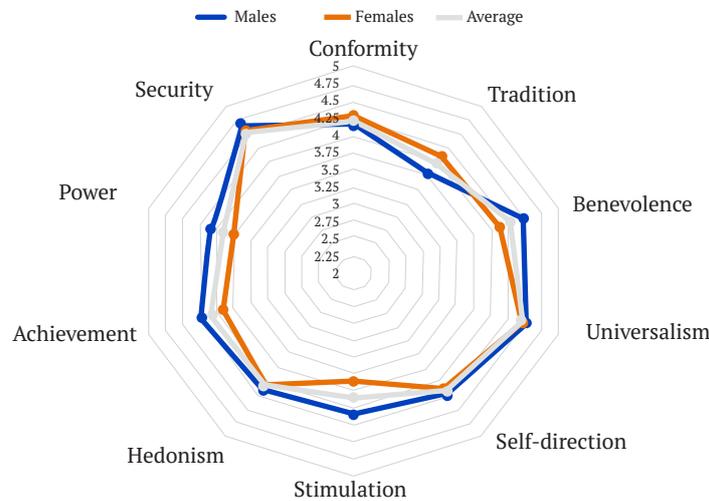
Group of values by importance [2]	Terminal values (national culture)			Instrumental Values (organizational culture)			
	Value	by level of generality	by role in life	Value	by directionality	by the level of interpersonal recognition	by the purpose of assimilation
the most important (ranks 1-6)	1. Health	s	–	1. Responsibility	e	cm	–
	2. Active Life	s	–	2. Intelligence and education	a	i	sa
	3. Inner harmony	a	ps	3. Independence	e	i	sa
	4. Financially secure life	s	–	4. Diligence	a	–	sa
	5. Love	a	–	5. Good breeding and courtesy	c	–	–
	6. Life Wisdom	a	pl	6. Self-control	e	cm	ao
important but not mandatory (ranks 7-12)	7. Cognition	a	–	7. Neatness	a	–	–
	8. Happy family life	s	pl	8. Tolerance	c	a	ao
	9. Interesting work	s	ps	9. Honesty	c	–	ao
	10. Development	a	ps	10. Rationalism	a	i	–
	11. Freedom	a	pl	11. Courage in defending personal opinions, views	a	i	sa
	12. Social recognition	s	ps	12. Joyfulness	c	–	–
not important (ranks 13-15)	13. Productive Life	s	ps	13. Intransigence to personal shortcomings and shortcomings of others	c	I	sa
	14. True friendship	s	pl	14. High requests	e	–	sa
	15. Satisfaction	s	pl	15. Breadth of outlook	e	Cm	ao
rejected (ranks 16-18)	16. Pursuit of beauty	a	–	16. Sensibility	c	A	ao
	17. Happiness of Others	a	–	17. Efficiency in affairs	a	–	sa
	18. Creativity	a	–	18. Strong will	a	I	sa

**Notes:** distribution of terminal values: 1) by the level of generalization: c – specific terminal value; a – abstract terminal value; 2) by the role in life: ps – terminal value of professional self-realization; pl – terminal value of private life. Distribution of instrumental values: 1) by directionality: e – instrumental ethical value; c – instrumental value of communication; a – instrumental value of affair; 2) by the level of interpersonal recognition: i – individual instrumental value; cm – conformist instrumental value; a – altruistic instrumental value; 3) by the purpose of assimilation: cm – individual value of self-assertion; pi – individual value of acceptance of others

**Source:** the result of the authors' own research

On the basis of the results of the PVQ-based analysis (S. Schwartz’s approach), a value profile was developed for the personnel of the Chinese multinational organization under study (Fig. 4) and a hierarchy of values

of this personnel was obtained (Table 4). The value profile of male and female respondents notes differences in values such as power, tradition, benevolence, stimulation, and achievement.



**Figure 4.** Value profile of the personnel of the Chinese multinational organization (Schwartz’s approach)

**Source:** the result of the authors’ own research

**Table 4.** Value hierarchy of the personnel of the Chinese multinational organization

Value	Place in the lives of Chinese respondents			Universal hierarchy [8]
	Males	Females	Total	
Benevolence	3	4	3	1
Universalism	2	2	2	2
Self-direction	5	5	5	3
Security	1	1	1	4
Conformity	6	3	4	5
Hedonism	7	7	6	6
Achievement	4	8	7	7
Tradition	10	6	8	8
Stimulation	9	10	10	9
Power	8	9	9	10

**Source:** the result of the authors’ own research

However, an analysis of the hierarchy of these values in these groups of respondents shows that the difference in the value hierarchy of male and female respondents is noted only for such values as conformity, achievement and tradition. It is in this way that the influence of China’s national culture is manifested:

1. The higher position of the value of conformity in Chinese female respondents (3 in women, 6 in men) indicates the influence of national culture (masculinity and restraint of Chinese culture), since the values of conformity are associated with the containment of actions, inclinations and impulses that can upset or harm others or violate social expectations or norms (restraint of Chinese national culture), and this is found in women (masculinity of Chinese culture).

2. The higher position of the value of achievement in Chinese male respondents (4 in men, 8 in women) indicates a significant influence of national culture (masculinity of Chinese culture), since the values of achievement are associated with the desire for personal success, and this is more important for the male part of the respondents.

3. The higher position of the value of tradition in Chinese women respondents (6 in women, 10 in men) indicates the influence of the pragmatism of Chinese national culture (long-term orientation).

The hierarchy of values of the personnel of the Chinese multinational organization under study looks the following way (Table 5). The results of the values analysis taking into account G. Hofstede’s approach are presented in Table 6.

**Table 5.** Value hierarchy of the personnel of the Chinese multinational organization

Motivational type of value	Elements of value [8]
1 Security	social order, family security, national security, neatness, mutual service, health, moderation, sense of belonging
2. Universalism	broad outlook, social justice, quality, worldwide peace, world of beauty, unity with nature, wisdom, environment protection
3. Benevolence	helpfulness, responsibility, honesty, fidelity, forgiveness, true friendship, mature love, loyalty, indulgence, helping others
4. Conformity	obedience, courtesy, self-discipline, reverence for parents and elders, loyalty, responsibility
5. Self-direction	creativity, freedom, independence, curiosity, definition of life goals, self-respect, intelligence, confidentiality
6. Hedonism	pleasure, enjoying life, indulging personal desires
7. Achievement	ambition, influence, success, ability, self-respect, social recognition
8. Tradition	respect for traditions, modesty, piety, acceptance of personal share in life, moderation, spiritual life
9. Power	authority, social power, wealth, preservation of personal public image and public recognition
10. Stimulation	courage that captivates life, varied life

**Source:** the result of the authors' own research

**Table 6.** Values of national and organizational culture

Index value according to [25]	National culture	Organizational culture [1]: family
High power distance (80)	inequality	tolerance of power, obedience, comfort
Collectivism (20)	subordination, care, mutual assistance, harmony, absence of conflict, balance, respect, compromise, morality, confidence, stability	–
Masculinity (66)	perseverance, self-confidence, heroism, success, ambition, career, competition, materialism, independence, determination	–
Low level of uncertainty avoidance (30)	flexibility, pragmatism	riskiness, autonomy, self-reliance, innovation, confidentiality, delegation
Long-term temporary orientation (87)	loyalty, diligence, perseverance, frugality	–
Restraint (24)	restraint, austerity	–

**Source:** systematized and based on G. Hofstede's approach [1; 25]

Thus, the most important values that were identified as a result of the analysis of the personnel values in the Chinese multinational company based on the approaches of M. Rokeach, S. Schwartz and G. Hofstede are presented in Table 7.

**Table 7.** The most important values of the personnel of the Chinese multinational company

Levels of culture	M. Rokeach's approach	S. Schwartz's approach	G. Hofstede's approach
National culture	health, active, industrious and interesting life, inner harmony, materially comfortable life, love, life wisdom	social order, family safety, national security, tidiness, mutual service, health, moderation, sense of belonging, broad outlook, social justice, quality, worldwide peace, world of beauty, unity with nature, wisdom, environment protection, usefulness, responsibility, honesty, fidelity, forgiveness, true friendship, mature love, loyalty, indulgence, helping others, obedience, courtesy, self-discipline, reverence for parents and elders, loyalty, responsibility, creativity, freedom, independence, curiosity, defining life goals, confidentiality	inequality, subordination, care, mutual assistance, harmony, absence of conflict, balance, respect, compromise, morality, confidence, stability, perseverance, self-confidence, heroism, success, ambition, career, competition, materialism, independence, determination, diligence, perseverance, frugality, restraint, austerity
Organizational culture	responsibility, intelligence and education, independence, diligence, good breeding and courtesy, self-control		tolerance for power, obedience, comfort, riskiness, autonomy, self-reliance, innovation, confidentiality, delegation

**Source:** the result of the authors' own research

As a result of this study of the personnel values in the School of Economics and Management of Neijiang Pedagogical University located in China, it has been found that there is a conflict between the national and organizational culture of the personnel of this multinational organization. Since the hierarchy of the personnel values in the Chinese

multinational organization, which was obtained on the basis of S. Schwartz's approach, differs from the universal hierarchy defined by S. Schwartz in his study [8], which indicates a significant level of personnel control in this organization and significantly increases the importance of security values for the personnel of this organization,

thus reducing the employees' desire for creativity. Additionally, this study is complex, since the national and organizational levels of the personnel culture in this multinational company are analyzed simultaneously using three methodological approaches (RVs, PVQ and 6-D model), which distinguishes this study from the study presented in [2], where the national culture is analyzed on the basis of G. Hofstede's approach (6-D model), and the analysis of the organizational culture is based on the modified methodological approach of M. Rokeach (RVs). Moreover, as a result of this study, a list of the most important values as components of the national and organizational culture of the personnel in this company has been obtained, allowing to formulate specific proposals for the development of organizational culture in the multinational culture under study; this being different from the results of the study cited in [1] that are more theoretical, general in nature and not brought to the level of practical recommendations.

## ● CONCLUSIONS

Upon analyzing the values of the personnel organizational and national culture of the Chinese multinational organization on the basis of the approaches by M. Rokeach, S. Schwartz and G. Hofstede, the following conclusions were made.

1. The organizational culture of the personnel of this organization is significantly influenced by the personnel national culture (Chinese culture). This is primarily the masculinity and restraint of Chinese culture (the higher position of the value of conformity in Chinese female respondents and the higher position of the value of achievement in Chinese male respondents). Moreover, the pragmatism (long-term orientation) of Chinese national culture has a significant impact (the higher position of the value of tradition in Chinese women respondents).

2. The hierarchy of the personnel values of the Chinese multinational organization differs from the universal hierarchy highlighted by S. Schwartz, and these differences are explained by the influence of national culture. Thus, the values of security, which take the 4<sup>th</sup> position in the universal hierarchy, are ranked 1<sup>st</sup> by the personnel of the Chinese multinational organization – this is a characteristic of Chinese national culture and a manifestation of its collectivism. The values of self-direction, which take the

3<sup>rd</sup> position in the universal hierarchy, are ranked 5<sup>th</sup> by the personnel of the Chinese multinational organization. This confirms the results obtained during the values analysis taking into account M. Rokeach's approach, since it has been found that such terminal value as freedom is important, but not mandatory, terminal value in creativity is rejected at all, but it is also a manifestation of the influence of national culture. The values of benevolence, which take the 1<sup>st</sup> position in the universal hierarchy, are ranked 3<sup>rd</sup> by the personnel of the Chinese multinational organization. This confirms the results obtained in the values analysis based on M. Rokeach's approach, since it has been found that the instrumental values of communication and instrumental altruistic values are less important for respondents; happy family life is also an optional terminal value, and true friendship is an unimportant terminal value. These are the basic elements of the value of benevolence.

3. Since the organizational culture of this organization is a tool for personnel management, it is proposed to pay attention to the value of benevolence, self-direction and security. The importance of the values of benevolence of the organization's personnel must be raised since it is these values that provide an internal motivational basis for positive, joint social relations and are the main guideline for the constant acquisition of values. Thus, the significance of the values of security that have been acquired in this organization in response to requirements and sanctions will decrease in order to avoid risks, control prohibited impulses and limit oneself. And this reduces the effectiveness of innovations in quest for group management solutions. It is also important to stimulate the increase of the importance of the values of self-direction in the personnel, as they promote creativity, motivate innovation and help to cope with difficulties. Behavior based on these values is intrinsically motivated because it meets individual needs without harming others and rarely threatens positive social relations.

The area of further research is the formulation of practical recommendations for the development of the organizational culture in the analyzed multinational culture on the basis of the peculiarities of the national culture of its personnel, taking into account the system of the personnel values.

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## Аналіз цінностей організаційної та національної культури персоналу мультинаціональної організації: приклад Китаю

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**Анотація.** Актуальною для бізнесу зараз є проблема управління персоналом мультинаціональної компанії, який є представником конкретної національної культури, але для ефективної діяльності організації має повністю приймати її організаційну культуру. Саме так виникає конфлікт між цінностями національної культури персоналу, які завжди поділяються носіями цієї культури та поведінкою, яку очікують від персоналу та яка є проявом організаційної культури. Мета дослідження – це проведення аналізу цінностей організаційної та національної культури персоналу китайської мультинаціональної організації (Школи економіки та менеджменту Педагогічного університету Нейцзян) на основі ціннісного підходу для визначення можливого конфлікту між національною та організаційною культурою персоналу цієї організації та розробка практичних рекомендацій щодо усунення цього конфлікту для підвищення ефективності діяльності персоналу мультинаціональної організації в умовах китайської культури. Наукові методи, які були використані – це методичні підходи, розроблені М. Рокічем, С. Шварцом та Г. Хофстедом щодо дослідження організаційної та національної культури персоналу організації на основі ціннісного підходу. Основні результати аналізу цінностей організаційної та національної культури персоналу цієї китайської мультинаціональної організації свідчать про суттєвий вплив китайської національної культури персоналу (як носіїв цієї культури) на організаційну культуру персоналу в цій організації та наявність конфлікту між організаційною та національною культурою персоналу. Практичне значення отриманих результатів полягає в тому, що запропоновані рекомендації щодо корегування структури цінностей персоналу дозволять керівництву компанії усунути конфлікт між національною та організаційною культурою персоналу та підвищити ефективність праці персоналу

**Ключові слова:** культурний рівень, ціннісний підхід, ціннісна орієнтація, мультинаціональний колектив, ціннісний профіль, рівні культури, крос-культурний менеджмент