

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ МІНІСТЕРСТВА ОСВІТИ І НАУКИ УКРАЇНИ

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Кваліфікаційна наукова
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ЦЗЯНЬПІН МЯО

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ДИСЕРТАЦІЯ

РОЗВИТОК МЕХАНІЗМУ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ

МУЛЬТИНАЦІОНАЛЬНОЇ ОРГАНІЗАЦІЇ

DEVELOPMENT OF THE MECHANISM OF ORGANIZATIONAL

CULTURE OF A MULTINATIONAL ORGANIZATION

Спеціальність 073 «Менеджмент»

Галузь знань «Управління та адміністрування»

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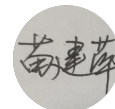
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АНОТАЦІЯ

Цзяньпін Мяо Розвиток механізму організаційної культури мультинаціональної організації. – Кваліфікаційна наукова праця на правах рукопису.

Дисертація на здобуття наукового ступеня доктора філософії за спеціальністю 073 – Менеджмент. – Харківський національний економічний університет імені Семена Кузнеця, Харків, 2023.

Дисертацію присвячено поглибленню теоретичних і методичних положень щодо розвитку механізму організаційної культури в мультинаціональній організації, що функціонує в умовах різноманіття національних культур. Об'єктом дослідження є процес розвитку механізму організаційної культури в мультинаціональній організації. Предметом дослідження є сукупність теоретичних положень, методів, методичних підходів, методичного забезпечення та практичних рекомендацій щодо розвитку механізму організаційної культури в мультинаціональній організації, що функціонує в умовах різноманіття національних культур.

Узагальнено визначення сутності поняття «організаційна культура мультинаціональної організації» за допомогою методів теоретичного узагальнення, аналізу, синтезу та структурно-логічного аналізу. Запропоновано уточнене визначення поняття «організаційна культура мультинаціональної організації», новизною якого є поєднання ціннісного підходу до сутності поняття «організаційна культура» та природи поняття «мультинаціональна організація». Проаналізовано два концептуальні підходи до визначення сутності природи організаційної культури на мікрорівні за базовими характеристиками та сутність феномену «організаційної культури» через призму характеристик організаційної культури (історична визначеність, холістичність, результат колективної взаємодії, сформованість на соціальній основі, багаторівневність і багатовимірність, важкість змін, еволюційність та емоційність).

У дисертації систематизовано та проаналізовано фактори зовнішнього та внутрішнього середовища, які впливають на процеси формування та розвитку організаційної культури мультинаціональної організації. Запропонована класифікація факторів внутрішнього середовища ґрунтується на розмежуванні факторів на загально-організаційні, управлінські та фактори, пов'язані з персоналом, що дозволило визначити найбільш важливі структурні компоненти механізму організаційної культури мультинаціональної організації.

Запропоновано класифікацію підходів до визначення сутності «організаційна культура мультинаціональної організації», яка включає наступні підходи: ціннісний; соціально-психологічний; економічний та нормативний. Особливістю цієї класифікації є введення ціннісного підходу, який висвітлює взаємозв'язок та взаємовплив між організаційною та національною культурами персоналу мультинаціональної організації, яка функціонує в умовах різноманіття національних культур.

Узагальнено визначення сутності поняття «механізм організаційної культури мультинаціональної організації», яке є результатом синтезу багатомірного і багаторівневого підходів до дослідження механізму організаційної культури. Новизною запропонованого поняття «механізм організаційної культури мультинаціональної організації» є розгляд його як організаційно-економічного механізму, який реалізується в системі менеджменту як сукупність структурних елементів: принципів, функцій, чинників, які впливають на розвиток організаційної культури, ресурсів, методів, інструментів і засобів впливу на кадрові процеси, які застосовуються керівництвом організації всіх ієрархічних рівнів і результатом впровадження якого є повна ідентифікація співробітників себе з організацією.

У дисертації розроблено механізм організаційної культури мультинаціональної організації, що дозволяє адаптувати ключові характеристики організаційної культури відповідно до впливу факторів впливу зовнішнього та внутрішнього середовища з метою отримання бажаної поведінки персоналу для досягнення цілей мультинаціональної організації.

Його перевагами є розуміння його як сукупності загальних культурних механізмів, які впливають на ефективність персоналу організації, що є результатом поєднання багатомірного (аналіз культурних змінних національної культури) і багаторівневого (визначення сутності загальних механізмів організаційної культури мультинаціональних організацій) підходів. На основі доведеного взаємозв'язку між типом організаційної культури мультинаціональної організації та застосуванням конкретного механізму контролю (як складової механізму організаційної культури), який відповідає як типу організаційної культури мультинаціональної організації так є результатом впливу національної культури конкретної країни, визначено особливості механізмів ідентифікації організаційної культури в умовах конкретної національної культури.

Запропоновано та розроблено методичний підхід до комплексної оцінки організаційної культури персоналу мультинаціональної організації з урахуванням національного контенту, який є результатом поєднання трьох підходів до оцінки культури: RVS, PVQ та 6-D model. Його перевагами є визначення наявності або відсутності конфлікту між національною та організаційною культурою персоналу мультинаціональної організації та формування конкретних пропозицій щодо розвитку організаційної культури в проаналізованій мультинаціональній організації.

Було проведено анкетування співробітників мультинаціональних організацій, які функціонують в національній культурі Китаю та України, що дозволило зробити комплексну оцінку організаційної культури персоналу цих мультинаціональних організацій. Було визначено, що на організаційну культуру персоналу проаналізованих китайських та українських організацій значний вплив має національна культура персоналу, в якій функціонує ця організація, та встановлено наявність конфлікту між національною та організаційною культурою персоналу цих мультинаціональних організацій. Для подолання цього конфлікту для кожної з проаналізованих мультинаціональних організацій запропоновано конкретні рекомендації щодо розвитку механізму організаційної

культури в мультинаціональній організації з урахуванням національного контенту, яка функціонує відповідно в умовах китайської чи української національної культури. Впровадження цих рекомендацій для корегування складових механізму організаційної культури мультинаціональної організації відповідно до вимог національної культури країни, в якій функціонує ця організація, дозволить використати конкурентні переваги, які створює китайська та українська національна культура.

У дисертації розроблено послідовність розвитку механізму організаційної культури в мультинаціональній організації, яка дозволила створити власний налагоджений механізм організаційної культури для конкретної мультинаціональної організації. Новизна цієї послідовності полягає у врахуванні рівня сумісності домінуючого типу організаційної культури та вимог національної культури країни, в якій функціонує ця організація, та можливості корегування складових механізму організаційної культури мультинаціональної організації відповідно до цих вимог.

Методологічне підґрунтя дослідження становлять фундаментальні положення сучасних теорій економічної теорії, менеджменту та крос-культурного менеджменту. В якості основних загальнонаукових і спеціальних методів були використані: методи теоретичного узагальнення; методи аналізу та синтезу; структурно-логічний аналіз; контент-аналіз; методи порівняльного аналізу; методи індукції та дедукції; методи описової статистики експертних даних та анкетування; метод канонічного аналізу; графічний метод.

Практичне значення одержаних результатів полягає в тому, що використання теоретичних і методичних положень дисертаційної роботи доведені до рівня конкретних методик і рекомендацій щодо теоретичного і методичного забезпечення розвитку механізму організаційної культури мультинаціональної організації, що дозволяють адаптувати організаційну культуру мультинаціональної організації до особливостей національної культури її співробітників шляхом розвитку механізму організаційної культури за визначеними складовими, а саме: практичні рекомендації щодо розвитку

механізму організаційної культури, засновані на результатах дослідження особливостей національної та організаційної культури співробітників китайської мультинаціональної організації; практичні пропозиції щодо розвитку механізму організаційної культури та корегування особливостей організаційної культури української мультинаціональної організації з урахуванням національної культури її персоналу. Так, китайська мультинаціональна організація Television Culture Media Co. Ltd, впровадила в свою діяльність практичні рекомендації щодо розвитку механізму організаційної культури, які дозволили підвищити продуктивність та ефективність співробітників цієї організації (довідка від 23.05.2023 року). Українська мультинаціональна організація ТОВ «ВЕНТ-МЕДИКАЛ» також впровадила в свою діяльність практичні пропозиції щодо розвитку механізму організаційної культури та корегування особливостей організаційної культури з урахуванням національної культури її персоналу, які дозволили адаптувати організаційну культуру ТОВ «ВЕНТ-МЕДИКАЛ» до особливостей національної культури її співробітників (довідка № 11/06 від 26.06.2023 року).

Теоретичні положення щодо типологізації організаційної культури та національної культури, які дозволяють оцінювати організаційну культуру мультинаціональної організації з урахуванням національного контенту, та методичні положення щодо оцінки організаційної культури мультинаціональної організації, яка функціонує в крос-культурному середовищі, впроваджені в навчальний процес Харківського національного економічного університету імені Семена Кузнеця для підготовки бакалаврів на факультеті менеджменту і маркетингу за спеціальністю 073 «Менеджмент» в освітній компоненті «Крос-культурний менеджмент» у процесі проведення практичних занять у 2022-2023 навчальному році (довідка про впровадження № 23/86-02-33 від 13.06.2023 року).

Також теоретичні положення щодо концепції типологізації та оцінки організаційної та національної культур, які були створені в контексті крос-культурного менеджменту, і методичні положення щодо оцінки організаційної

культури мультинаціональної організації, яка функціонує в крос-культурному середовищі, впроваджені в навчальний процес Педагогічного університету Нейцзян (Neijiang Normal University), Школа економіки та менеджменту (School of Economics and Management) під час викладання дисциплін напряму Бізнес-адміністрування (довідка про впровадження від 25.04.2023 року).

Ключові слова: організаційна культура, мультинаціональна організація, механізм організаційної культури, національна культура, механізм організаційної культури мультинаціональної організації, національний контент, персонал мультинаціональної організації, різноманіття національних культур.

ABSTRACT

Jianping Miao Development of the the mechanism of organizational culture of a multinational organization. – Qualifying scientific work on manuscript rights.

Thesis for the degree of Doctor of Philosophy (Ph.D.) in specialty 073 – Management. – Simon Kuznets Kharkiv National University of Economics, Kharkiv, 2023.

The thesis is devoted to deepening of theoretical and methodological provisions regarding the development of organizational culture mechanism in a multinational organization operating in conditions of diverse national cultures. The object of the study is the development process of organizational culture mechanism in a multinational organization. The subject of the research is a set of theoretical provisions, methods, methodological approaches, methodological support and practical recommendations for the development of organizational culture mechanism in a multinational organization operating in conditions of diverse national cultures.

The author has defined the essence of the concept "organizational culture in a multinational organization" by using methods of theoretical generalization, analysis, synthesis, and structural-logical analysis. The work proposes a refined definition of the concept "organizational culture in a multinational organization", the novelty of which is the combination of a value approach to the essence of the concept "organizational culture" and the nature of the concept "multinational organization".

There is a detailed analysis of conceptual approaches to determining the essence of organizational culture's nature at the micro level based on primary characteristics and the essence of the phenomenon "organizational culture" examined through the prism of organizational culture characteristics (historical determination, holisticity, result of collective interaction, formation on a social basis, multilevel and multidimensionality, severity of changes, evolution and emotionality).

The thesis systematizes and analyzes the factors of the external and internal environment affecting the processes of formation and development of the organizational culture in a multinational organization. The proposed classification of factors of the internal environment is based on the division of factors into general organizational, managerial and personnel-related factors, which allowed the author to determine the most important structural components of the organizational culture mechanism in a multinational organization.

The author uses the classification of approaches to define the essence of "organizational culture in a multinational organization". These are the following approaches: valuable; socio-psychological; economic and normative. The peculiarity of this classification is the introduction of a value approach, which highlights the relationship and mutual influence between the staff in organizational and national cultures in a multinational organization that functions in conditions of diverse national cultures.

The thesis generalizes the definition of the concept "mechanism of organizational culture in a multinational organization", which is the result of the synthesis of multidimensional and multilevel approaches to the study of the mechanism of organizational culture. The novelty of the proposed concept "mechanism of the organizational culture in a multinational organization" is its consideration as an organizational and economic mechanism, implemented in the management system as a set of structural elements. These elements are principles, functions, factors, influencing the development of organizational culture, resources, methods, tools and means of influence on personnel processes, used by the management of the organization at all hierarchical levels and the result of the

implementation of which is the complete identification of employees with the organization.

In the thesis, the author develops the mechanism of the organizational culture in a multinational organization, which allows us to adapt the key characteristics of the organizational culture in accordance with the influence of external and internal environmental factors in order to obtain the desired staff behavior to achieve the goals of the multinational organization. Its advantages are its understanding as a set of general cultural mechanisms, influencing the effectiveness of the organization's staff based on a combination of multidimensional (analysis of cultural variables of national culture) and multilevel (determining the essence of general mechanisms of organizational culture of multinational organizations) approaches. The thesis determines peculiarities of the identification mechanisms of organizational culture in the conditions of a specific national culture based on the proven relationship between the type of organizational culture in a multinational organization and a specific control mechanism (as a component of the mechanism of organizational culture), which corresponds to the type of organizational culture in a multinational organization and the result of the national culture's influence of a specific country.

A methodical approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization, taking into account the national content, is proposed and developed in the work . This is the result of a combination of three approaches to the assessment of culture: RVS, PVQ and 6-D model. Its advantages are the determination of the presence or absence of a conflict between the national and organizational culture of the staff in a multinational organization and the formation of specific proposals for the development of organizational culture in the analyzed multinational organization.

A survey of employees in multinational organizations that function in the national culture of China and Ukraine has showed that it is possible to assess comprehensively the organizational culture of the staff in these multinational organizations. The organizational culture of the staff in the analyzed Chinese and Ukrainian organizations experiences a strong influence of the national culture.

Moreover, there is a conflict between the national and organizational culture of the staff in these multinational organizations. To overcome this conflict, there are some specific recommendations given for each of the analyzed multinational organizations for the development of the organizational culture mechanism in a multinational organization, taking into account national content, which functions in the conditions of Chinese and Ukrainian national culture

The author has shown the sequence of the organizational culture mechanism development in a multinational organization, allowing us to create its own adjusted mechanism of organizational culture for a specific multinational organization. Its novelty consists in taking into account the level of compatibility of the organizational culture's dominant type with the requirements of the national culture of the country in which the organization operates, and the possibility of adjusting its components in accordance with these requirements.

The methodological basis of the research is the fundamental provisions of modern theories of economic theory, management and cross-cultural management. The main general scientific and special methods were used in the work: methods of theoretical generalization, methods of analysis and synthesis, structural-logical analysis, content analysis, methods of comparative analysis, methods of induction and deduction; methods of descriptive statistics of expert data and questionnaires, method of canonical analysis, a graphic method.

Practical significance of the obtained results is that the use of theoretical and methodological provisions of the thesis work has been brought to the level of specific methods and recommendations for theoretical and methodological support for the organizational culture mechanism development in a multinational organization. This allows us to adapt the organizational culture in a multinational organization to the peculiarities of the national culture of its employees by developing the mechanism of organizational culture according to certain components. The following components are: practical recommendations for the development of the organizational culture mechanism, based on the peculiarities of the national and organizational culture of employees in a Chinese multinational organization; practical suggestions regarding

the development of the organizational culture mechanism and the adjustment of the peculiarities of the organizational culture in the Ukrainian multinational organization, taking into account the national culture of its personnel. Thus, the Chinese multinational organization Television Culture Media Co. Ltd, implemented practical recommendations for the development of the organizational culture mechanism into its activities, which allowed them to increase the productivity and efficiency of employees in this organization (certificate dated 23.05.2023). The Ukrainian multinational organization "VENT-MEDICAL LLC" also implemented practical proposals for the development of organizational culture mechanism into its activities and adjusted organizational culture features, taking into account the national culture of its staff, thus adapting the organizational culture of "VENT-MEDICAL LLC" to the characteristics of the national culture of its employees (certificate № 11/06 dated June 26, 2023).

Theoretical provisions on the typology of organizational culture and national culture, allowing us to evaluate the organizational culture in a multinational organization, taking into account the national content and methodological provisions on the evaluation of the organizational culture in a multinational organization that functions in a cross-cultural environment, were introduced into the educational process of Simon Kuznets Kharkiv National University of Economics training bachelors at the Faculty of Management and Marketing, on specialty 073 "Management" in the educational component "Cross-cultural management" in practical lessons in 2022-2023 academic year (implementation certificate No. 23/86-02-33 dated 13.06.2023 year).

Moreover, theoretical provisions regarding the concept of typology and evaluation of organizational and national cultures, created in the context of cross-cultural management, and methodological provisions regarding the evaluation of the organizational culture of a multinational organization that functions in a cross-cultural environment, were introduced into the educational process of Neijiang Pedagogical University Normal University, School of Economics and Management in Business Administration disciplines (implementation certificate dated 04/25/2023).

Key words: organizational culture, multinational organization, mechanism of organizational culture, national culture, mechanism of organizational culture of a multinational organization, national content, personnel of a multinational organization, diversity of national cultures.

List of the applicant's published works on the topic of the dissertation

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scientific publications of Ukraine**

1. Jianping Miao Features of organizational culture of multinational organization. *Економіка та суспільство*. 2022. № 39. (1.11 cond.-printed sheets).

URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1365/>.

DOI: <https://doi.org/10.32782/2524-0072/2022-39-30>.

2. Lepeyko T., Jianping M. Analysis of organizational and national culture values of the personnel in a multinational organization: A case of China. *Development Management*. 2022. Volume 20. No 2. P. 16–25. (1.16 cond.-printed sheets).

URL: <https://devma.com.ua/en/journals/t-20-2-2022/analiz-tsinnostyey-organizatsiynoyi-ta-natsionalnoyi-kulturi-pyersonalu-multinatsionalnoyi-organizatsiyi-priklad-kitayu>.

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3. Nemashkalo K., Jianping M. Mechanism of organizational culture in a multinational organization: essence and components. *Ukrainian Journal of Applied Economics and Technology*. 2023. Volume 8. № 2. P. 31-36. (0.85 cond.-printed sheets).

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DOI: <https://doi.org/10.36887/2415-8453-2023-2-4>

**Articles in scientific periodicals indexed in the Web of Science Core
Collection and/or Scopus databases**

4. JianPing Miao, Lepeyko Tetyana. Developing college teachers' intercultural sensitivity in a multicultural environment (Desarrollo de la sensibilidad interculturalde los docentes universitarios en entornos multiculturales). *Culture and Education (Cultura y Educación)*. 2023. №35:2. P. 450–473. (1.88 cond.-printed sheets).

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DOI: 10.30837/978-617-8254-05-6

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INTRODUCTION

Relevance of research. Modern globalization processes and new challenges of today: first COVID-19, and now the war in Ukraine, require the management of organizations to pay more attention to the organizational culture of the organization, especially if this organization functions in conditions of diversity of national cultures. Since the organizational culture in multinational organizations can become both a significant competitive advantage of such an organization, if it is adapted to the requirements of the national personnel culture, and a significant problem and source of conflicts between the national and organizational culture of the personnel in the organization, if its influence is not taken into account. Therefore, the effectiveness not only of the personnel in this organization, but also of the entire organization as a whole, depends on the interaction between the national and organizational culture of the personnel in a multinational organization and the presence of the organizational culture mechanism in a multinational organization.

Theoretical and practical studies of organizational culture are highlighted in the works of such famous Ukrainian and foreign scientists as D. Acker, O. Arefieva, S. Arefiev, P. Anthony, K. Bannikova, T. Blyznyuk, C. Handy, G. Hofstede, G.J. Hofstede, T. Lepeyko, S. Marinova, G. Monastyrsky, M. Minkov, V. Nikiforenko, O. Kharchyshyna, H. Osovskaya, O. Osovsky, W. Ouchi, E. Schein, L. Shymanovska-Dianyach, L. Smircich, O. Tarasova and many others. A significant number of works by both Ukrainian and foreign scientists, such as L. Beauvais, V. Hevko, K. Łukasik, D. Morschett, E. Schein, R. Scholl, H. Schramm-Klein, J. O'Neill, W. Ouchi, N. Rynkevych, G. Zakharchyn, K. Zentes, J. Weick and others, is devoted to the study of organizational culture mechanism, its formation and development.

However, proposals for the organizational culture mechanism' development in a multinational organization have not yet been fully worked out. It is necessary to clarify the definition of the essence of organizational culture's mechanism. The

relationship and interaction between the national and organizational culture of the personnel in a multinational organization is insufficiently substantiated. Methodological assessment of the impact of national culture on the organizational culture in a multinational organization requires clarification as well.. This determines the need for further research on this issue, the choice of the goal and scope of research tasks.

Connection of work with scientific programs, plans, topics. The dissertation work was carried out in accordance with the plans of research work at Kharkiv National University of Radio Electronics on the research topic "Organizational and economic support of innovative development and economic security of economic entities" (state registration number 0122U00510), which confirms the relevance and value of the research results ,presenting a number of developments analysing methodological approaches to the assessment of the organization personnel's culture.

The purpose of the study is to clarify the theoretical and methodological provisions regarding the development of organizational culture mechanism in a multinational organization operating in conditions of diverse national cultures.

The following tasks were set to achieve the goal:

to clarify the essence of the concept "organizational culture in a multinational organization";

to generalize the definition of the concept "mechanism of the organizational culture in a multinational organization", functioning in the conditions of the diverse national cultures;

to systematize factors of the external and internal environment affecting the processes of formation and development of organizational culture;

to improve the classification of approaches to defining the essence of the concept "organizational culture" in the context of cross-cultural management;

to improve the mechanism of the organizational culture in a multinational organization";

to clarify the development sequence of the organizational culture mechanism in a multinational organization;

to clarify the methodological approach to the comprehensive assessment of the staff's organizational culture at a multinational organization, taking into account the national content;

to substantiate practical recommendations for the development of the organizational culture mechanism in a multinational organization, taking into account the national content.

The object of the study is the process of developing the mechanism of organizational culture in a multinational organization.

The subject of the research is a set of theoretical provisions, methods, methodological approaches, methodological support and practical recommendations for the development of organizational culture mechanism in a multinational organization operating in conditions of diversity of national cultures.

The author used the following *research methods*: to determine the essence of the concepts "organizational culture in a multinational organization" and "mechanism of the organizational culture in a multinational organization" – methods of theoretical generalization, analysis, synthesis, structural and logical analysis; to improve the mechanism of the organizational culture in a multinational organization – methods of theoretical generalization, analysis, synthesis, content analysis; to improve the classification of approaches to defining the essence of the concept "organizational culture" – methods of comparative analysis, content analysis, analysis, synthesis; to systematize factors of the external and internal environment that affect the processes of formation and development of organizational culture – methods of comparative analysis, induction and deduction; to check the limitations of using H. Hofstede's approach for a comprehensive assessment of the organizational culture of the personnel in a multinational organization, taking into account the national content – a comparative analysis; to generalize approaches to the comprehensive assessment of the organizational culture of the personnel at a multinational organization, taking into account the national content – content analysis; to develop a questionnaire for the staff at a specific multinational organization to assess comprehensively the organizational culture of the personnel at a multinational organization, taking into

account the national content – methods of comparative analysis, content analysis, methods of descriptive statistics of expert data; to determine the consistency of the employees' points of view at a multinational organization to assess comprehensively the organizational culture of the personnel at a multinational organization taking into account the national content – the method of canonical analysis; to analyze the value structure of the organizational culture and the national culture of the personnel at a specific multinational organization and determine the presence (absence) of a conflict between the values of the national and organizational culture – comparative analysis, content analysis; to improve the development sequence of organizational culture mechanism in a multinational organization – methods of comparative analysis, content analysis, analysis and synthesis; for visualization of research results – graphic method.

Special software tools were used for modeling and calculations: MS Excel 2016, MS Excel 2010, Statgraphics Centurion.

The informational basis of the study was legislative and normative documents on the management of the personnel's organizational culture in organizations; the results of international research, ranking and indexing, published by international institutions and international projects – GLOBE, Hofstede Insights, official statistical data on the organizations' functioning, published on their official websites; scientific works of domestic and foreign scientists, materials of periodicals, Internet resources, results of the author's own research.

The scientific novelty of the obtained results lies in the improvement and development of theoretical provisions and methodical approaches to the organizational culture mechanism's development in a multinational organization operating in conditions of diverse national cultures. As a result of the research:

have been improved:

the mechanism of the organizational culture in a multinational organization, the basis of which are the principles, functions, resources, methods, tools and means of influencing management processes, used by the management of the organization at all hierarchical levels. This allows us to adapt the key characteristics of the

organizational culture in accordance with the influence of external and internal environmental factors in order to obtain the desired behavior of the staff to achieve the goals of the multinational organization;

a methodological approach to the comprehensive assessment of the personnel's organizational culture in a multinational organization, taking into account the national content, the feature of which is to determine the presence or absence of a conflict between the national and organizational culture of the personnel in a multinational organization;

the development sequence of organizational culture mechanism in a multinational organization, distinguished by considering the compatibility level of the dominant type of organizational culture with the requirements of the national culture of the country in which the organization operates, and the possibility to adjust the components of the organizational culture mechanism in a multinational organization in accordance with these requirements;

have been further developed:

definition of the essence of the concept "organizational culture in a multinational organization", the feature of which is the combination of a value approach to the essence of the concept "organizational culture" and the nature of the concept "multinational organization". It is based on the adjustment of all employees' behaviour (representatives of different national and regional cultures) to achieving common goals of the organizations through the declared values of organizational culture;

classification of approaches to defining the essence of the concept "organizational culture", the feature of which is the introduction of a value approach, highlighting the relationship and mutual influence between the organizational and national cultures of the staff at a multinational organization that functions in conditions of diverse national cultures;

systematization of the external and internal environmental factors that influence the formation processes and development of organizational culture based on the division of the group of internal factors into general organizational, managerial

and personnel-related ones, which allowed to determine the most important structural components of the organizational culture mechanism;

definition of the essence of the concept "mechanism of organizational culture in a multinational organization ", which, unlike the existing ones, is the result of the synthesis of multidimensional and multilevel approaches to the study of the mechanism of organizational culture. By nature, it is an organizational and economic mechanism implemented in the management system, and the result of the implementation of which is complete identification of employees with the organization.

Practical significance of the obtained results is that the use of theoretical and methodological provisions of the dissertation work has been brought to the level of specific methods and recommendations for theoretical and methodological support in developing the organizational culture mechanism in a multinational organization. This allows us to adapt the organizational culture of a multinational organization to the peculiarities of the national culture of its employees through the development mechanism of organizational culture according to certain components. The theoretical, methodological provisions, conclusions and recommendations substantiated in the dissertation can be used by the owners and managers of multinational organizations to develop the mechanism of organizational culture of the personnel in these organizations.

Practical value of individual results is confirmed by their implementation in the activities of multinational organizations, namely: practical recommendations for the mechanism of organizational culture development, based on the characteristics of the employees' national culture at the Chinese multinational Television Culture Media Co. Ltd. They are the result of this organizational culture analysis at Television Culture Media Co. Ltd, leading to an increase in the productivity and efficiency of Television Culture Media Co. employees. Ltd (certificate dated 23.05.2023). The author proposed recommendations regarding the development of organizational culture mechanism and correction of the organizational culture features in the Ukrainian multinational organization VENT-MEDICAL LLC, taking

into account the national culture of its staff. The analysis of the organizational culture features of the staff at VENT-MEDICAL LLC, implemented in activities of the organization allowed to adapt the organizational culture of LLC "VENT-MEDICAL" to the peculiarities of the national culture of its employees (certificate № 11/06, dated 26 June, 2023).

Theoretical provisions on the typology of organizational and national culture, which allow to evaluate the organizational culture in a multinational organization taking into account the national content, as well as methodological provisions on the evaluation of the organizational culture in a multinational organization that functions in a cross-cultural environment, are introduced into the educational process at Simon Kuznets Kharkiv National University of Economics training bachelors at the Faculty of Management and Marketing, on specialty 073 "Management" in the educational component of "Cross-cultural management" in practical classes in the 2022-2023 academic year (implementation certificate No. 23/86-02-33, dated 13 June, 2023).

Theoretical provisions, regarding the concept of typology and evaluation of organizational and national cultures, created in the context of cross-cultural management, as well as methodological provisions regarding the evaluation of the organizational culture in a multinational organization that functions in a cross-cultural environment, are introduced into the educational process at Neijiang Pedagogical University (China), School of Economics and Management in Business Administration disciplines (implementation certificate dated 04/25/2023).

Personal contribution of the recipient. The dissertation is an independent scientific work, all the results of which were obtained by the author personally and were reflected in scientific publications. The author's contribution to the work performed in co-authorship is given in the list of published works by the topic of the dissertation.

Approbation of the dissertation results. The main provisions and results of the dissertation work were presented by the author at international scientific and practical conferences: "Modern problems of enterprise management: theory and practice" (Kharkiv – Toruń, March 3-4, 2020); "Economic development and legacy

of Simon Kuznets: materials of the 5th scientific and practical conference" (Kharkiv, November 26-27, 2020); "Effective solutions in economy, finance and management" (Odesa, February 5, 2021); "Modern problems of enterprise management: theory and practice" (Kharkiv – Torun, April 16, 2021); "Modern strategies of economic development: science, innovation and business education" (Kharkiv, November 1, 2022).

Publications. The scientific results of the dissertation are reflected in 6 credited scientific publications of the recipient, namely: 3 articles in scientific publications included on the date of publication in the list of specialized scientific publications of Ukraine; 1 article in a periodical scientific publication indexed in the Web of Science Core Collection and Scopus databases, which belongs to the first-second quarters according to the SCImago Journal Rank classification (<https://www.scimagojr.com/journalsearch.php?q=19700174629&tip=sid&clean=0>), therefore equates to two scientific publications; 1 individual chapter in a collective monograph; 1 article in a periodical scientific publication of other countries (Poland); and 5 publications of an approbation nature. The total volume of publications is 6.84 cond. prints. sheet, the author personally owns 4.24 cond. print. sheet.

The structure and scope of the dissertation. The dissertation consists of introduction, three chapters, and conclusions, 166 references on 16 pages and 5 appendices on 85 pages. The total volume of the dissertation is laid out on 317 pages of typewritten text (13,2 auto. sheets), contains 29 figures (5 figures takes up 5 full pages), 52 tables (9 tables take up 14 full pages). The main text of the dissertation is 197 pages (8,2 auto. sheets).

CHAPTER 1

THEORETICAL BACKGROUND OF DEVELOPMENT OF THE MECHANISM OF ORGANIZATIONAL CULTURE OF A MULTINATIONAL ORGANIZATION

1.1. Theoretical aspects of the formation and development of organizational culture

Organizational culture is a complex social phenomenon formed within the organization under the influence of a number of factors. Due to its social nature, it has a strong influence on the individual but at the same time, the individual influences the formation and change of the organizational culture itself, that is, there is mutual influence and relationship between the organizational culture and the individual.

According to O. Dragan [14], the uniqueness of organizational culture lies in the fact that it is an achievement of the system of internal values and rules that prevail in the organization. According to G. Skudar [33], the ability of organizational structures to create key values, uniting all participants in organizational relations, is one of the prerequisites for their successful activity. Therefore, the unification of the labor team's efforts to achieve common goals of the organization is possible only in conditions of a developed organizational culture.

The study of the definition “organizational culture” in modern economic science occupies a leading place in theoretical and practical aspects of organizations’ activities. A significant number of scientific works of foreign and domestic scientists are dedicated to the problems of the company’s organizational culture formation and development, the search for ways to improve and transform it in the conditions of modernization. The works of such scientists as D. Acker, O. Arefieva, S. Arefiev, P. Anthony, T. Blyznyuk, V. Hevko, T. Lepeyko, G. Monastyrsky, V. Nikiforenko,

O. Kharchyshyna, W. Ouchi, E. Schein, G. Zakharchyn, and others look into the problems of formation and development of organizational culture.

E. Mayo in 1927-1932, conducted the first large-scale studies of organizational culture, later known as the Hawthorne experiment on the impact of labor productivity on “factory culture”. E. Mayo criticized the classical theory of organization and management for a simplified view of human behavior’s nature in the organization, minimizing the role of the "human factor", formalization of relationships, rigid hierarchy and excessive specialization of labor. He suggested that the production process, technological and physical working conditions have less impact on the employee than his social status and mental state during work [117].

H. Moltke, is recognized as the author of the term “corporate culture”, used this phrase in the 19th century, characterizing relations in the officer environment. At first, the meaning of the concept “corporate culture” referred to the rules of conduct, public and unspoken, developed within a certain professional environment. However, with the advent of corporations in the second half of the 20th century, the term "corporate culture" referred to the culture that had developed within the corporation, that is, the organizational culture of the corporation [30].

In management research, many scientists and specialists, such as W. Ouchi [130], R. Rüttinger [137], E. Schein [142], and T. Deal [69] identify organizational culture with corporate culture. They consider corporate (organizational) culture as a set of basic assumptions developed to solve the problems of external adaptation and internal integration. Herewith, scientists describe organizational (corporate) culture by the same terms: “philosophy and ideology of the organization”, “value orientations”, “beliefs”, “expectation”, “norms”, “basic assumptions”, “artifacts”. At the same time, corporate culture is a set of ideals, and values that are offered and / or promoted by top managers and other groups responsible for their disposal.

According to P. Anthony [51], organizational culture deals with a “real”, more selective interest in the cultural pattern of the organization. M. Alvesson [49] sought to “erase” the difference between these concepts, considering organizational culture as “a marker of a broader interest in the manifestations of culture in the

organization”. At that time, corporate culture, in his opinion, referred to the problems of business and management. In his opinion, these terms overlap each other, but he took into account their connotative differences.

K. Weick [164] noted that the number of organizations with a “mechanistic” leadership style is increasing at present. At the same time, the number of “organic, contained as a whole, precisely by culture” organizations is growing proportionally.

Based on the peculiarities of international business development, we can consider the concepts of organizational culture and corporate culture synonymous.

Organizational culture has a multi-purpose orientation [69]: it establishes and strengthens the relationship, interaction between employees of the organization and units; creates a favorable psychological climate in the organization; provides value guidelines for the activities of employees, etc.

L. Smircich [155] distinguishes between two conceptual approaches to determining the essence of the organizational culture at the macro level. Table 1.1 shows their comparative characteristics:

Table 1.1

Comparative characteristics of conceptual approaches to definition of the essence of organizational culture

(formed on the basis of [46; 95; 113; 115; 121; 124; 155])

Basic characteristics of approach	Organizational culture as a means of achieving organizational goals	Organizational culture as a basic metaphor of the organization
The essence of the approach	“the organization has an organizational culture”	“organization is organizational culture”
Basic paradigm	functionalist	interpretive
The role of organizational culture in the organization	an element of a holistic system to ensure smooth operation of an organization and a strategic resource for competitive advantage	organization metaphor, the process of creating values, standards and rules that shape human behavior, including organizational
Interaction of organizational culture with personnel	staff is a passive receptor of organizational culture	staff is an active constructor of organizational culture

Continuation of Table 1.1

Basic characteristics of approach	Organizational culture as a means of achieving organizational goals	Organizational culture as a basic metaphor of the organization
Manifestation peculiarities of organizational culture	something independent of the members, the organization: visible, tangible, measurable and autonomous	becomes visible through the actions of the members of the organization, through their processes of understanding and interpretation of the organizational world
The type of influence of organizational culture on personnel	homogeneous influence of organizational culture on personnel procedures and behavior	organizational culture is embodied through a subjective and active process of understanding
The influence of time on organizational culture	a variable or attribute that management uses to control and influence the organization	develops through the joint, accumulated experience of organization members, creating new elements (assumptions, ideas, values and norms)
The nature of organizational culture	a dependent variable limited by a set of predefined boundaries that exists only within an organization	is introduced and arises within the framework of social interaction of organization members, and is the result of their interaction

1. Organizational culture as an element of a holistic system ensures smooth operation of the organization (a critical variable) and a strategic resource for competitive advantage as something that exists in the organization [124]. This conceptual approach is also called “the organization has a culture” [95]. In this sense, organizational culture is seen as a rational and structured means to achieve predetermined organizational goals, where members must behave in a certain desired way [90]. The functionalist paradigm, which is positivist in nature and strives for quantitative measurement, has an impact on this approach [141]. The basic assumptions are that the social world consists of general and conditional relationships in the form of variables that must be investigated using specific, structured, objective tools. Therefore, the study of "models of relations across and within borders" allows us to understand the essence of organizational culture [155]. This conceptual approach assumes the presence of the following qualities of organizational culture [141]:

- 1) stability: the existence of a tendency to preserve the organizational culture over time, even under the pressure for change;
- 2) sharing: organizational culture reflects the sharing of perceptions, knowledge, feelings and experiences that even new members learn extremely quickly;
- 3) template dimension of culture: there are visible regularities between members of a specific organization that persist over time;
- 4) dynamics: culture is not seen as something static, it affects the way people act;
- 5) comprehensive influence: culture includes all aspects of group life - it affects the daily life of people in almost everything they do: the way they behave, dress, talk, etc.

This conceptual approach involves the following assumptions [95]:

- 1) consideration of organizational members as passive receptors of culture, regarding culture as something that can be taught and learned. Therefore, people are not considered as bearers of culture or as active constructors of organizational culture. Instead, one sees it as something external to them, which they adhere to almost deterministically.
- 2) consideration of organizational culture as a phenomenon independent of the members that make up the organization. At the same time, culture is visible, accessible to touch, measurable and autonomous [155]. People realize this and begin to act in accordance with the organizational culture, with little participation in it.
- 3) the definition of organizational culture as an asset managed by a higher level of management (hierarchies) to ensure certain types of behavior, shaping the appropriate behavior of organizational members [115]. Organizational culture is “susceptible to human attempts to manipulate” [131] and is considered as a dependent variable (attribute) that can be used to control and influence organizational life;
- 4) the use of organizational culture as an important tool for increasing the efficiency of personnel and the organization as a whole;

5) organization and organizational culture must include two separate entities, while the organizational culture is limited to a set of predefined boundaries and exists only within the organization [131].

Thus, according to this conceptual approach, organizational culture is a means (tool) by which the organization survives and ensures the achievement of organizational goals. At the same time, organizational culture, as a connecting link, ensures the consistency of all organizational beliefs, norms, values and codes of conduct. Therefore, organizational culture is considered as an important means of forming acceptable behavior of personnel in the organization. Therefore, it is recognized primarily as a tool that shapes people's beliefs and behaviors and serves to influence employees [131]. Consequently, it can be systematically changed by the management to achieve its goals, such as increasing productivity, motivation, etc. [115]. As organizational culture affects the way people treat each other, sharing the same values, acting in a similar way, speaking the same language in an organization, organizational culture has a homogeneous effect on the procedures and behavior of the personnel of such an organization.

2. Organizational culture as a basic metaphor, i.e. “culture for the organization is a hidden but unifying entity that provides meaning, direction and mobilization” [103], as something that the organization is [124]. This conceptual approach is also called “the organization is a culture” [95]. Organizational culture serves as an organizing metaphor between the concepts of organization and culture because “culture is not something that can be imposed on the social environment as it develops during social interaction” [121]. That is, organizational culture is a metaphor for the organization, the process of creating values, standards and rules shaping human behavior, including organizational behavior [84]. The formation of this conceptual approach was influenced by the interpretative paradigm, stating that organizational culture is a system that affects organizational life and is affected by it [155]. This conceptual approach involves the following assumptions [95]:

1) consideration of members as active constructors and creators of what happens in the organization, acting, reacting, sharing and cooperating with other

members. This process of social construction simultaneously creates and shapes the understandings of values underlying people's lives.

2) development of organizational culture “over time through the common, accumulated experience of members of any social group, giving rise to such specific elements of the system as assumptions, ideas, values and norms”.

3) organizational culture becomes visible through the actions of organizational members in the processes of understanding and interpreting the organizational world. Organizational culture is not an entity that exists by itself, independently of the members that make up the organization, on the contrary, it is “a special form of humans’ expression” [155], which forms the meaning of aspects vital for the existence of the organization.

4) organizational culture is embedded in the members of the organization and does not exist independently, it is socially constructed and reconstructed, influences and is influenced by all aspects of organizational life.

5) organizational culture is introduced and emerges within the social interaction of organization members, therefore, it is the result of such interaction [112].

Thus, this conceptual approach to defining the nature of organizational culture is based on the study and interpretation of the mechanism of organizational culture (cultural variables) to “encourage critical reflection on beliefs, values and understanding” [50] and seek to measure the impact of certain cultural orientations on organizational outcomes, such as entrepreneurship and organizational performance [46].

At the same time, it is important that organizations themselves are cultures, and their essence is people who construct and reconstruct the meaning, share and create knowledge, act and interact with others, discuss and negotiate mutual understanding. It is this conceptual approach to defining the nature of organizational culture that is used in this study.

As T. Blyznyuk [9] defines in her work, the essence of the phenomenon “organizational culture” can be understood through the prism of its qualities, systematized and analyzed in Table. 1.2.

Table 1.2

**Qualities of organizational culture
(formed on the basis of [8; 9; 30; 129])**

№	Qualities	Essence
1	Historical certainty	organizational culture reflects the historical development of the organization, the formation and development of organizational culture is a difficult and slow process
2	Holisticity (integrity, system)	organizational culture is described as a certain integrity, and is something more than a simple collection of all components
3	The result of collective interaction	The formation and development of organizational culture is influenced by people who are inside the organization, this is the prerogative of the team itself, whose members are in close regular interaction, since culture cannot be carried out by the means of individuals isolated from each other
4	Formed on a social basis	organizational culture is based on the conscious and subconscious acceptance by the staff of specific group cultural patterns of behavior (norms, symbols, rituals, standards) that they adhere to
5	Multilevel and multidimensionality	Organizational culture is a soft concept necessary to solve complex management problems in conditions of uncertainty
6	Severity of changes	organizational culture is very difficult to change, because the more widespread the culture is and the more its members accept its values, and the stronger the culture, the more difficult it is to implement any changes
7	Evolutionary	organizational culture undergoes changes throughout the history of the organization, despite its apparent stability. Constituent cultures lose their relevance over time, or disappear completely, or take a new form in accordance with new conditions
8	Emotionality	the emotional coloring of cultural elements gives them great importance in the life of the social community, since organizational culture has great emotional power

We analyze in detail the peculiarities of the formation and development of organizational culture in the context of a conceptual approach that defines organizational culture as a basic organizational metaphor.

V. Hevko notes [12] that organizational culture can be formed in one of two ways:

1) spontaneously (unconsciously), only under the influence of factors of the external and internal environment. This leads to the delay of this process in time while the final characteristics of the organizational culture may partially or completely not correspond to the conditions of the external environment and the strategic plans of the studied enterprises [10].

2) realized, based on the organization's development strategy. Only constant, planned work on the formation of organizational culture mechanism gives MNCs the opportunity to obtain real competitive advantages, turning organizational culture into an important strategic factor.

The process of forming organizational culture is connected with the establishment of a certain type of relationship between the members of the organization, finding ways to work together. [5, p. 47].

Thus, O. Rodionova [31] defines the organizational culture as organization formed in the process of communication and solving joint problems to achieve the single goal of the organization. In this way, the organization forms its own values and traditions, establishes norms and rules of behavior, rituals, communication systems, language of communication, motivation systems. It also establishes criteria for achieving common goals, forms of interaction with the external environment, i.e. the desired behavior of employees within the organization, contributing to the achievement of the organization's goals which, as scientists note, [2] is the goal of organizational culture. At the same time, it is important to remember the influence and role of the head (owner, founder) of the organization in the process of forming organizational culture. This person must clearly establish the values and goals of the organization, in other words, "to establish the rules of the game" [27].

The model of managerial behavior, ability to self-development and ability to apply the acquired competences when adapting to changes, maintain interest in development and the system of interests of participants in social and labor relations are important [2]. If the manager does not pay enough attention to this process, then such a function passes to informal leaders, who, with their authority and behavior,

can form and support a model of organizational culture that will contradict the management's vision and (or) negatively affect work performance.

The processes of formation and development of organizational culture have their own specificity in each organization, which determines the need to analyze the factors influencing these processes. Thus, all factors that affect the processes of formation and development of organizational culture can be divided into two groups [5; 143], shown in Fig. 1.1.

As noted by scientists [5; 8; 143], one of the most important external factors influencing the formation of organizational culture is a group of cultural factors. After all, any organization functions in at least one cultural environment. Therefore, sociocultural factors, among which attitudes, life values and traditions dominate, affect the organization.

That is why an important aspect of organizational culture research [44, p. 122] is the relationship and interdependence of national and organizational culture. Thus, organizational culture, like national culture, is formed in the process of joint activity of people as carriers of this culture. However, the main difference between organizational culture and national culture is that the former is created spontaneously in the course of the development, life and activity of the country, while the latter is usually formed with the help of conscious construction with further management of its development.

As scientists [91] prove in their research, national cultures differ at the level of values, while organizational cultures – at the level of symbols, national heroes and rituals, that is, national and organizational cultures are of different nature, so the employee himself determines the degree of his own immersion in the organizational culture.

At the same time, organizational culture is easily manageable and can be common to representatives of different national cultures, while national culture can be perceived by management only as an existing fact. At the same time, it is important to take into account the influence of regional culture.

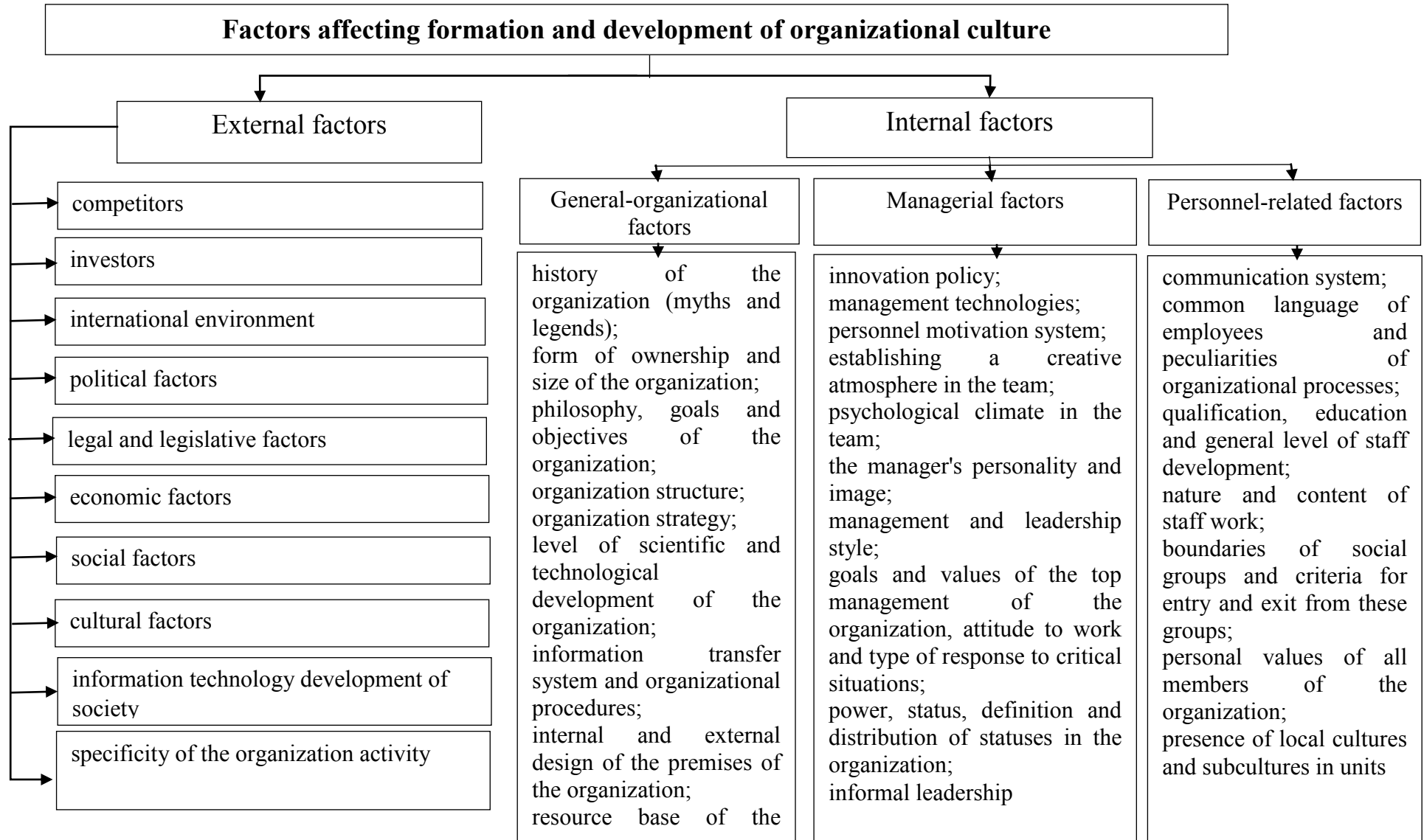


Fig. 1.1. Factors affecting the formation and development of organizational culture
(formed on the basis of [5; 8; 11; 142])

In addition, such an external factor as the specifics of the organization's sphere of activity significantly influences on the formation and development of organizational culture. Organizations engaged in different spheres of activity also form different cultures, both in terms of main goals and values, the culture of the organization of the labor process, communications, etc. Thus, for the sphere of services (trade, transport, consulting) and the fuel and energy complex, a characteristic emphasis is placed on personal authority and trust, on a high level of specialized professionalism. Industry and the financial sphere require, in addition to this, the ability to work in a team, to delegate authority and responsibility. The demand for universalism and the ability of employees to work in various fields prevails in the field of recreation and tourism. Personal authority and trust is an insignificant factor in the field of communication and construction [5, p.51].

It is the relationship between the type of organizational culture and the specificity of the activity type of the organization that is the basic typology of organizational culture developed by the scientists [54].

According to this typology, we distinguish between the types of organizational culture based on two parameters (the risk degree of certain activities and the speed of feedback with the external environment), which describe four types of organizational culture shown in Fig. 1.2.

Among the internal factors, significantly affecting the formation and development of organizational culture, researchers [5; 11; 141] determine primarily the size of the organization. Hence, priority goals (conquering the market, expanding or maintaining market share) may differ for small, medium and large organizations (by the number of employees).

The technological development of the organization, namely the production technologies (providing services) used in the organization is also an internal factor closely related to the organizational culture. So, if the organization uses modern technologies, we can talk about an organizational culture oriented to the modern requirements of the external environment, production of high-quality products, satisfaction of consumers, creation of favorable working conditions, research and

development, compliance with measures on environmental safety and social responsibility.

The degree of risk of certain types of activities	The speed of feedback with the external environment	
	Fast	Slow
High	<p><i>"Cool Boys" Culture</i></p> <p>a culture of individualists who regularly operate in conditions of a high degree of risk and receive a quick reaction to their actions from the external environment</p> <p><i>Field of activity: securities, advertising, entertainment industry, police, army, construction, management consulting</i></p>	<p><i>Betting culture</i></p> <p>decision-making culture with high risk and a long decision-making process, while the reaction of the external environment regarding the effectiveness of the company's actions is also very slow</p> <p><i>Field of activity: investment banks, oil companies, airlines, manufacturers of industrial goods, utilities</i></p>
Low	<p><i>A culture of hard work</i></p> <p>culture, the basis of which is entertainment and performances, employees do not particularly take risks, always receiving a quick reaction to their actions</p> <p><i>Field of activity: trade, sale of real estate, life insurance</i></p>	<p><i>Process culture</i></p> <p>a culture in which the reaction of the external environment regarding the effectiveness of the companies' actions is very weak or almost absent, therefore the main attention is focused not on the result, but on the process, decisions are made after careful evaluation, and the motivation system is weak</p> <p><i>Field of activity: banks, insurance companies, companies in the field of service and financial services</i></p>

Fig. 1.2. Types of organizational culture depending on the field of activity of the organization (formed on the basis of [70])

Another important internal organizational factor that affects the formation and development of organizational culture is the existing resource base of the organization. The available resources affect the organizational culture to the extent they meet the requirements for quality and quantity [5, p. 55].

The majority of scientists [2; 5; 27] highlight the manager, his personality, leadership style, presence (or absence) and status of a leader, goals and values of top

management, his attitude to work and type of response to critical situations among the internal management factors.

However, it is also important to consider the influence of informal leadership as an internal factor of organizational culture's formation and development. Therefore, it is important for the formation of organizational culture whether there is an informal leader in the organization, what direction he has in relation to leadership, whether he supports or criticizes it. The situation, if all actions of the management (even the wrong ones) are unconditionally supported by the informal leader (or in his absence by key figures), is very different from the situation when the manager and the informal leader are in opposition [5, p. 54]. Informal leadership can both contribute to the formation and development of organizational culture, and complicate this process.

Personnel characteristics are also a fundamentally important internal factor. Education and qualification of employees affect the organizational culture in what values the employees will be able to perceive, to what extent it is possible to display a creative approach and initiative on their part, what and in what quantity measures are necessary for training, rotation, and improving the qualifications of employees.

Scientists emphasize [5; 11; 142] that the influence of the communication system used in the organization has intensified in modern conditions. Thus, in some organizational cultures, management often does not have information about what is happening in the organization. Information exchange is complicated, management does not receive information from places, and ordinary employees learn about innovations by accident (for example, from their customers) [5, p. 55]. A communication system can be both multi-level with fast feedback, and vice versa, can have one level and slow feedback. All this affects the organizational culture, its functioning and development.

In his work, E. Schein [143] identifies mechanisms that managers can use to form and develop organizational culture. He proposes to divide these mechanisms into two relevant groups: i.e., the first group of mechanisms is of a methodological nature substantiating the process of organizational culture formation. The second is

more focused on the development of organizational culture that has already been formed (Table 1.3).

Table 1.3

**Mechanisms of formation and development of organizational culture
(formed on the basis of [143])**

Mechanisms of organizational culture formation	Mechanisms of organizational culture development
1) thoughtful role of modeling, training and coaching; 2) application of criteria for distribution of rewards and change of status; 3) application of criteria for hiring, selection, promotion and receiving assignments; 4) consolidation of formed values	1) managers' reaction to important events and crises; 2) introduction of action values through planned actions; 3) provision of financial and non-financial rewards for desired behavior, increased productivity and rewards for teamwork, development of a learning organization; 4) using the value system as a basis for reviewing the performance of individual employees and teams, assuming that employees will support the organization's values; 5) ensuring that acquaintance with the organization covers its key values and ways of achieving them; 6) consolidation of entrance training at further professional development courses, which is part of the program of continuous development

The formation and development of organizational culture takes place in the conditions of solving the problem of external adaptation and internal integration. That is, the organization must adapt to the conditions of the changing external environment (the process of external adaptation) and the internal environment (the process of internal integration).

Thus, the process of external adaptation is directly related to the adaptation of the organization to the conditions of the external environment and survival in it [5; 9].

These are the following conditions: definition of the organization's mission, goals and strategy; selection of methods for their achievement, including the formation of an organizational structure and incentive system; formation of criteria for measuring the results achieved by the individual and the group. The process of internal integration is a process, ensuring the internal unity of its members through

selection of communication methods; establishment of membership criteria in the organization and its groups [5; 9].

Definition and distribution of statuses in the organization, establishment of rules for obtaining, maintaining and losing power; definition of desirable and undesirable behavior; establishing rules about the level and nature of social relations in the organization are the components of the integration.

That is exactly why scientists [5; 9; 113] propose to divide all functions of organizational culture into two groups depending on the influence of the external or internal environment, as shown in Table. 1.4:

1) functions of external adaptation – a group of functions ensuring the organization's adaptation to the conditions of the external environment and survival in it;

2) functions of internal integration – a group of functions ensuring the integrity of the organization and the internal unity of its members.

In his work, E. Schein [143] notes that during the formation and development of organizational culture, there are two ways of teaching this culture to subjects who are part of it:

1) a shock model, in which members of the organization learn to cope with some threat by mobilizing a defensive mechanism.

2) the model of positive anchoring – processes that seem to work, are remembered and rooted. “Learning occurs as people adapt to and cope with external pressures as they develop successful approaches and mechanisms for solving complex tasks and managing processes within the organization. It is difficult, if at all possible, to change the culture quickly where it has been produced over a long period of time and is firmly entrenched, unless some traumatic event occurs”.

That is, adaptation processes in the personnel management system of the organization, on the one hand, help the subjects of the organizational culture to establish certain norms, rules, regulations and forms of behavior, and on the other hand, can become some kind of a barrier on the way to the hegemony of any one subject in the development of organizational culture [5, p. 58].

Table 1.4

Functions of organizational culture (formed on the basis of ([Functions of organizational culture (formed on the basis of ([5; 9; 113])

Functions of internal integration	Functions of external adaptation
to contribute to the understanding of the mission and strategy of the organization and the definition of the main goal of the organization by employees; to ensure the integration of employees; to increase the number of ways to improve work and reformulate goals if changes are needed; to define group (organizational) boundaries and acceptance and rejection criteria to enable	to develop a common language and conceptual categories ensuing prompt and understandable communication between employees; to determine the boundaries of a specific social group, as well as the acceptance or rejection criteria that create a sense of belonging and isolation; to satisfy the emotional needs of colleagues and promote friendly relations in connection with shared beliefs and social experience; to specify the rules of power and status criteria, to avoid conflicts related to power, negative emotions and aggressive actions; to determine the way in which you can gain authority; to determine how and when you can criticize people in power, their decisions and proposals; to consolidate work ethics; to strengthen the sense of duty and responsibility in general

The organizational culture of organizations develops and stabilizes over many years, is deeply rooted in organizational values. However, sometimes there is a need of a change. The reasons for this cultural change are the following [12; 113]:

- 1) critical changes in the organization that come into conflict with the existing organizational culture (for example, a technological breakthrough);
- 2) changes in key management positions of the organization, leading to changes in basic values, norms and standards of behavior;
- 3) the organization is young and small, which contributes to the change of its organizational culture due to incomplete or not yet fully consolidated organizational values;
- 4) there is a so-called weak culture in the organization that needs to be changed.

There are two ways of changing the organizational culture (cultural changes) in the organization [113]:

1) “cultural revolution”, when organizations that do not learn from their own experience but solve problems in a traditional and routine way. The tension inside the organization increases while efficiency decreases, leading to a vicious circle, because the existing value system is radically changing. Such a cultural change requires a change in personnel and the employment of more creative people.

2) an “evolutionary” path, when slow changes occur in the existing system of values and standards, affecting the social subsystem. First, we diagnose the existing culture; then develop a plan to improve the existing value system, preserving its valuable elements and changing the unfavorable ones.

The process of changing the organizational culture from the moment of its formation and at the initial stage of its activity (approximately the first five years of the organization's work) deserves special attention [27]. Thus, in this period of the organization's activity, we distinguish between the following types of mechanisms for changing organizational culture [21]:

1. Natural evolution, which is characteristic of organizations that do not experience significant influence of the external environment. Organizational culture develops by assimilating the best experience gained over the past years. With this type of organizational culture development, two processes take place: basic evolution (diversification, complexity, high levels of differentiation and integration, as well as creative synthesis of new and more progressive forms of management) and specific evolution (adaptation of individual parts of the enterprise to their immediate environment).

2. Self-directed evolution through organizational therapy. Under this mechanism, the organizational culture of the organization is considered as part of a protective mechanism, allowing you to avoid uncertainty and anxiety. At the same time, it is necessary to help the organization identify the strengths and weaknesses of the culture and change it for further survival and normal functioning.

3. Controlled evolution aided by hybrids. This mechanism implies that people, who grew up in inseparable connection with the main culture of the organization and accept it favorably, should be selected for key positions in the organization. However,

their professional positions are slightly different from the main direction in which the organization develops. With this approach, changes in the organization are initiated and brought to the employees by persons of a related cultural environment.

4. Managed “revolution” aided by other persons. A young, dynamically developing organization can invite highly qualified specialists to key positions if there is a need for more professional management, i.e. modern management tools that the founder does not possess are introduced into the organization.

The change of the organizational culture should also cover the diagnostics of the organizational culture, since changes in its elements (values, rules, standards) were allowed during the reorganization.

Therefore, it is proposed to divide the process of changing the organizational culture (cultural changes) into six stages [113]:

- 1) development of the organization's strategy;
- 2) diagnosis of the current organizational culture
- 3) analysis of discrepancies between current and desired organizational culture;
- 4) development of selected methods of organizational culture's correction;
- 5) control of the new culture's conformity.

1.2 The essence and typology of organizational culture of a multinational organization

In the conditions of business globalization, organizational culture is recognized as quite a strong motivator, a regulator and indicator of personnel activity in an organization, especially a multinational organization. Knowing the peculiarities of the organizational culture of such an organization, allows one to assess the degree of its stability, its competitiveness, to assume possible directions of management decisions, as well as the ability to achieve the planned results.

A number of foreign and domestic scientists and practitioners gave their definition of the concept of organizational culture. However, there is still no unambiguous approach to defining the concept of “organizational culture” and “organizational culture of a multinational organization”.

O. Kharchyshyna [41] and V. Hevko [11, p. 11] distinguish two such approaches to the definition of the concept of “organizational culture”:

1) managerial. As O. Kharchyshyna [41] notes, this approach considers the essence of organizational culture as a set of norms, values, rules for solving problems shared by the majority of the organization members and contributing to the achievement of its goals. V. Hevko also agrees with her [11, p. 11] that within the framework of the managerial approach, we consider organizational culture as a set of organization characteristics reflected in a system of rules, norms, regulations, etc., with some exceptions of a formal nature.

2) socio-psychological. As O. Kharchyshyna [41] notes, this approach defines organizational culture as the atmosphere, psychological climate of the organization, informal and invisible consciousness of the organization, affecting the behavior of its members, formed under their influence. V. Hevko shares her opinion [11, p. 11] that, within the framework of that psychological approach, organizational culture is defined through the psychological microclimate and atmosphere in the team, based on universal, personal, regional or national, environmental and other values.

In her work, L. Shymanovska-Dianyach [39] identifies four interrelated areas within which she studied the organizational culture:

1) managerial, in which organizational culture is considered as an innovative and anti-crisis internal factor in the strategic management of an enterprise, a generalized description of its development level: structure, goals, formal and informal communications, methods of decision-making, delegation of authority.

2) economic, in which organizational culture is thought as a factor in increasing labor productivity, competitiveness, introducing new technologies, adapting to market conditions and organizing production;

3) ethno-cultural, the factor of the relationship of cultural and national characteristics and the effectiveness of the organization;

4) psychological, in which organizational culture is regarded as a factor, influencing the subconscious and consciousness of employees, a set of psychological parameters characterizing the group activities of people within the same team according to the purpose of the organization.

K. Łukasik [113], in turn, singles out six approaches to defining the essence of the concept “organizational culture”:

1) nominalistic approach – a group of definitions that are a classic form of early ethnological definitions;

2) uniform diversity approach– a group of definitions that reconcile the unity of the object with the diversity of its manifestations;

3) normative approach– a group of definitions emphasizing that the behavior of personnel must comply with the standards, patterns and models that are the most symbolically significant and developed in this organization;

4) psychological approach– a group of definitions that focuses on psychological mechanisms of culture development (that is, mechanisms of learning, habit formation or internalization of standards to be applied in a specific group);

5) structural approach – a group of definitions that emphasize the structure of a particular culture and, accordingly, its primary elements as well as their internal connections;

6) genetic approach – a group of definitions that focus on the problem of culture origin and explanation of the nature of this origin.

In the study of the organizational culture in a multinational company, T. Blyznyuk [8] proposes to use a value approach that considers the staff as a unique carrier of their own culture and the study of culture takes place precisely at the level of individual values. At the same time, we understand “organizational culture” as the result of repeated interaction of the company’s personnel connected by the common goal of finding ways to solve the problems of external adaptation, internal integration. It is important to determine methods of interaction that correspond to the

functioning characteristics and the ability of personnel to adapt according to the values shared by all employees, representatives of different cultures.

A number of scientists [24; 35; 41; 45; 61; 79; 90; 125] view values as an important component of organizational culture. Values guide the employee to the behavior, which the society considers acceptable or inadmissible. Therefore, some enterprises believe that “the customer is always right”. Thus, it is unacceptable to blame the client for the failure of the members of the company. On the other hand, it may be the opposite. However, in that and in another case, the accepted value helps the employee understand how he should act in a particular situation.

As G. Hofstede, G.J. Hofstede and M. Minkov [91] remark, it is adaptive behavior, instilled by organizational values and beliefs, associated with rituals, myths and symbols of the organization, strengthening basic provisions of organizational culture.

Therefore, within the framework of this study, the author proposes to single out the following approaches to the concept of “organizational culture” (Fig.1.3):

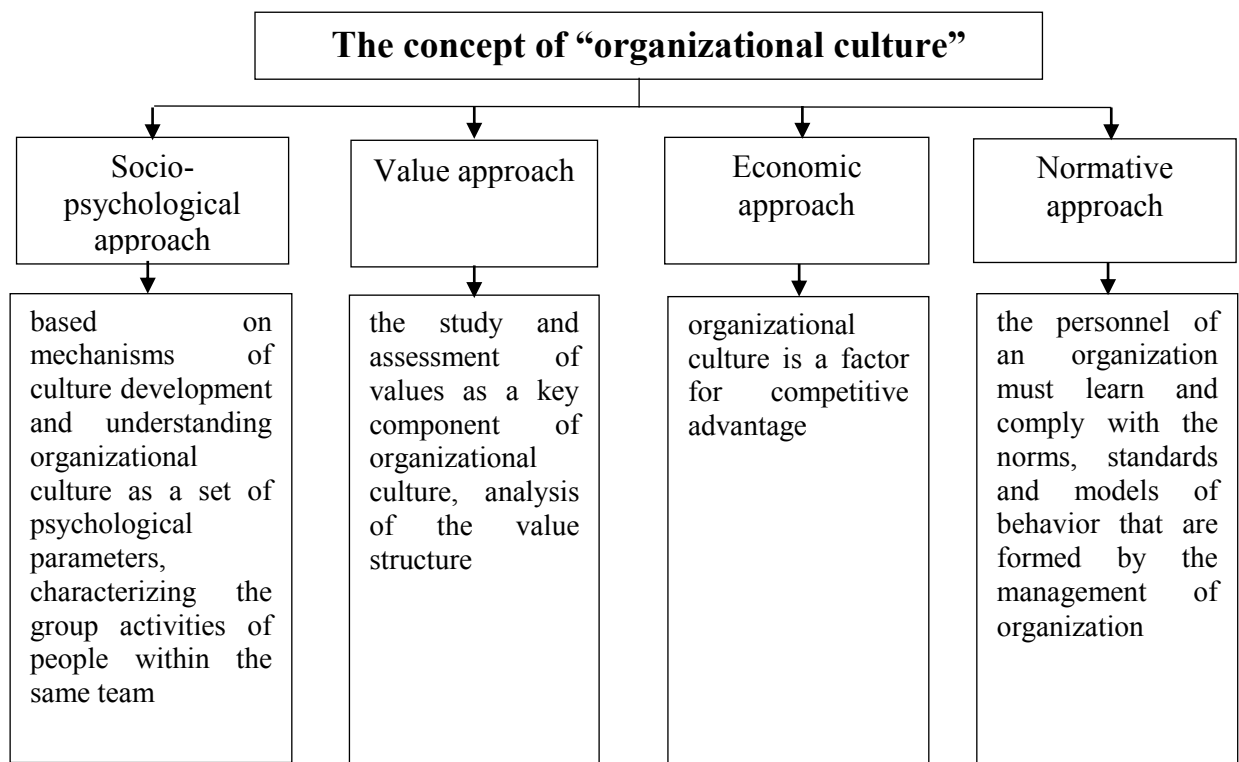


Fig. 1.3. Approaches to the concept of “organizational culture”

(developed by the author)

1) socio-psychological approach, based on psychological mechanisms of culture development (mechanisms of learning, habit formation or internalization of standards) and understanding organizational culture as a set of unique psychological parameters, characterizing the group activities of people within the same organization;

2) value approach, based primarily on the study and assessment of values as a key component of organizational culture, analysis of the value structure;

3) economic approach, in which organizational culture is a factor for competitive advantage (increasing labor productivity and competitiveness, introducing new technologies, adapting to market conditions, and organizing production);

4) normative approach, in which the personnel of an organization must learn and comply with the norms, standards and models of behavior that are formed by the management (founders, heads) of organization.

To understand the concept of “organizational culture” in the context of the socio-psychological approach, the author carried out its morphological analysis, the results of the analysis are represented in the Table 1.5.

Table 1.5

**Morphological analysis of the concept “organizational culture”:
the socio-psychological approach**

Author (source)	Definition	Key words
J. Arnold [54]	the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character	the distinct character of organization
D. Drennan [75]	everything that is typical: its characteristic features, prevailing relationships, formed samples of accepted norms of behavior	characteristic features, prevailing relationships, formed samples of behavior
R. Goffee and G. Jones [87]	an outcome of how people related to one another	an outcome of how people related to one another
G. Johnson [101]	organisational culture is to an organisation what personality is to an individual	personality of organization
N. Martins and E. Martins [86]	a system of shared meaning held by members, distinguishing the organization from other organizations	distinguishing system of shared meaning held by members

Continuation of Table 1.5

Author (source)	Definition	Key words
H. Monastyrsky [24]	a set of certain elements (symbols, values, assumptions) and a set of methods and rules of organization, as well as formation of relations between groups of employees	symbols, values, assumptions, formation of relations between groups of employees
W. Ouchi [130]	symbols, ceremonies and myths that communicate to members of the organization important ideas about values and beliefs	symbols, ceremonies and myths
N. Rynkevych [30]	a system of connections, relationships carried out within the framework of a specific activity, as well as ways of doing business	a system of connections, relations
L. Smircich [155]	acquired semantic systems, transmitted through natural language and other symbolic means that perform representational, directive and affective functions and are able to create cultural space and a special sense of reality.	acquired semantic systems
R. Tung. and D. Thomas [159]	evolving set of shared beliefs, values, attitudes and logical processes, providing cognitive maps for people within a given societal group to perceive, think, reason, act, react and interact	evolving set of shared beliefs, values, attitudes and logical processes providing cognitive maps
J. Wagner III and J. Hollenbeck [163]	an informal, shared way of perceiving life and membership in the organization that binds members together and influences what they think about themselves and their work	an informal, shared way of perceiving life and membership that binds members together

As noted by B. Karlof [102] in the framework of the socio-psychological approach, organizational culture, on the one hand, is a product of human relations between the company's staff, connected by common goals. The organizational culture gives the organization its unique character. Moreover, it can also be formulated both as formal and informal behaviors [61].

To understand the essence of the concept of “organizational culture” in the context of the value approach better, the author carried out a morphological analysis of this concept, the results of the analysis are represented in the Table 1.6.

A. Brown [61] notes within the framework of the value approach, an organization formulates its culture in order to influence on the way its members should behave, keeping to this model of values, norms, beliefs, views, principles and assumptions. R. Harrison [90] adds that organizational culture includes the qualities

of an organization that make it unique. The distinctive qualities of an organization can manifest in four dimensions: power, role, achievements and support.

Table 1.6

**Morphological analysis of the concept of “organizational culture”:
the value approach**

Author (source)	Definition	Key words
D. Acker [45]	a set of shared values, beliefs, norms, symbols, and symbolic actions	set of shared values, beliefs, norms, symbols
M. Armstrong and S. Taylor [53]	a set of beliefs, attitudes, norms of behavior and values common to all employees of a given organization	set of beliefs, attitudes, norms of behavior and values
T. Blyznyuk [8]	the result of repeated interaction of the company's personnel, connected by the common goal of finding ways to solve the problems of external adaptation and internal integration, determining methods of interaction that correspond to the peculiarities of functioning and the ability of personnel to adapt in accordance with the values shared by all employees as representatives of different cultures	the result of repeated interaction of the company's personnel, the ability of personnel to adapt in accordance with the values
A. Brown [61]	the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members	pattern of beliefs, values and learned ways of coping with experience
K. Cameron and R. Quinn [62]	what is valued, the dominant leadership styles, the language success that make an organization unique	what is valued, the dominant leadership styles, the language success
D. Denison [73]	underlying values, beliefs and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles	underlying values, beliefs and principles
J. Eldridge and A. Crombie [79]	a unique set of norms, values, beliefs, patterns of behavior, etc., determining the method of uniting groups and individuals into an organization to achieve its goals.	set of norms, values, beliefs, patterns of behavior
A. Furnham and B. Gunter [83]	shared beliefs, attitudes and values that exist in an organization. In other words, culture is how we work here	shared beliefs, attitudes and values
R. Harrison [90]	distinctive constellation of beliefs, values, work styles, and relationships that distinguish one organization from another	distinctive constellation of beliefs, values, work styles, and relationships
V. Hevko [11]	psychological microclimate and atmosphere in the team, based on universal, personal, regional or national, environmental and other values	microclimate and atmosphere in the team based on values

Continuation of Table 1.6

Author (source)	Definition	Key words
J. Martin and C. Siehl [114]	glue that holds together an organization through shared patterns of meaning. Three component systems: context or core values, forms (process of communication, jargon), strategies to reinforce content (rewards, training programs)	glue that holds together an organization: values, forms and strategies
A. McLean and J. Marshall [119]	the collection of traditions, values, attitudes, beliefs and attitudes that create an overarching context for everything we do or think about while doing work in an organization	collection of traditions, values, attitudes, beliefs
C. Michon and P. Stern [120]	a collection of behaviors, symbols, rituals and myths that correspond to shared values inherent in enterprises and are passed on to each member by word of mouth as a life experience	collection of behaviors, symbols, rituals and myths that correspond to shared values
H. Monastyrsky [24]	a healthy psychological climate for uniting employees into a single team, professing certain ethical, moral and cultural values	climate based on certain ethical, moral and cultural values
L. Mullins [125]	set of traditions, values, beliefs	set of traditions, values, beliefs
O. Kharchyshyna [41]	a set of norms, values, rules for solving problems shared by the majority of members of the organization and contributing to the achievement of its goals	a set of norms, values, rules for solving problems
A. Kroeber and C. Kluckhohn [106]	transmitted patterns of values, ideas, and other symbolic systems that shape behavior of an organization	transmitted patterns of values, ideas, and other symbolic systems
C. O'Reilly and J. Chatman [128]	a set of norms and values that are widely shared and strongly held throughout the organization	a set of norms and values
O. Tarasova and S. Marinova [35]	a system of material and spiritual values that interact with each other and reflect the individuality of the organization, manifested in the behavior, interaction and communication of employees among themselves and with the external environment	A system of material and spiritual values that interact with each other
F. Trompenaars and Ch. Hampden-Turner [158]	the way in which people solved problems, is a shared system of meanings, it dictates what we pay attention to, how we act and what we value	the way in which people solved problem, how we act and what we value
B. Uttal [160]	shared values (what is important) and beliefs (how things work) that interact with an organization's structures and control systems to produce behavioral norms (the way we do things around here)	shared values and beliefs
A. Williams, P. Dobson, and M. Walters [166]	a shared, relatively stable beliefs, attitudes and values that exist within an organization	shared, relatively stable beliefs, attitudes and values

To understand the concept of “organizational culture” in the context of the economic approach, the author carried out its morphological analysis, the results of the analysis are represented in the Table 1.7.

Table 1.7

**Morphological analysis of the concept “organizational culture”:
the economic approach**

Author (source)	Definition	Key words
G. Albayrak G. and U. Albayrak [47]	organization's characteristic formed within the framework of the society, environment, law and norms	organization's characteristic
J. Cremer [66]	the part of the stock of knowledge that is shared by a substantial portion of the employees of the firm, but not to the general population from which they are drawn	the part of the stock of knowledge that is shared
K. Gold [88]	the unique characteristics of the perceived features of an organization, what distinguishes it from all others in the industry	the unique characteristics of the perceived features of an organization
V. Hevko [11]	a set of organizational features reflected in the system of rules, norms, regulations, etc., with some exceptions of a formal nature	a set of organizational features
H. Osovskaya and O. Osovsky [28]	certain parameters due to the specifics of the organization's activities, production and management processes	certain parameters due to the specifics of the organization's activities
M. Pacanowski and N. O'Donnell-Trujillo [131]	what organization is	what organization is
V. Pogrebniak [29]	the sphere of material and virtual resources, including the system of existing interpersonal relations	the sphere of material and virtual resources,

H. Osovskaya and O. Osovsky [28] note that any organization is people working in it, being the bearers of its culture. At the same time, each organization has its characteristic parameters due to the specifics of the activity, which is the organizational culture. M. Pacanowski and N. O'Donnell-Trujillo [131] add that organizational culture is what the organization is.

To understand the concept of “organizational culture” in the context of the normative approach, the author carried out its morphological analysis, the results of the analysis are represented in the Table 1.8.

Table 1.8

**Morphological analysis of the concept "organizational culture":
the normative approach**

Author (source)	Definition	Key words
E. Jaques [94]	a habit that has become a tradition, a way of thinking and a way of action, which to a greater or lesser extent is shared by all employees of an enterprise and must be learned and at least partially accepted by newcomers so that new team members become "their own"	a habit that has become a tradition, a way of thinking and a way of action
B. Karlof [102]	points of view, manners of behavior in which values are embodied	points of view, manners of behavior
G. Morgan [121]	one of the ways to carry out organizational activities through the use of language, folklore, traditions and other means of transmitting the basic values, beliefs, ideologies that guide the activities of an enterprise in the right direction.	one of the ways to carry out organizational activities, transmitting the basic values, beliefs, ideologies that guide the activities of an enterprise
V. Sathe [139]	a set of important attitudes (often not formulated) shared by members of a society	a set of important attitudes (often not formulated)
E. Schein [143]	a set of collective basic rules invented, opened, or developed by a certain group of people as they learn to solve problems related to adaptation to the external environment and internal integration, and are developed well enough to be considered valuable.	a set of collective basic rules invented, opened, or developed by a certain group of people
M. Swartz and D. Jordan [156]	patterns of beliefs and expectations shared by members that produce norms shaping behavior	patterns of beliefs and expectations
S. Taylor, D. Sherman, H. Kim, J. Jarcho, K. Takagi and M. Dunagan [157]	what is created from the messages that are received about how people are expected to behave in the organization	how people are expected to behave in the organization

D. Drennan [75] notes within the framework of the normative approach that organizational culture covers the phenomena of both the spiritual and material life of the team, namely: moral norms, code of conduct, rituals, etc., which dominate the team and society as a whole. On the other hand, culture is above the staff, i.e. it directs and corrects the behavior of people in accordance with generally accepted norms and manners of behavior [102].

We will consider which of the identified approaches to defining the essence of the concept “organizational culture” best reveals the essence of the concept “organizational culture of a multinational organization”. Therefore, we will analyze in detail the essence and features of a multinational organization.

At present, scientists have no unified point of view on the essence of the category “multinational organization”. Thus, in her research, T. Blyznyuk [8] underlines that there are different characteristics of a multinational organization: financial and economic ones (the presence of the organization's sales abroad), personnel management features (representatives of other national cultures in the organization's personnel), features of property rights (presence of foreign assets), geographical features (presence of representative offices or offices in other countries).

However, we believe that the key to determining the essence of the “multinational organization” definition is H. Perlmutter's point of view [135], according to which a single criterion is not enough when defining multinational organizations, neither are only quantitative indicators, such as the share of foreign capital, etc. It is necessary to consider organizations for the presence of one of three key features:

- 1) geographical feature – the organization carries out its activities outside one country;
- 2) cross-cultural feature – presence of cross-cultural interactions in the internal and external environment of the organization;
- 3) functional feature – presence of foreign assets in the organization.

That is, if at least one of these signs is present in the organization's activities, this organization can be considered multinational. However, the author agrees with T. Blyznyuk [8], who notes that the most significant is a cross-cultural feature. If an organization has a geographical or functional feature, consequently, a cross-cultural feature appears over time.

Thus, within the scope of this study, in accordance with the approach [8], any organization regardless of the form of ownership, size and type of activity, with a

cross-cultural feature, the presence of cross-cultural interaction of personnel, is recognized as multinational. In addition, if the personnel of the organization consists of representatives of different national (regional) cultures, if the organization's counterparties are representatives of other national (regional) cultures, it is also regarded as a multinational organization. Moreover, signs of multinationality are present in the activities of universities conducting active international activities both in the direction of education (training of foreign students, international mobility) and in the direction of research (participation in international scientific projects).

For a multinational organization, it is most appropriate to use the value-based approach to understand the concept of “organizational culture”. Within the framework of this approach, organizational culture is the core of the organization (value approach) and acts as the basis for stable organization due to the stability of certain values, norms, principles, rules of activity, etc. This is very important for a multinational team, which is much more difficult to manage in the dynamic conditions of modern business than a mono-national team.

Some scientists [121; 130; 142; 153] emphasize that the organizational culture is a set of components that can be observed (values, norms, beliefs, behavior) and which are unprovable accepted and shared by members of a group or organization. That is, organizational culture is the result of repeated interaction of employees, their individual values, beliefs, and search for acceptable norms of behavior, distribution of roles, development of techniques and methods of interaction. At the same time, one of the manifestations of organizational culture dynamics is the successive replacement of its existing elements (myths, rituals, values, stereotypes of behavior, etc.) with new ones brought by the hired employees or arise in the process of the organization's activities. There are constantly new stories, jokes, rituals that replace old ones, those that have lost their relevance, are forgotten and are no longer used by employees. This process is especially active in close-knit teams that hold corporate parties, birthday celebrations, religious and professional holidays, etc. In such conditions, the team becomes more cohesive and shows positive dynamics of organizational culture development [27].

In his work, E. Schein [141] explains that culture can be analyzed on several levels, and the term “level” characterizes precisely the degree to which this cultural phenomenon is visible to the observer. So, according to E. Schein [143], organizational culture has three levels, the main characteristics and components of which are systematized in the Table. 1.9.

Table 1.9

**Characteristics and components of the levels of organizational culture
(formed on the basis of [8;9; 18; 142; 143])**

Levels of organizational culture	Level characteristics	Level components
Surface	artifacts that are visible but often not interpreted	the architecture of the physical environment of the organization; the language of the organization; the technologies or goods of the organization; the style of the organization, embodied in the clothing and manner of behavior of the personnel; emotional manifestations; myths and stories spread about the organization, about the published list of values, rituals and ceremonies of the organization, etc.
Subsurface	declared values that are shared by all members of the organization and require deeper knowledge	philosophy and declared principles of work, goals of the organization set by the management of the organization (for internal use) and strategies for achieving the goals
Deep	basic ideas that are accepted unconsciously and without evidence, are of a hidden nature and guide the behavior of personnel, helping to perceive the attributes that characterize the organizational culture	beliefs, peculiarities of perception, thoughts and feelings, which are often difficult to understand even by the members of the organization themselves

E. Schein [143] notes that the study and knowledge of organizational culture begins at the surface level, but the components of this level of culture that are easy to observe cannot always be understood and interpreted correctly. That is, they can be described, but it is not possible, relying only on this description to determine what these or other phenomena mean for a given group, whether they generally reflect important assumptions underlying culture.

It is especially dangerous to try to draw conclusions about deeper assumptions based on artifacts alone, since a person's interpretations will inevitably be only a projection of their own feelings and reactions. In order to understand what the visible part of the organizational culture means or symbolizes (i.e. the artifacts of the organization), it is also necessary to analyze the declared values and basic ideas that guide the members of the organization in their behavior [9].

Organizational values are a positive or negative perception of certain objects of the material world, actions or phenomena for the organization as a whole and its employees. Values are a guide for organizational behavior. The set of basic values of the organization depends on the external environment, development strategy, type of organizational culture and other factors. Organizational values are formed gradually in the process of socialization at the workplace.

As noted by K. Komarova, [18, p. 15] a set of organizational values may simply be formally proclaimed by management or shared by organizational members. Proclaimed values, which remain ideal and are not embodied in the behavior of managers, may not affect the behavior of employees. Values that are deeply rooted in the culture of a given organization and are established by the behavior of management, as a rule, influence the behavior of people.

So, if the manager can convince the staff to act according to his ideas, and this decision works, the group begins to share the feeling of this success. Only then, the perceived value begins the process of cognitive transformation. First, this value becomes a shared value or belief, and ultimately a proclaimed value. Then it can even become a core belief if the activity based on it continues to be successful. However, not all values are amenable to such a transformation because a decision based on a certain value may turn unreliable and inefficient. Only those values that admit physical and social confirmation and continue to work reliably as the group to solve its problems, will be transformed into proclaimed values and core beliefs (over time). At the same time, values related to aesthetic or moral issues cannot be tested at all [9].

The deep level is created by basic ideas, assumptions and convictions, which are understood as the general spiritual disposition of employees, the totality of their

thoughts, beliefs, attitudes, which create a general picture of the culture of the organization itself and the behavior that regulates them. These basic ideas and beliefs are so deeply rooted in the culture of the organization's members that they are perceived by them at a subconscious level and cannot be questioned [18, p. 23].

Thus, based on the conceptual approach according to which the organization itself is culture [155], most scientists [55] use the structure of culture levels proposed by E. Schein [142]. This structure of culture levels describes organizational culture as an interaction of various organizational phenomena, representing the levels at which this culture is manifested. Moreover, the models of this organizational culture develop over time and function as a social mechanism that sustains the organization [155]. According to this approach, artifacts represent the outer layer and most superficial manifestation of a culture, including all the visible products of that group and the architecture of its physical environment, rituals, practices, language, and myths [141]. A deeper level of organizational culture declares organizational values, which encompass the invisible, deeply rooted ideas and assumptions that people have about how things work in the organization [60]. These values are defined as “an enduring system of beliefs about desirable behaviors or end states along a continuum of relative importance” [136].

In a multinational organization, as noted by some scientists [5; 8; 9] it is values, as a component of organizational culture, that have a significant impact on both personnel management and the results of such an organization. This is because each culture (national, regional) was formed and developed individually, including a complex of interrelated values. In turn, values give rise to beliefs, expectations, and patterns of behavior. Each culture develops its own system of values which later manifests itself in the lifestyle and work activities of the bearers of this culture. Employees with different value systems interact within the framework of one organization [5, p. 95], while they often do not know or are not aware of the values of the staff majority in this multinational organization. Therefore, these values must be studied and taken into account in the process of managing a multinational company.

As K. Bannikova [5, p. 117] notes, the organizational culture of a multinational organization is a set of various elements, including values, norms and rules of behavior, a sign and symbolic system of the organization, as well as the process of setting and implementing goals. This process is based on a combination of three main levels of cultural interaction in the organization – the organizational culture of the company, the national culture of the country and the culture of the personnel. It forms a hidden system of roles that determines the nature of interaction in the organization.

Thus, based on the conceptual approach to the nature of organizational culture, on the study and interpretation of the mechanism of organizational culture, and on the value approach to defining the essence of the concept of "organizational culture", considering the nature and essence of the concept of "multinational organization", we propose the following definition of the essence of the concept "organizational culture of a multinational organization".

The organizational culture of a multinational organization is a holistic result of repeated social interaction of the organization's personnel, connected by the common goal of finding ways to adapt to the conditions of changing external and internal environment, being accepted by all employees (representatives of various national and regional cultures) of the declared organizational values, norms and behavior patterns to achieve the single goals of the organization.

As noted by K. Bannikova [5, p. 115], all components of organizational culture are directly woven into the management processes of a multinational organization. At the same time, the role of the organizational culture of a multinational organization is that it “helps employees overcome general insecurity, promotes career and professional growth, team cohesion and the formation of a sense of collective responsibility, as well as maintains a balance in intercultural relations”.

Important conditions for organizational changes, in the process of which a strong and competitive organizational culture is formed, is to understand the place and importance of organizational culture for the success of achieving the strategic goals of a multinational organization and the ability to form the desired profile of it. A strong and competitive organizational culture is formed during this process.

Therefore, as noted by V. Kravchenko [20], if the staff do not understand the organizational culture created by the management, do not share (do not accept) it, then it will remain only a declaration of values, norms and models of their behavior, and the actual existing culture will be completely different.

It is important to understand the specifics of the personnel in a multinational company, since the presence of employees - representatives of different national (regional) cultures in one organization allows us to divide the personnel into groups based on belonging to certain cultures. [5, p. 96]:

1. The base culture group is the employees who were born, raised, educated and hired in the country in which the organization is established. The characteristics of this group were formed under the influence of the national culture of the country in which the organization operates. At the same time, the organization can be created in another country, and a subsidiary or branch can be created in the country of the basic culture. As a rule, this is the largest group of the organization's personnel.

2. The guest culture group is represented by employees who were born, raised, trained and hired from abroad. The national and cultural characteristics of the representatives of this group were formed in other cultural environments and may differ significantly from the characteristics of the basic type of culture.

3. The group of analog culture is employees whose cultural type corresponds to the culture of the country in which the organization is established, hired from abroad. The characteristics of this group of personnel are similar to the characteristics of the basic type of national culture. At the same time, similarity does not mean identity, due to which there are rather strong differences determining the possibility of organizations to gain advantages from the use of personnel of a given cultural type.

4. Adapted culture group – employees who were born abroad, may have studied and been employed abroad, but have been living in the country of the base culture for a long time (more than three years). In most cases, this group includes employees who studied in the country of the basic culture and live there.

It is these four groups of personnel that determine the specific methods of personnel management in the organization and the peculiarities of the organizational culture of such a multinational organization.

In addition, scientists [5; 8] single out the following features, specific to the staff of a multinational organization:

- 1) representatives of various national (regional) cultures among the staff;
- 2) differences and similarities in the cultures of the organization's personnel;
- 3) constant interaction of the organization's personnel with representatives of different national cultures.

Influence of organizational culture on the effectiveness and efficiency of the organization is partially and indirectly realized through the organizational structure [72]. Multinational organizations experience this influence due to the level of power formalization, required for the coordination of the organization's goals, and the centralization level of management decisions.

Thus, the level of power formalization directly affects the manifestation of such a cultural factor as "Uncertainty avoidance", defined in the study [91]. That is, if the organizational culture of a multinational organization involves tolerance for uncertainty, the level of the organizational structure formalization will be lower. If the organizational culture of the multinational organization is intolerant and is in deep opposition to uncertainty, the level of the organizational structure will be more formalized and hierarchical.

The level of decisions' centralization affects the manifestation of the cultural factor "power distance" [91]. That is, if the organizational culture of a multinational organization involves a long power distance, the organizational structure will have a high level of centralization of decision-making and an autocratic leadership style. On the contrary, if the organizational culture of a multinational organization involves a short distance of power, the organizational structure will face decentralization of decision-making and a democratic leadership style.

On the basis of the specified cultural factors "power distance" and "uncertainty avoidance", scientists [91] proposed a typology of organizational cultures in the national context:

1) "traditional bureaucratic pyramid of people" – organizational culture characterized by both a long distance of power ($PDI \geq 50$), and a high degree of uncertainty avoidance ($UAI \geq 50$);

2) "well-oiled machine" – organizational culture characterized by short power distance ($PDI < 50$) and maximum centralization (high degree of uncertainty avoidance, $UAI \geq 50$);

3) "family or tribe" – organizational culture characterized by a long power distance ($PDI \geq 50$), a hierarchy and a low degree of uncertainty avoidance ($UAI < 50$);

4) "rural market" – organizational culture characterized by short power distance ($PDI < 50$) and a low degree of uncertainty avoidance ($UAI < 50$).

The typology of organizational cultures proposed by C. Handy [89], based on the process of power distribution in the organization as well as determination of the value orientations of the individual and the structure of the organization, also corresponds to the manifestations of these cultural factors ("power distance" and "uncertainty avoidance"). According to this typology, organizational culture can be defined as:

1) power culture of is a culture based on power, strict control, and the personal qualities of the leader. The resources at the manager's disposal play an important role as a source of power.

2) role culture is a culture characterized by bureaucratic procedures, clear regulation of the rights and duties of all employees, and available programs for gradual career growth.

3) task culture is a culture characterized by a clear focus on solving specific problems. It uses team work methods and strict methods of control and reporting. As a rule, the task culture is transitory and eventually turns into a power culture or a role culture.

4) people culture is a culture in which employees are not subordinates in the full sense of the word, and the organization unites people so that they can achieve their own goals. The structure plays an ensuring and coordinating role, while power and control are only of a coordinating character. People culture is of unstable nature and tends to change quickly enough into another type of organizational culture, it is rarely found in an explicit form.

Thus, if we combine the specified typologies [89; 91], we get the following typology of organizational cultures of multinational organizations according to the level of power formalization and centralization of decisions (fig. 1.4).

The level of centralization of decisions / Power distance	The level of power formalization / Uncertainty avoidance	
	high	Low
high	Task culture Pyramid	Power culture Family
low	Role culture Machine	People culture Market

Рис. 1.4. Typology of organizational cultures of multinational organizations according to the level of power formalization and centralization of decisions

According to the typology proposed by C. Handy [89], the organizational culture is not static. It constantly changes during the development of the organization in accordance with the changes in the stage of its life cycle. Thus, at the stage of birth, the culture of power should dominate, at the stage of growth – a role culture, a target or personal culture can be formed at the stage of maturity. At the stage of decline, any of the four types of organizational culture can be used. The combination of these two typologies allows us to combine three main levels of cultural interaction in the organization: organizational culture (G. Hofstede's and C. Handy's typologies), national culture (typology G. Hofstede) and personnel culture (typology C. Handy) when determining the type of organizational culture of a multinational organization.

1.3. Scientific-theoretical approaches to defining the essence of the concept "mechanism of the organizational culture of a multinational organization"

V. Hevko [12] notes that an important component of the system of ensuring the competitiveness of multinational organizations is the optimization of social and labor relations, formation and further progressive development of organizational culture. It is the organizational culture of multinational organizations that should be a stable set of formal and informal relationships, tangible and intangible values, rules and methods, actions and communications between all participants in the organization's activities, forming key competencies and ensuring the long-term competitiveness of such an organization.

Thus, scientists [12; 43] note that the organizational culture of a multinational organization is a system that includes the following subsystems, connected by close links of a direct and reverse nature, which is given on Fig. 1.5:

- 1) a value subsystem, which includes: declared values, mission, philosophy, declared principles of the organization's work;
- 2) a symbolic subsystem: heroes, myths, stories and legends spread about the organization, rituals and ceremonies of the organization;
- 3) a regulatory subsystem: defined norms and rules of personnel behavior, personnel interaction procedures, assessment, selection and hiring criteria, existing organizational structure;
- 4) a communication and management subsystem: management and leadership style, communication system, personnel management system;
- 5) an identification subsystem: corporate style, image, brand of the organization as an employer and product brand.

O. Kharchyshyna [42] notes that the basic subsystem of the organizational culture of a multinational organization is the value subsystem, the other four defined subsystems are closely dependent, first of all, on the value subsystem of the organizational culture of a multinational organization.

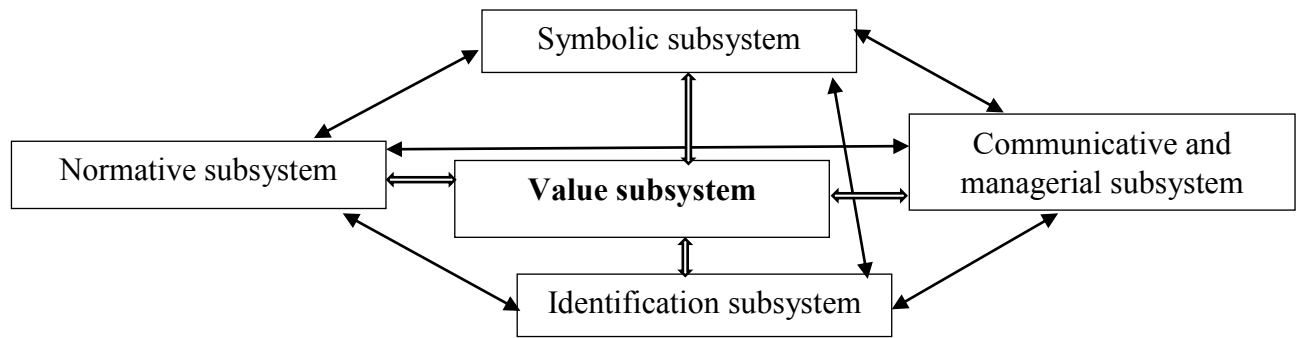


Fig. 1.5. Organizational culture of a multinational organization

Based on the understanding that organizational culture is a system, the formation process (as a primary process) and development (as a secondary process) of organizational culture can be described as successive changes in the state of organizational culture, that is, changes in the set of properties and characteristics that it has in a certain period of time [12].

It is important to understand that when researching and analyzing the organizational culture of a multinational organization, there is always a time factor, since the research is at a specific moment in time, i.e. the object of the research is the organizational culture in a certain state, while at the time of the research it is conditionally static, i.e. no significant changes happen.

Statics is a balanced state of the system, in which it is independent of changes (both positive and negative) occurring in the external environment. Dynamics is the system development and its movement towards new goals under the influence of both the internal and external environment [24].

As noted by O. Opolsky [27], the state of organizational culture is a set of qualitative and quantitative characteristics of the organizational culture of an organization, which are identified, investigated and evaluated at a specific moment in time. Such studies of organizational culture are conducted with a certain periodicity to identify development patterns of such organizational culture.

At a certain point in time, we determine the following basic characteristics of organizational culture [9; 27]:

- 1) components (elements) of levels of organizational culture: artifacts (legends, myths, their perception and assimilation by new employees; declared values shared by all members of the organization; appropriate model of employee behavior;
- 2) peculiarities of the socialization procedure;
- 3) group dynamics in the team;
- 4) mentoring;
- 5) management and leadership styles;
- 6) development of the communication system in the team;
- 7) culture of service and work with clients;
- 8) development of the participatory management system;
- 9) loyalty and dedication of the organization's employees;
- 10) degree of resistance to changes, etc.

It is also necessary to clearly distinguish the difference between the statics of the organizational culture and its stagnation.

Thus, O. Opolsky [27] notes that stagnation is a state of organizational culture in which the development of its characteristics of organizational culture has not been observed for a long period of time and any of its dynamics is absent. Such a situation is extremely undesirable for any organization and can lead to crisis phenomena.

O. Opolsky [27] proposes the following classification of organizational culture states which is shown in Fig. 1.6.

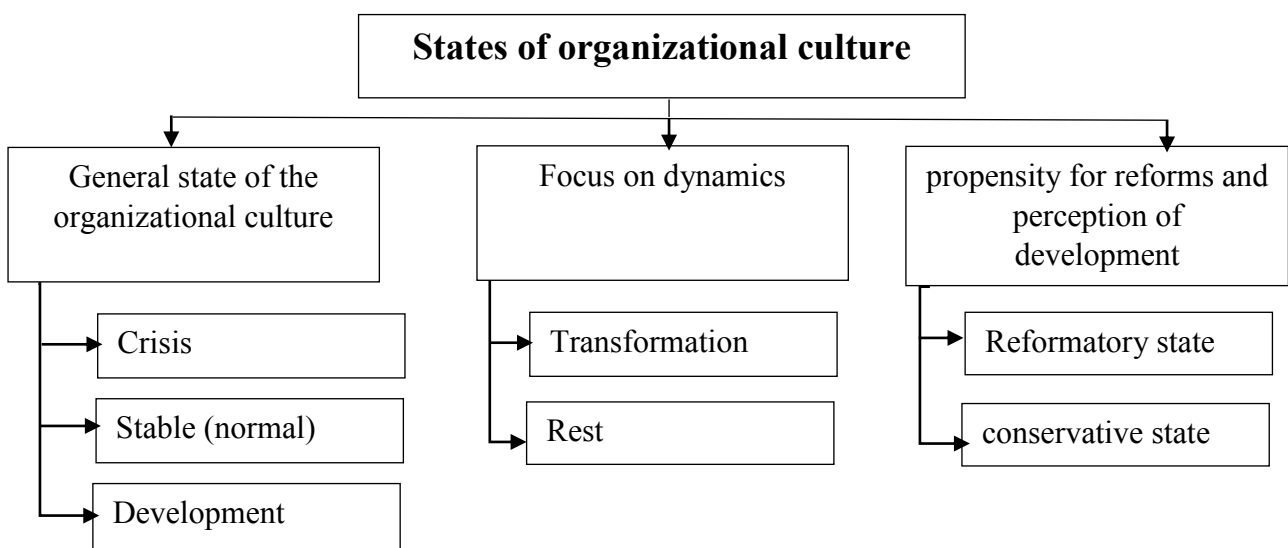


Fig. 1.6. Classification of states of organizational culture

1) according to the general state of the organizational culture:

a crisis state of organizational culture, when we observe a stagnation in the development of organizational culture; the values of the organization have lost their relevance and need to be revised. The moral and psychological climate in the team deteriorates, there is a great need for managerial influence on the part of the management on the activities of the organization and the team. It often coincides with an economic (or other) crisis in the organization's activities;

a stable (normal) state of organizational culture, when the organization is in a stable state without the occurrence of conflicts and crisis situations, the parameters of such organizational culture are evaluated positively;

the state of organizational culture development, when there is a noticeable development of organizational culture, raising it to a qualitatively higher level and acquiring new characteristics and developing values.

2) by focus on dynamics:

the state of rest of the organizational culture, when the stable state of the organizational culture is noted in the organization without signs of crisis processes, the organization's activity is stable. Organizational culture is considered fully stable if the organization successfully solves all important tasks, survives and develops [21];

the state of organizational culture transformation when the organization and organizational culture acquire qualitatively new characteristics. At the same time, transformations can occur both in the direction of increasing the level of organizational culture and in the direction of deterioration.

3) according to propensity for reforms and perception of development:

the reformatory state of organizational culture when the personnel of the organization perceives all changes, are ready for the development of organizational relations and support the policy of the management;

a conservative state of the organizational culture when the personnel of the organization are not inclined to change, it is difficult to implement innovations, to adapt new employees, replacement of vacant management positions is at the expense of the internal reserve of the organization.

A number of scientists [70; 113] believe that the strength of the organizational culture is in its qualitative characteristic. Thus, the strength of the culture depends on the manifestation of the following criteria of organizational culture [113]:

1) clarity means unambiguity and legibility of models and standards of behavior. Employees have a clear idea of what behavior is desirable, what is undesirable, and what standards and norms of behavior exist in the organization;

2) degree of prevalence means the extent to which organizational culture is known to employees and shared by all employees of the organization;

3) the depth of rooting indicates the degree of assimilation and application by members of the organization of its behavior models and symbols of this organizational culture, as well as the time of their application.

Consequently, depending on the presence (absence) of these criteria in the organizational culture, the organization has either a strong or a weak organizational culture. At the same time, a strong organizational culture is characterized by a high level of the listed criteria. However, it is important to keep in mind that a strong organizational culture has both advantages and disadvantages, which are listed in Table 1.10.

Table 1.10

**Advantages and disadvantages of a strong organizational culture
(formed on the basis of [113])**

Advantages	Disadvantages
strong motivation of the organization's personnel high loyalty of the organization's personnel better cooperation of the organization's personnel little investment in personnel checks low number of conflicts among staff effective staff communication fast information processing and decision-making faster problem solving and plan implementation stability and reliability	closed organizational culture blocking new orientations significant barriers to development and change fear of change consolidation of traditional motivations for success lack of flexibility and innovation

As scientists [70] point out, many organizational problems arise precisely because of a weak culture. A strong organizational culture can be a guarantee of success, however, it can also create challenges for the organization in implementing changes. A strong organizational culture in large organizations leads to a desire to maintain the status quo and to conformity. Therefore, a strong organizational culture can create barriers to innovation. In this case, it is better for the organization to have a weak (soft) organizational culture. Such a culture is characterized by openness, expressed in the degree of ease with which the organization accepts new ideas or members [113].

Thus, it is necessary to take into account that open and weak organizational cultures promote innovation and are more receptive to changes, while closed strong organizational cultures hinder the flow of information and the implementation of innovations. Therefore, the management of the organization should choose whether to have a strong or weak culture in the given period of time.

Also, scientists [81] have identified four criteria of organizational culture that contribute to increasing organizational effectiveness:

- 1) adaptability, that is, the level to which the organization has the ability to change behavior, structures and systems to adapt to environmental changes;
- 2) consistency, that is, the extent to which all personnel of the organization consistently adhere to the declared values and basic beliefs;
- 3) involvement, that is, the level of participation of all members of the organization in making management decisions;
- 4) the mission refers to the existence of a common definition of the organization purpose.

V. Hevko [12] notes that the highly organized culture of a multinational organization is one of the most important vectors of economic competitiveness, determining the success of functioning in the long term. Thus, the formation of an effective organizational culture is a tool for ensuring the projected strategic development of such organizations and a guarantee of high employee productivity. One of the specific characteristics that distinguishes modern multinational

organizations is the extreme importance of the human factor in achieving the target level of economic performance, taking into account the organizational component.

In this context, we consider the findings of the survey on the leading trends in the field of personnel management important. They indicate that not only certain values are important for the company, but also the behavior that confirms the effectiveness of these values. We believe that at the macro level, the organizational culture of a multinational company is regarded not only as a tool for the development of the organization, but acquires significance as a factor in the formation of the global cultural space. After all, the globalizing society gives rise to new principles of relations between social subjects, based on the interaction of different cultures; contributes to the formation of new types of "players" in the professional labor field of a new type [5, p. 116].

The term "mechanism" is mainly considered from a mechanical point of view as a system of certain links and elements that set machines and devices in motion. Interpretation of the concept of "mechanism" in management came from engineering, as there was an urgent need to describe social and production processes in their interaction.

As noted by N. Rynkevych [30], the term "mechanism" was introduced into scientific circulation in the second half of the 1960s. In the conditions of a market economy with changing management methods and ways of achieving the goals of enterprises, the need arose to clarify and improve the essence of this concept.

Thus, a mechanistic approach to the management of economic systems was proved as possible and needed. That is why firstly the essence of the concept "mechanism" was analyzed.

Table 1.11 shows the main approaches to defining the essence of the concept "mechanism".

So, the mechanism is an interconnected set of socio-economic relations, principles, methods, forms, approaches to managing the development of the organizational culture of enterprises. The components of the mechanism include:

means and tools; subjects, systems and means; methods, levers and tools; structure and complex of forms and methods; methods [16].

Table 1.11

Analysis of the essence of the concept “mechanism”

№	The essence of the concept "mechanism"	Key words	Source
1	a device that transmits or converts motion	device	[23]
2	internal structure, system of something	internal structure, system	
3	a set of states and processes that make up any phenomenon, a system of certain elements that are interconnected and interact as a single whole	a set of states and processes	[15]
4	the necessary relationship that arises between various economic phenomena	necessary relationship between phenomena	[30]
5	a system of interrelationships of economic phenomena that arise under certain conditions under the influence of an initial impulse	a system of interrelationships of phenomena	
6	a complex, multifaceted system; however, only the components of the mechanism are highlighted	a complex, multifaceted system	[1]
7	a system of certain elements that are interconnected and interact as a whole	a system of certain elements	[25]
8	a system of direct and indirect relationships between economic phenomena and processes, primarily between their opposite sides, as well as between subsystems and elements that arise in different types of economic systems and between them	a system of direct and indirect relationships between phenomena	[38]
9	a dynamic system that consists of a number of elements and determines the order of any type of activity	dynamic system of elements	[13]
10	all that leads to movement, i.e. to practical implementation	all that sets in motion	[3]
11	interaction between subjects and the center, which consists of three stages: subjects send information to the center; the center receives all the information and calculates the future result; the center announces the result.	interaction between subjects and the center	[92]

A breakthrough in the theory of mechanisms in economics took place in 2007, when L. Hurwicz, E. Maskin and R. Myerson received the Nobel Prize in Economics for “outstanding contributions to the theory of economic mechanisms”. This concept is based on the understanding “economic mechanism” as a form of interaction

between economic agents and the state in the process of producing goods to meet the needs of society [92].

According to the results of the research of Ukrainian scientists [16] mechanism as an economic category is a set of purposeful influences; relationship and interaction of a set of factors; a set of measures and the sequence of their implementation; a set of legal ties and relationships.

Some scientists [16] point out the following approaches to defining the essence and content of the concept "economic mechanism":

- 1) a constituent part of the economic mechanism;
- 2) a set of economic resources;
- 3) the method of interaction of economic processes;
- 4) partnership.

T. Gordienko [13] understands the economic mechanism as an open, complex, integrated, multi-level system of forms and methods of management, which is constantly developing. It consists of a complex of interconnected elements, aimed at the effective use of resources in the process of activity, ensuring sustainable development. A. Semenova [32] determines the economic mechanism as a component with specific, economic methods of the management subject's influence on the object.

As N. Rynkevich proves in the investigation [30], most researchers do not distinguish between the concepts of organizational and economic mechanisms. Some authors understand it as a system of production regulation tools; others – as a system of economic management; still others – as a method of management [16].

O. Shkolny [40] notes that the organizational mechanism is a management mechanism, i.e. a set of connections and relations between organizational units arising in the management process.

O. Rodionova [31] understands the organizational mechanism as a set of ways to ensure the interdependent activity of functional units within the framework of the organizational structure to effectively use its capabilities and increase competitiveness. The controlled part of this mechanism is socio-economic systems.

There is a set of elements (structural subdivisions of the organization) in the middle of the system. The governing part of the mechanism is a special unit (special working group, line and functional managers) with certain rights and obligations regarding the formation and development of organizational culture.

O. Rodionova [31] notes that the organizational mechanism of forming and managing organizational culture is an interconnected unity of the managing and managed part.

In their study, the authors [16; 30] understand the following by organizational and economic mechanism:

1) an economic component and a part of the economic mechanism, which reflects a set of organizational, financial and economic methods, forms, tools and levers;

2) a synonym of economic mechanisms;

3) unity of state regulation and market self-regulation; organizational and economic relations formed in the process of optimization of public work, relations of activity exchange and management relations;

4) management tool, which is a set of management elements and methods of their organizational, informational, motivational and legal support;

5) a system of forming goals and incentives that allow us to transform the material and spiritual needs of society into means of production.

O. Rodionova [31] notes that the set of conditions, elements and requirements for the mechanism allows us to build their logical relationship based on the use of certain principles and criteria, as well as action tools, which act on the objects of management.

As the study of N. Rynkevych [30] proves, expediency, timeliness, planning, complexity, continuity, interaction, flexibility, dynamism and development are recognized as the key principles of organizational and economic mechanism's formation.

G. Zakharchyn [17] believes that the development of organizational culture requires the development of a certain mechanism as an effective tool, "which

combines internal opportunities for the development of organizational culture with external factors."

Thus, under the mechanism of organizational culture, we propose to understand the organizational and economic mechanism of organizational culture, which includes the following structural elements:

- 1) purpose: the desired behavior of personnel to achieve the goals of a multinational organization;
- 2) principles: expediency, timeliness, planning, complexity, continuity, interaction, flexibility, dynamism, development [30], adaptability, consistency and involvement;
- 3) management functions: planning, organization, motivation, coordination, control [17];
- 4) management resources: material and technical, financial, social, institutional. When using them, we implement the selected management method and achieve the set goal;
- 5) methods of influence: formal and informal, organizational and economic methods and technologies;
- 6) tools and means of influence: regulatory documents, software, digital technologies, management tools;
- 7) influence of factors of the external and internal environment: external factors and internal factors;
- 8) levels and elements of organizational culture: surface (the architecture of the physical environment of the organization; the language of the organization; the technologies or goods of the organization; the style of the organization, embodied in the clothing and manner of behavior of the personnel; emotional manifestations; myths and stories spread about the organization, about the published list of values, rituals and ceremonies of the organization, etc.); subsurface (philosophy and declared principles of work, goals of the organization set by the management of the organization and strategies for achieving the goals); deep (beliefs, peculiarities of

perception, thoughts and feelings, which are often difficult to understand even by the members of the organization themselves);

9) qualities of organizational culture of organizational culture: historical certainty, holisticity (integrity, system), the result of collective interaction, formed on a social basis, multilevel and multidimensionality, severity of changes, evolutionary, and emotionality;

10) functions of organizational culture: functions of external adaptation (to develop a common language and conceptual categories ensuing prompt and understandable communication between employees; to determine the boundaries of a specific social group, as well as the acceptance or rejection criteria that create a sense of belonging and isolation; to satisfy the emotional needs of colleagues and promote friendly relations in connection with shared beliefs and social experience; to specify the rules of power and status criteria, to avoid conflicts related to power, negative emotions and aggressive actions; to determine the way in which you can gain authority; to determine how and when you can criticize people in power, their decisions and proposals; to consolidate work ethics; to strengthen the sense of duty and responsibility in general); functions of internal integration (to contribute to the understanding of the mission and strategy of the organization and the definition of the main goal of the organization by employees; to ensure the integration of employees; to increase the number of ways to improve work and reformulate goals if changes are needed; to define group (organizational) boundaries and acceptance and rejection criteria to enable);

11) group and social processes: socialization, mentoring, decision-making, leadership, communication, group dynamics

12) type of organizational culture and organizational structure: level of power formalization, level of centralization of decisions.

K. Łukasik [113] points out that organizational culture should be the source of its success and integration of employees, strengthening human resources.

Therefore, the mechanism of the organizational culture is proposed to be a set of principles, functions, tools, methods, means, resources, factors of influence on

personnel processes and the organizational culture, its levels and elements, qualities, functions and components, used by the management of the organization at all hierarchical levels to achieve the goals of the organization (fig. 1.7).

This organizational and economic mechanism is effectively implemented in the management system, that is, in a complex of organizational measures, operations and methods aimed at increasing the level of the organization's competitiveness. The result of the implementation of such a mechanism is the complete identification of employees with the organization.

Functioning of the mechanism of organizational culture is an important organizational component for companies, practiced in a cross-cultural environment [123]:

- 1) The employees (or counterparties of the company) come from different national and cultural groups. Thus, management cannot assume that they will all automatically share common values and common norms;

- 2) the effectiveness of formal mechanisms of activities' coordination is often limited, because employees can be long distances apart, so shared values become a more powerful tool of coordination.

The importance and use of mechanisms of organizational culture in the process of setting up organizational behavior to achieve the organization's strategic goals depends on many factors. The most significant are [127]:

- 1) the level of difficulty of the tasks performed by the organization's employees. Organizations in which employees perform complex tasks face challenges that are quite different from those faced by organizations in which employees perform simple and repetitive tasks;

- 2) geographical location of employees. Organizations with geographically dispersed employees face challenges different from those faced by organizations whose employees perform tasks in a closely shared environment. The difference becomes particularly evident in cases where distinct organizational units are interdependent or when they are highly mutually differentiated.

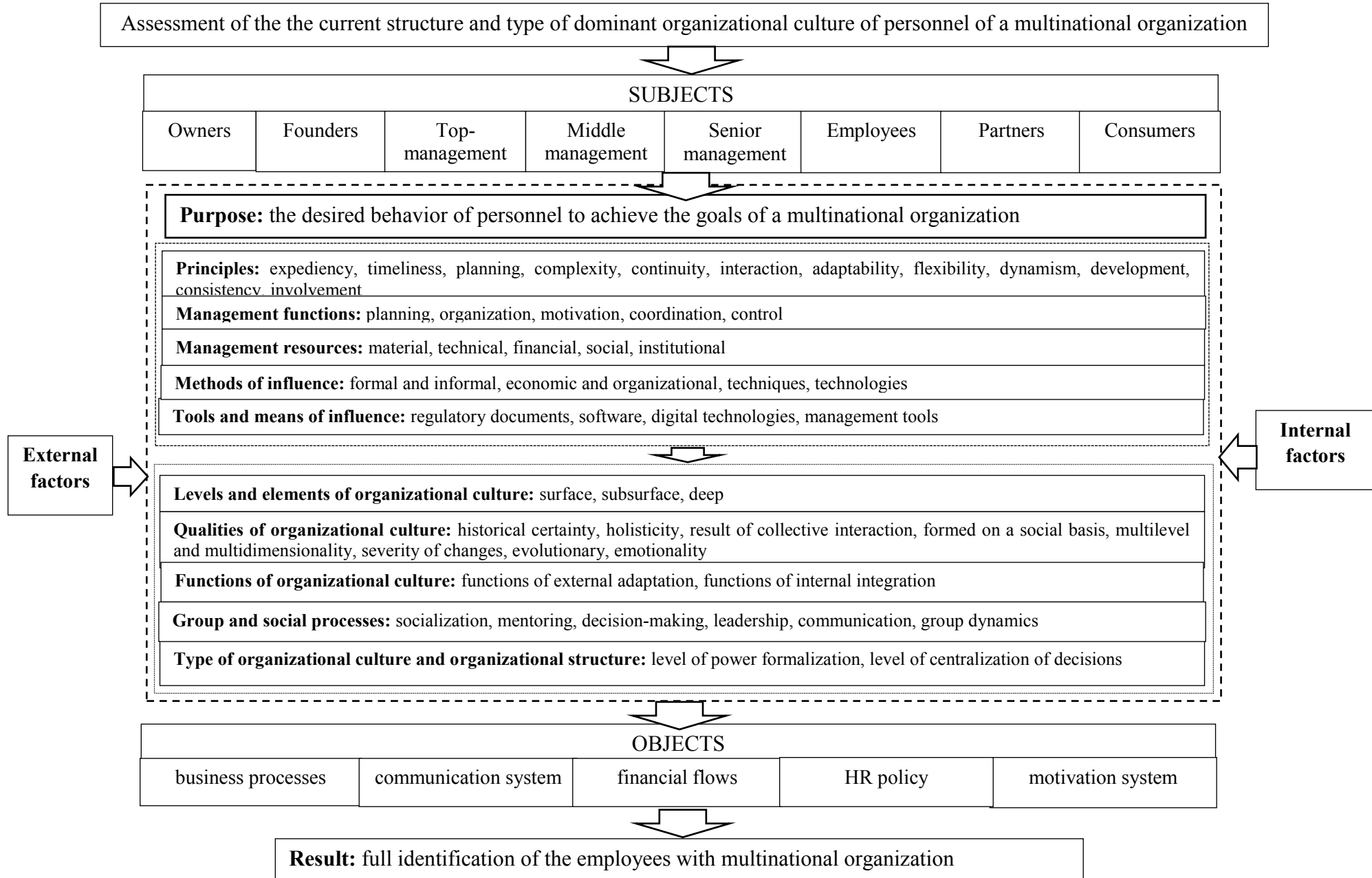


Fig. 1.7. Mechanism of organizational culture of a multinational organization

Complex tasks and geographical dispersion of employees increase uncertainty and lack of clarity, complicating the exchange of information between employees, which accordingly affects the effectiveness of such an organization.

Thus, scientists [127] point out that the less information an organization processes, the less likely it is that employees will behave consistently to achieve strategic goals. Organizational structure and organizational culture are very important mechanisms for reducing uncertainty and increasing clarity, which makes the actions of employees in achieving strategic goals more efficient and effective. However, despite the different nature of their influence, we should emphasize that organizational structure and culture are not mutually exclusive.

Management must direct the behavior of its employees toward the achievement of the organization's strategic goals because people (as personnel) come to an organization with different motivations, experiences, and values that direct organizational members to multiple and often different courses. This is achieved through appropriate mechanisms minimizing differences between individuals to direct their efforts toward common goals [127]. These are:

- 1) organizational culture as a mechanism that unites the efforts of employees through coordination and control.

- 2) organizational structure as a mechanism that guides the behavior of its employees through common shared values, norms and other essential elements.

At the same time, as noted by S. Jayantilal and S. Jorge [95], in order to study the cultural aspects of organizational culture, it is necessary to observe, describe and try to understand the interaction of people in general (and not only founders or leaders) and their perception of social reality. Therefore, it is very important to understand how the participants interact. At the same time, we see that the goals of the members may correspond to, conflict with, or be neutral with respect to the goals of the organization.

That is, the existence of an established mechanism of organizational culture (presence of a strong organizational culture) does not automatically mean existence of an effective organizational structure in the organization. However, at the same

time, the organizational culture can become a mechanism for adjusting the behavior of employees to the target course through the general declared values, as a key element of the organizational culture.

Accordingly, the established mechanism of organizational culture will have a positive synergistic effect on the effectiveness of the organization's activities. Therefore, in addition to determining the dominant types of organizational culture, it is necessary to define the level of their compatibility with the requirements of the national culture of the country in which the organization operates.

W. Ouchi [130] offers three mechanisms of organizational culture that help organizations solve this key problem of improving the effectiveness of personnel interaction and control:

1) bureaucratic control is the use of rules, policies, authority hierarchies, written documentation, reward systems, and other formal mechanisms to influence employee behavior and evaluate their performance. Bureaucratic control can be used when behavior can be controlled through market or price mechanisms.

2) clan control represents cultural values almost opposite to bureaucratic control. Clan control relies on values, beliefs, corporate culture, shared norms, and informal relationships to regulate employee behavior and promote organizational goals. Organizations that use clan control require the trust of their employees. Given the minimum guidelines and standards, employees are expected to perform well because they participate in setting standards and developing control systems.

3) market control involves the use of price competition to estimate output. Managers compare profits and prices to determine the performance of their organization. There must be an acceptable level of competition in the field of goods or services to use market control, as well as clearly defined requirements. Market control is inappropriate for controlling functional departments, unless the price of services is determined through competition and its representation of the true value of the provided services.

In fig. 1.8 it is combined the typology of multinational organizations (subchapter 1.2) with the appropriate three mechanisms of control (as a component of

mechanism organizational culture) that help organizations solve this key problem of improving the effectiveness of personnel interaction and control.

Thus, W. Ouchi [130] points out that such type of organizational culture as clans is a form of cultural control most effective in aligning goals between individuals. The clan mechanism for achieving goal congruence is the most complex because it requires "social agreement on a wide range of values and beliefs and demands a high level of individual commitment to these socially prescribed behaviors" [130]. In this sense, the clan as a mechanism, like all means of cultural control, can be considered precisely as a mechanism [76].

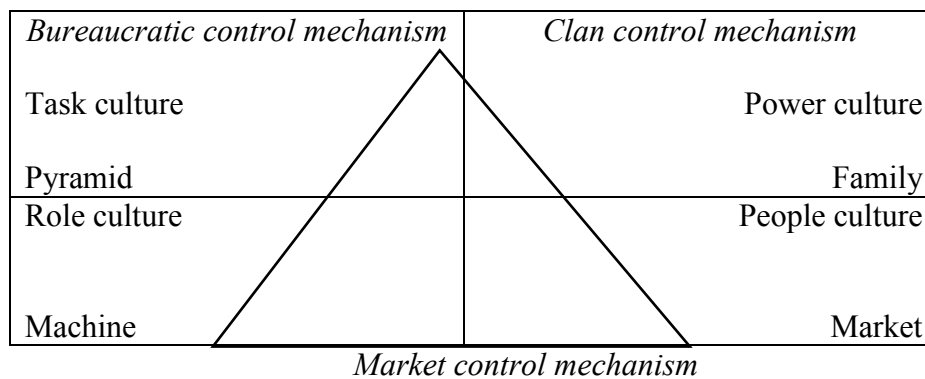


Fig. 1.8. Combining the typology of multinational organizations with the appropriate three mechanisms of control as a component of mechanism organizational culture

As scientists [123] note, multinational organizations use “normative integration” as a dominant mechanism of activity coordination, which is ensured by the organizational culture, because the employees of the organization accept the values and goals of this company and, thus, act in accordance with them.

W. Egelhoff [77] indicates that socialization (normative integration) is the construction of a strong organizational culture with strategic goals and values known and shared by employees. At the same time, a key aspect is the ability of the organizational culture to form appropriate behavior in employees and a procedure for

active and conscious socialization of the organization's members into a system of shared values and goals.

V. Hevko [12] points out that the employee fully identifies with the organization in the process of consciously forming the mechanism of organizational culture. As a result, such an employee not only understands the goals of a multinational organization and follows behavioral models, but also fully shares all the values of the organization. positively perceives the procedures and artifacts created on their basis.

Therefore, to study the mechanism of organizational culture, we should use retrodution determined as "a method of inference in which events are explained by identifying the mechanisms capable of generating them" [140].

In this context, mechanisms act as "engines of explanation" [132], thereby attempting to provide an understanding of why and how certain causal relationships and outcomes occur. According to this view, it is not a specific cultural orientation per se, but the actual underlying mechanisms that contribute to entrepreneurial behavior and the effectiveness of personnel in an organization. That is why we propose the idea of mechanistic explanations as a way to identify specific patterns of organizational culture, such as assumptions and values that operate under the general level of cultural orientations. In addition, the proposal is to extract and synthesize the mechanisms of OC into a multidimensional framework to understand the causal relationship between OC and the improvement of personnel effectiveness in an organization better.

There are different approaches to the study of the mechanism of organizational culture. According to [55; 67]:

- 1) a multidimensional approach [74], which is closely related to the results of the study of national culture, since organizational culture is of an anthropological nature. Its advantage is to focus on specific cultural variables most important in that culture (innovation, job satisfaction or values). However, this approach has limitations related to cultural variables. Thus, research by scientists [91] proves that the difference between national and organizational cultures is based on values and

practices. Values are acquired in youth while practices are acquired through socialization in the workplace. Thus, multidimensional approaches that focus only on values and not on practices may be of little use in studying organizational culture. However, one way to solve such problems can be a combined approach, as shown in the GLOBE culture scale [86], in which a set of nine cultural dimensions is examined at both the societal and organizational levels.

2) a multi-level approach [142], which considers organizational culture as a complex phenomenon. This approach makes it possible to determine the essence of general QA mechanisms used by modern companies.

3) typological approach, based on the content and description of culture. A key drawback of this approach is the threat of stereotyping and moralizing culture. This is ignoring the key principle which is the basis of culture at any level because from an anthropological point of view, culture is a value-neutral concept. Therefore, there cannot be good or bad, positive or negative culture [67].

Thus, the study of the mechanism of organizational culture is an understanding of general cultural mechanisms influencing the effectiveness of the organization's personnel. That is, it is necessary to determine the mechanisms of organizational culture identification and synthesize multidimensional and multilevel approaches to their study.

Conclusions to chapter 1

The first chapter of the research examines the main theoretical aspects of the formation and development of organizational culture. Thus, the author has analyzed and proved the synonymy of the concepts "organizational culture" and "corporate culture". Two conceptual approaches to determining the essence of the nature of organizational culture at the micro level are analyzed according to basic characteristics. These approaches include: the essence of the approach, the basic

paradigm, the role of organizational culture in the organization, interaction of organizational culture with personnel, peculiarities of the organizational culture manifestation, the type of influence of organizational culture on personnel, the influence of time on organizational culture and the nature of organizational culture.

Within the conceptual approach, which defines organizational culture as a basic organizational metaphor and is based on the study and interpretation of the mechanism of organizational culture, organizations are cultures in themselves. Their essence is people who construct and reconstruct meaning, share and create knowledge, act and interact with others, discuss and negotiate mutual understanding. The essence of the phenomenon "organizational culture" has been analyzed through the prism of the characteristics of organizational culture, namely: historical determination, holisticity, the result of collective interaction, formed on a social basis, multilevel and multidimensionality, difficulty of changes, evolution and emotionality. The author has systematized and analyzed all external and internal factors affecting the processes of formation and development of organizational culture. The functions of organizational culture are defined and systematized, taking into account the conditions for solving the problem of external adaptation and the problem of internal integration of the organization.

The author has analyzed the ways of changing the organizational culture (cultural changes) in the organization, both revolutionary and evolutionary. It was also determined that the change in the organizational culture should include the diagnosis of the organizational culture, since changes in its key elements were allowed during the reorganization.

Having analyzed various approaches to the defined concept "organizational culture", the author proposes a separate classification of approaches to defining the essence of this concept. It includes the following approaches: value based, based on the study of values as a key component of organizational culture; socio-psychological, based on the examination of the organizational culture of a set of psychological parameters that characterize the group activity of people within the same team. Economic, within which organizational culture is perceived as a certain

set of indicators of the organization; normative, in which the personnel of the organization must learn and adhere to the norms, standards and models of behavior that are formed by the management (founders, managers) of the organization are also part of the classification. It has been proven that the most suitable for a multinational organization is the use of a value approach to understanding the essence of the concept "organizational culture". Within the framework of this approach, organizational culture is the core of the organization (value orientation) and acts as the basis, creating the stability of the organization due to stability of certain values, norms, principles, rules of activity, etc.

The author has created a proper definition of the essence of the concept "organizational culture of a multinational organization" based on the conceptual approach to the nature of organizational culture, which considers the study and interpretation of the mechanism of organizational culture. Moreover, the value approach to defining the essence of the concept "organizational culture", taking into account the nature and essence of the concept "multinational organization", is the basis for this definition. .Therefore, the organizational culture of a multinational organization is a holistic result of repeated social interaction of the organization's personnel, connected by the common goal of finding ways to adapt to the conditions of a changing external and internal environment. In this case, all employees (representatives of different national and regional cultures) accept the declared organizational values, norms and patterns of behavior to achieve the single goals of the organization.

The author analyses specifics of the personnel of the multinational company as representatives of different national (regional) cultures and determines specific characteristics of the personnel in the multinational organization. It has been determined that the influence of organizational culture on the effectiveness and efficiency of the organization is partially and indirectly realized through the organizational structure, which allows us to propose a unified typology of organizational cultures of multinational organizations combining national and organizational content.

The organizational culture of a multinational organization is analyzed as a system that includes value, symbolic, normative, communicative-management and identification subsystems connected by close ties of a direct and reverse nature. The work determines and analyzes the main characteristics of organizational culture at a certain point in time.

The author has studied the strength of the organizational culture as its qualitative characteristic, and defined the criteria, whose manifestation depends on the strength of the organizational culture. There is an analysis of advantages and disadvantages of a strong organizational culture in an organization and the conditions when it is better for the organization to have a weak organizational culture.

Having studied the essence of the concepts "mechanism", "organizational mechanism" and "economic mechanism", we propose a proper definition of the concept "mechanism of organizational culture". The author regards it as a set of the following structural elements: principles, functions, factors that influence the development of organizational culture, resources, methods, tools and means of influence on personnel processes, used by the management of the organization at all hierarchical levels to achieve the goals of the organization.

The main provisions of the first chapter of the dissertation are published in the author's works [96-100; 108; 110; 126].

References: [1-3; 5; 6; 8-18; 20; 21; 23-25; 27-36; 38-51; 53-55; 60-64; 66; 67; 69; 70; 72-77; 79; 81; 83; 84; 86-92; 94; 95; 101-103; 106; 112-117; 119-121; 123-125; 127-132; 135-143; 153; 155-160; 163; 164; 166].

CHAPTER 2

STUDY OF THE ORGANIZATIONAL CULTURE MECHANISM IN A MULTINATIONAL ORGANIZATION

2.1. Analysis of the national culture's influence on the mechanism of organizational culture and the type of organizational culture in a multinational organization

National culture directly affects people's value system, their mentality, and dominant management style. The culture of any organization is strongly influenced by the national factor, which is extremely important when doing business with partners. Numerous studies show that due to differences in attitudes and common values in the same situations, representatives of different cultures behave completely differently.

Managers of all companies feel influenced by the cultural context of the country in which they work. Understanding the cultural characteristics of different countries has a positive effect on the process of managing a company and the effectiveness of its activities.

As it was defined in subchapter 1.1, it is the national culture that is one of the key external factors, affecting the development of organizational culture. This especially applies to multinational organizations.

Thus, as indicated in the study [91], national culture explains 50% of differences in the relations and behavior of representatives of different national cultures. This indicates a significant influence of national culture on the behavior of employees of a multinational company and, accordingly, on the organizational culture of such a company.

Another study [111] of the cultural influence on management in the three most economically developed countries (USA, Germany, and Japan) determines that

“cultural rules do not simply “influence” people's behavior, they determine the meaning and identity of individuals and the patterns of the relevant economic, political and cultural activity in which these individuals are involved”.

The study [8] has proved that the most comprehensive assessment of a national culture's impact on personnel management in a multinational organization and, accordingly, on the development of the organizational culture of this organization, is a methodical approach.

When the organization functions in the conditions of the corresponding national culture, it should use a methodical approach based on the approach developed by a group of scientists led by G. Hofstede [85].

As proved in subchapter 1.3, the study of the organizational culture mechanism is an understanding of the general cultural mechanisms influencing the effectiveness of the organization's personnel. This should be based on the synthesis of multidimensional and multilevel approaches to the study of the organizational culture mechanism. That is why we study the mechanism of organizational culture based on these approaches.

The first approach to the study of the mechanism of organizational culture, multidimensional, is closely related to the results of the national culture study.

The second approach to the study of the mechanism of organizational culture is multi-level. It considers organizational culture as a complex phenomenon, allowing us to determine the essence of general mechanisms of organizational culture used by modern organizations.

Thus, we propose to combine the research results on the influence of national values on organizational culture [85] with a combined approach, as shown on the GLOBE culture scale [86], highlighting the influence of cultural variables on the level of organizational culture [86].

The studies [8; 9] have analyzed in detail each of the six cultural dimensions included in the model of cultural dimensions of G. Hofstede [85]. They include:

“power distance”;

“individualism versus collectivism”;

“masculinity versus femininity”;

“uncertainty avoidance”;

“time orientation”;

“indulgence versus restriction”.

The author determined the influence of each of the cultural factors on the peculiar development of the organizational culture in multinational organizations, functioning in the conditions of the respective national cultures.

That is why, based on the results of these studies, we analyze the influence of the national culture of China and Ukraine on the mechanism of organizational culture in multinational organizations in the context of each of the cultural dimensions of H. Hofstede and similar cultural dimensions of the GLOBE project.

The first cultural dimension, according to which we determine the peculiar mechanism of organizational culture in multinational organizations, functioning in the national cultures of Ukraine and China, is “power distance”.

Thus, in cultures with large distance of power, employees of the organization are inclined to accept the power and authority of a higher official only on condition that this official occupies a higher position in the hierarchical management system.

However, in cultures with a small power distance, employees of the organization attach much less importance to the position of this or that official in the hierarchical management system. In their opinion, it exists in order to solve problems and organize the performance of tasks within the framework of this or that organization.

J. Bing [58] notes that managers who want to achieve significant changes in personnel performance in cultures with high power distance are recommended to appoint older employees as chief communications officers, actively use legal authority, and constantly communicate what must be done to subordinates.

In cultures with a low power distance, on the contrary, it is more important to explain the reasons for the changes to the staff, involve employees in solving problems and find out how to implement the desired changes.

According to a study conducted among 76 countries, whose representatives participated in surveys on the study of national cultures in the context of the cultural dimension “power distance”, in 2010 [91], the lowest power distance was determined in Austria (PDI = 11), and the highest power distance was determined in Malaysia (PDI = 104).

According to the results of a study conducted in 2015 [85], the national culture of China (PDI = 80) as well as Ukraine (PDI = 92) is characterized by a high power distance, that is, it has a high level of internal inequality and respect for power.

The results of a study conducted in 2004 as part of the GLOBE [86] project show that such cultural dimension as “power distance” was also determined as the level of society's acceptance and support of power and status privileges.

Thus, among the 64 analyzed countries, the highest power distance (by values), i.e. at the level of national culture, was determined in South Africa (3.56 out of 7.0), and the lowest is in – Colombia (2.04 out of 7.0). However, this result in general shows that all 64 analyzed countries are in the range of a low level of power distance in terms of values.

The highest power distance (according to practices), that is, at the level of organizational culture, was determined in Morocco (5.80 out of 7.0), and the lowest – in the Czech Republic (3.59 out of 7.0). However, this result in general shows that all the analyzed 64 countries are in the range of the average level of power distance according to practices.

According to GLOBE 2004 [86], China has a relatively low power distance in values (3.1) and a relatively high power distance in practices (5.04). That is, compared to other countries, China is characterized by relatively high power distance. Ukraine was evaluated in the GLOBE 2004 [86] project.

Table 2.1 shows the impact of power distance as a cultural variable on the mechanism of organizational culture in a multinational organization.

Therefore, according to this cultural dimension “power distance”, the national culture of China is similar to the national culture of Ukraine, characterized by a significant inconsistency of organizational values. As the values of the management

do not always coincide with the values of the staff, it means that the process of realizing the intended goals is significantly slowed down, while there is a significant influence of paternalism.

Table 2.1

Influence of “power distance” on the mechanism of organizational culture in a multinational organization (based on [8; 9; 19; 58; 85; 86; 91; 142])

Mechanism peculiarities of organizational culture	Large power distance (China, Ukraine)	Small power distance
Surface level of organizational culture		
organizational structure	hierarchy is a natural, ever-existing inequality; the structure of the organization is multi-level; tendency towards centralization	hierarchy is considered as a temporary division of duties; the structure of the organization is flat; tendency to decentralization
HR policy	inequality and privilege are recognized as the norm; deference and unavailability of management	minimal inequality among employees; equality and availability of leadership
Subsurface level of organizational culture		
Organizational values	the organizational values declared by the management do not coincide with the values of the staff	the organizational values declared by the management coincide with the values of the staff
Power characteristics	power is centralized, the basis of power - strength and charisma; advantage of the personal basis of power; delegation of authority through decentralization	official basis of power; basis of power - legality and competence; power goes to the one on whose side the law is
Leadership style	authoritarian style of management and the principle of "strong hand"; a significant composition of management and controlling specialists; senior management is unreachable; existing paternalism and oligarchic leadership; the leader demonstrates maximum power, which corresponds to reality	democratic management style; the composition of management and controlling specialists is small; in senior management is always available pluralistic leadership based on the choice of the majority; the leader gives the impression that he has less power than he actually has
Staff relations with management	agree with all decisions and instructions of employees who are at higher levels of this system	readiness to follow the instructions of the manager, if they consider his actions to be correct or when these actions are in their own interests; hidden harmony between levels of power; the dependence of subordinates on managers is limited by both
Features of motivation	a large difference in privileges and salary levels of employees of different ranks, differentiation of pay due to direct payments and privileges	the difference in the salary level is small, the differentiation of payment due to social benefits

The second cultural dimension of the national cultures of China and Ukraine, which was evaluated, is the “individualism versus collectivism”. Thus, the main values of a culture with a significant influence of individualism are a developed sense of self-worth and independence of actions and judgments. Representatives of this culture in many cases put their own career above the interests of their company.

However, a system of values dominates in a culture with a significant influence of collectivism. Here, an individual is primarily a part of a group, and only then – an individual. There exists a clear social structure, which includes large families, clans and labor groups of companies.

Moreover, in a culture with signs of individualism, the manager expects effective work from his subordinates. The work should be organized so that the interests of subordinates and the organization coincide, since such employees profess the philosophy of the so-called “economic man”, based on individual needs. In addition, in the culture of collectivism, the manager never hires an employee as an autonomous individual, he always acts as a representative of a specific collective, where suppression of personal interests is normal.

According to a study conducted among 76 countries, whose representatives participated in surveys on the study of national cultures in the context of the cultural dimension “individualism versus collectivism”, in 2010 [91], the greatest influence of collectivism was determined in Guatemala (IDV=6), and the greatest influence of individualism was identified in the USA (IDV=91).

The results of a study conducted in 2015 [85] indicate that national culture of China (IDV =20), as well as that of Ukraine (IDV =25), is characterized by collectivism.

According to the results of a study conducted in 2004 within the framework of the GLOBE [86] project, it also determined a similar cultural dimension, called “in-group collectivism”, defined as the degree of a person's expression of pride, loyalty and cohesion as belonging to an organization or family.

Thus, among the 64 analyzed countries, the highest level of this indicator (by values), that is, at the level of national culture, was determined in Colombia (6.25 out

of 7.0), and the lowest in the Czech Republic (4.06 out of 7.0). This result in general shows that all 64 analyzed countries are in the range of a relatively high level of “in-group collectivism” in terms of values.

The highest level of “in-group collectivism” (according to practices), that is, at the level of organizational culture, was determined in the Czech Republic (5.92 out of 7.0), and the lowest in India (3.18 out of 7.0). This result in general shows that all 64 analyzed countries are in the range from medium to high level of “in-group collectivism” in terms of practices.

According to the GLOBE 2004 [86] project, China has a relatively high level of In-group collectivism in values (5.08) and a high level of In-group collectivism in practices (5.8). That is, compared to other countries, China is characterized by a relatively high level of “in-group collectivism”. Ukraine was evaluated in the GLOBE 2004 [86] project.

Table 2.2 systematizes the influence of “individualism versus collectivism” as a cultural variable on the mechanism of organizational culture in a multinational organization.

Therefore, according to the cultural dimension of “individualism versus collectivism”, the national culture of China is also similar to the national culture of Ukraine, that is, in these cultures, the interests of the group are placed above the individual's own interests.

The behavior of the individual is largely determined by a sense of shame, so when a group fails, every member of this group perceives this failure as their own, feeling a sense of shame. In addition, group members make every effort to ensure that their interactions with other group members are harmonious, conflict-free, and balanced.

The behavior of the individual is largely determined by a sense of shame, so when a group fails, every member of this group perceives this failure as their own, feeling a sense of shame. In addition, group members make every effort to ensure that their interactions with other group members are harmonious, conflict-free, and balanced.

Table 2.2

**Influence of “individualism versus collectivism” on the mechanism of
organizational culture in a multinational organization
(formed on the basis of [8; 9; 19; 58; 85; 86; 91; 142])**

Peculiarities of the mechanism of organizational culture	Collectivism (China, Ukraine)	Individualism
Surface level of organizational culture		
Communication system	high importance of the context of communications; feedback communication through opening yourself to others	low importance of the communications context ; feedback communications through self-realization
Subsurface level of organizational culture		
Organizational values	the interests of the organization prevail over their own interests	own interests prevail over the interests of the organization
Identification of oneself in the organization	moral involvement; emphasis on belonging to the organization	prudent engagement; emphasis on individual initiative and achievements
Power characteristics	particularism; mainly status sources of power; the relationship prevails over the task	universalism; mainly personal sources of power; tasks take precedence over relationships
Leadership style	management of a group of individuals; the ideal is to be a member of the organization	personality management in the group; the ideal is to be a leader
Staff relations with management	similar to family relationships, the leader must take care of the subordinate in exchange for loyalty	have a contractual basis, wages are paid according to the work performed
Staff relations among themselves	relations with others as members of their group; the employee must focus on the interests of the group, which may not coincide with his personal needs; ethical model of mutual relations - based on the principles of morality; conflicts - the reason for the destruction of the group; compromise - a way to resolve the conflict	working relationships are exclusively business in nature; practical model of mutual relations - on a rational basis;
Staff development	taking into account the opinion of the group; career progression procedures are informal and subject to change	consideration of individual abilities and skills; career advancement procedures are formalized
Features of motivation	the reward is proportional to the team's achievements	reward is proportional to personal achievement

Continuation of Table 2.2

Peculiarities of the mechanism of organizational culture	Collectivism (China, Ukraine)	Individualism
Deep level of organizational culture		
Values that should be represented in the organizational culture of the organization	training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work (ventilation, lighting, sufficient space, etc.); use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work	personal time, because work should leave enough time for personal life; freedom as the presence of a certain freedom in choosing one's own approach to work; interesting work as an opportunity to get a sense of self-realization while doing work

The third cultural dimension of the national cultures of China and Ukraine is the “masculinity versus femininity”. Thus, traditional masculine values, such as success, money, material values, ambition, career, competition and persistence in achieving goals dominate in cultures with signs of masculinity.

However, in cultures with signs of femininity, harmony and a tendency to compromise prevail in relationships with other members of society while quality of life and care for others are of the greatest value.

According to a study conducted among 76 countries, whose representatives took part in surveys on the study of national cultures in the context of the cultural dimension “masculinity versus femininity”, in 2010 [91], the greatest influence of femininity was determined in Sweden (MAS=5), and the greatest the influence of masculinity was identified in Japan (MAS=95).

The results of a study conducted in 2015 [85] show that the national culture of China (MAS=66) is characterized by masculinity, while the national culture of Ukraine (MAS=27) is characterized by femininity.

A study conducted in 2004 within the framework of the GLOBE [86] project, determined a similar cultural dimension called “gender egalitarianism” defined as the degree of minimization of gender inequality in the team.

Thus, among the 64 analyzed countries, the highest level of this indicator (by values), that is, at the level of national culture, was determined in England (5.17 out of 7.0), and the lowest in Egypt (3.18 out of 7.0).

However, this result in general shows that all 64 analyzed countries are in the range from average to relatively high level of “gender egalitarianism” in terms of values. The highest level of “gender egalitarianism” (according to practices), that is, at the level of organizational culture, was determined in Hungary (4.08 out of 7.0), and the lowest – in South Korea (2.50 out of 7.0). This result in general shows that all 64 analyzed countries are in the range from medium to high level of “gender egalitarianism” in terms of practices.

According to the results of the GLOBE 2004 [86] project, China has an average level of “gender egalitarianism” in values (3.68) and a relatively low level of “gender egalitarianism” in practices (3.05), thus confirming the presence of masculinity characteristics in China's national culture. Ukraine was not evaluated in the GLOBE 2004 [86] project.

Table 2.3 systematizes the influence of the “masculinity versus femininity” as a cultural variable on the mechanism of organizational culture in a multinational organization.

Therefore, according to the cultural dimension of “masculinity versus femininity”, the national culture of China is characterized by masculinity.

In this culture, a leader must have such qualities as assertiveness (the ability of a person not to depend on external influence and assessments, to regulate his own behavior independently and be responsible for it), decisiveness and even aggressiveness (which in this culture does not have a negative connotation). A leader usually makes decisions independently, analyzing the facts, regardless of the group's point of view.

We can say that femininity is a characteristic feature of the national culture of Ukraine, so the leader in such a culture is not so visible, he strives for consensus and often relies on intuition.

The fourth cultural dimension of the national cultures of China and Ukraine that the author has evaluated is “uncertainty avoidance”.

Table 2.3

Influence of the “masculinity versus femininity” on the mechanism of organizational culture in a multinational organization (formed on the basis of [8; 9; 19; 58; 85; 86; 91; 142])

Peculiarities of organizational culture mechanism	Masculinity (China)	Femininity (Ukraine)
Surface level of organizational culture		
Communication system	an important verbal aspect; directness and openness; inability to listen	non-verbal aspect is important; prudence; ability to listen
Subsurface level of organizational culture		
Leadership style	respect for strength, speed of decisions, scale of approaches, determination and rigidity; the importance of expert knowledge	respect for the ability to organize conflict-free group work, achieve consensus, develop fair motivation; the importance of relationships
Staff relations among themselves	fierce competition; resolution of conflicts by force methods (in a dispute, in a fight)	opportunity for communication and mutual assistance; conflict resolution through negotiations and compromise
Features of motivation	the basis of the motivation system: material motivation, career growth	the basis of the motivation system: intangible motivation, a good atmosphere in the team
Deep level of organizational culture		
Values that should be represented in the organizational culture of the organization	earnings as an opportunity for high earnings; self-realization as a desire for work that will give a sense of self-realization; promotion as an opportunity for professional growth, performance of more complex work; interesting work as work, during the performance of which you can feel personal achievements; life for work	relations as having a good relationship with management; cooperation as work with people who willingly cooperate with each other, a friendly team; place of residence as an opportunity to live in a place that is pleasant for you and your family; employment guarantee as an opportunity to work in your organization as long as you wish; work for life

If the culture has a high degree of uncertainty avoidance, then everything in society that is not allowed is prohibited and illegal. However, a widespread violation of laws and general legal nihilism is characteristic. If the culture has a low degree of

uncertainty avoidance, then everything that is not forbidden is considered permissible in society, but you cannot predict everything in life. Representatives of this culture are more prone to risk, innovations, changes, autonomy and independence.

According to a study conducted among 76 countries, whose representatives took part in surveys on the study of national cultures in the context of the cultural dimension of “uncertainty avoidance”, in 2010 [91], Greece has the highest degree of uncertainty avoidance (UAI=112), and Singapore has the lowest degree of avoidance uncertainty (UAI=8).

A study conducted in 2015 [85] indicates that the national culture of China has a low degree of uncertainty avoidance (UAI=30), while the national culture of Ukraine has a high degree of uncertainty avoidance (UAI=95).

A study conducted in 2004 within the framework of the GLOBE [86] project showed that the cultural dimension “uncertainty avoidance” was also determined as a degree to which a society, organization or group relies on social norms, rules and procedures to reduce the unpredictability of future events.

Thus, among the 64 analyzed countries, the highest level of this indicator (by values), i.e. at the level of national culture, was determined in Albania (5.37 out of 7.0), and the lowest – in Switzerland (3.16 out of 7.0). But this result in general shows that all 64 analyzed countries are in the range from a relatively low average to a relatively high level of “uncertainty avoidance” in terms of values.

The highest level of “uncertainty avoidance” (according to practices), that is, at the level of organizational culture, was determined in Switzerland (5.37 out of 7.0), and the lowest – in Hungary (3.12 out of 7.0). This result as a whole shows that all analyzed 64 countries are in the range from relatively low to relatively high level of “uncertainty avoidance” according to practices.

According to the results of the GLOBE 2004 [86] project, China has a relatively high level of “uncertainty avoidance” in values (5.28) and a relatively high level of “uncertainty avoidance” in practices (4.94), that is, it confirms the presence of a high level of “uncertainty avoidance” in China's national culture. Ukraine was not evaluated in the GLOBE 2004 [86] project.

Table 2.4 systematizes the influence of “uncertainty avoidance” as a cultural variable on the mechanism of organizational culture in a multinational organization.

Table 2.4

**Influence of “uncertainty avoidance” on the mechanism of
organizational culture in a multinational organization
(formed on the basis of [8; 9; 19; 58; 85; 86; 91; 142])**

Peculiarities of the mechanism of organizational culture	Low level of uncertainty avoidance (China)	High level of uncertainty avoidance (Ukraine)
Surface level of organizational culture		
Organizational structure	flexible management structure; flexible business rules and procedures; priority of horizontal connections; a wide scale of controllability with a small number of levels; one subordinate can have two managers	rigid hierarchical management structure; standard business rules and procedures; the priority of vertical connections with a large number of levels; one subordinate should not have two managers
Communication system	low importance of context; the importance of listening skills	high importance of context; strong non-verbal aspect
Regulation of personnel activities	a small number of flexible rules and procedures that depend on the situation	a significant number of clear rules and procedures; having an emotional need for staff in the rules, even if they don't work
Subsurface level of organizational culture		
Identification of oneself in the organization	as part of the general; identifying subordinates is a management problem	as special; subordinates are required to identify themselves to management using formal symbols (cards)
Power characteristics	manager for a subordinate; subordinates are ready to protest against the wrong decision of the manager	subordinate for the manager; subordinates remain silent when they disagree with the manager's decision
Management style	a slight difference in competence between the manager and subordinates; preference is given to democratic management; employees want to obey the manager; participation in management is considered as assuming certain obligations	a large difference in competence between the manager and subordinates; rigid leadership is preferred; subordinates more depend on the manager and accept it as the norm; subordinates' pessimism regarding the effectiveness of participation in management
Leadership style	the leader is usually respected or valued; the leader's desire to do the right thing	the leader is loved or hated; a leader strives to do the right thing

Continuation of Table 2.4

Peculiarities of the mechanism of organizational culture	Low level of uncertainty avoidance (China)	High level of uncertainty avoidance (Ukraine)
Staff relations among themselves	relations with colleagues: confidentiality, colleagues remain friends when there is a difference of opinion; conflicts are allowed on an equal basis for constructive use; a small number of flexible rules and procedures that depend on the situation; the staff's attitude to risk and uncertainty is a positive, calm attitude to situations of uncertainty and risk	relations with colleagues: suspicion, differences in opinion only increase mistrust; conflicts are avoided or resolved by force, because conflict causes aggression; a significant number of clear rules and procedures, the presence of an emotional need for staff in the rules, even if they do not work; staff's attitude to risk and uncertainty is negative, fear of risk and uncertainty
Staff development	personal achievements are the basis of career growth; high level of staff creativity, ability to create new ideas	the existence of unwritten rules regarding promotion with age; not a high level of creativity of the staff, but there is a nobility to the introduction of new ideas
Features of motivation	motivation for achievement, self-respect and participation prevails; diligent work on demand without internal motivation for constant activity	motivation for safety, self-respect and complicity prevails; the desire to work hard and always be busy with something

Cultures with a low degree of uncertainty avoidance (China) encourage innovation and innovative ideas. However, effective implementation of these ideas and innovations requires such personality traits as detail, accuracy, dimensionality, which are characteristic of countries with a high degree of uncertainty avoidance (Ukraine). Therefore, there is a need in a synthesis of these cultures to achieve the maximum efficiency of innovative activity at the level of international business – both, those who create and those who know how to implement them: some supply ideas, others implement them.

The fifth cultural dimension of the national cultures of China and Ukraine is “time orientation”. If there is a long-term orientation in the national culture, it manifests itself in a view of the future and in persistence in achieving goals. In such cultures, we value loyalty, hard work, persistence and savings.

However, if there is a short-term orientation in the national culture, a significant attention is paid to the past and the present, emphasizing respect for traditions and fulfillment of social obligations. The short-term orientation of the culture is manifested in the desire for quick results of members of the society and a high tendency to consume rather than accumulate.

According to a study conducted among 93 countries, whose representatives took part in surveys on the study of national cultures in the context of the cultural dimension “time orientation”, in 2010 [91], Puerto Rico has the most short-term time orientation (LTO = 0), while South Korea has the longest-term time orientation (LTO =100).

A study conducted in 2015 [85] shows that the national culture of China (LTO =87), as well as the national culture of Ukraine, (LTO =86) both have a long-term orientation.

The results of a study conducted in 2004 within the framework of the GLOBE [86] project, show that the cultural dimension “future orientation” was also determined as the degree of orientation to the future, manifested in postponing gratification, planning and investing in the future.

Thus, among the 64 analyzed countries, the highest level of this indicator (by values), i.e. at the level of national culture, was determined in Thailand (6.12 out of 7.0), and the lowest –in the Czech Republic (2.95 out of 7.0).

But this result in general shows that all 64 analyzed countries are in the range from a relatively average to a high level of “future orientation” in terms of values. The highest level of “future orientation” (according to practices), that is, at the level of organizational culture, was determined in Singapore (5.07 out of 7.0), and the lowest in Poland (3.11 out of 7.0). This result in general shows that all 64 analyzed countries are in the range from a relatively low to a relatively high level of “future orientation” in terms of practices.

According to the results of the GLOBE 2004 [86] project, China has a relatively high level of “future orientation” in terms of values (4.73) and a medium level of “future orientation” in terms of practices (3.75), i.e., this confirms the

presence of a relatively high level of “future orientation” in China's national culture. Ukraine was not evaluated in the GLOBE 2004 [86] project.

Table 2.5 systematizes the influence of “time orientation” on the mechanism of organizational culture in a multinational organization.

Table 2.5

**Influence of “time orientation” on the organizational culture mechanism
in a multinational organization
(formed on the basis of [8; 9; 19; 58; 85; 86; 91; 142])**

Features of organizational culture mechanism	Short-term orientation	Long-term orientation (China, Ukraine)
Surface level of organizational culture		
Communication system	peer-to-peer communication; communication is more formalized; low context	storage of hierarchy levels during communication; communication is more informal; high context
Subsurface level of organizational culture		
Power characteristics	respect for rights is the basis of power	respect for formal status in the basis of power
Staff relations with management	treating the manager as a partner	treatment of the manager as senior in level
Deep level of organizational culture		
Values that should be represented in the organizational culture of the organization	interest in finding the truth; expectation of a quick result; willingness to obey with knowledge of the matter	patience; saving face; feeling ashamed

It is this cultural variable “time orientation” that affects the process of agreeing values in the organization within the framework of the organizational culture. Thus, at an average level of time orientation, the values of all participants in the organization's activities are taken into account practically proportionally, but to the extent that it is necessary.

With a long-term orientation, there is a shift in value orientations towards the external environment and the lower “levels” of the organization, in particular, the interests of consumers and shareholders are increasingly taken into account. Short-term orientation affects the organizational culture in the following way: it pays less

attention to the values of the lower hierarchical levels of the organization but proclaims the values of the top management. Such a situation is characteristic of organizations in which the primary place in the mission is given to profit, that is, for organizations that are not focused on the client.

The sixth cultural dimension of the national cultures of Ukraine and China is “indulgence versus restriction”, which shows the level of solving problems of children's socialization and the attitude towards control of desires and impulses as a result of upbringing and socialization.

Indulgent cultures are cultures where there is a relatively free indulgence of basic and natural human urges related to life and entertainment. Restrained cultures are cultures characterized by suppressing the satisfaction of needs and regulating them with the help of strict social norms. However, as studies [8; 58; 85] have proved, this cultural change does not directly affect the organizational culture of multinational organizations.

Thus, among the 93 countries that were studied in 2015 [91], the most restrained culture is Pakistan (IVR=0), while the most indulgent is Venezuela (IVR=100). According to the results of a study conducted in 2017 [85], the national culture of both China (IVR =24) and Ukraine (IVR =14) is restrained and has an orientation towards restrictions, which means a relatively strong controlling desires and impulses within a culture.

As subchapter 1.2 defines and proves, the combination of G. Hofstede's typologies and C. Handy's typology also allows three main levels of cultural interaction in the organization: organizational culture (G. Hofstede's typology and C. Handy's typology), national culture (G. Hofstede's typology) and personnel culture (typology of C. Handy). We analyze the influence of cultural variables of national culture on the type of organizational culture in a multinational organization.

So, if there is simultaneously a high power distance ($PDI \geq 50$) and a high degree of uncertainty avoidance ($UAI \geq 50$) in the national culture, as we see it in Ukraine, this indicates that the influence of the national culture contributes to the formation of the “traditional bureaucratic pyramid of people” in organizations

(according to G. Hofstede's typology) or task culture (according to C. Handy's typology).

If the national culture simultaneously has a high power distance ($PDI \geq 50$) and a low degree of uncertainty avoidance ($UAI < 50$), as we see it in China, this indicates that the influence of the national culture contributes to the formation of “family or tribe” in organizations (according to G. Hofstede's typology) or power culture (according to C. Handy's typology).

If the national culture simultaneously has a low power distance ($PDI < 50$) and a high degree of uncertainty avoidance ($UAI \geq 50$), as noted in Costa Rica, this indicates that the influence of the national culture contributes to the formation of a “well-oiled machine” in organizations (according to the typology G. Hofstede) or role culture (according to the typology of C. Handy).

If the national culture simultaneously has a high power distance ($PDI < 50$) and a low degree of uncertainty avoidance ($UAI < 50$), as noted in Denmark, this indicates that the influence of the national culture contributes to the formation of the “rural market” in organizations (according to typology G Hofstede) or people culture according to the typology of C. Handy).

Table 2.6 systematizes the main characteristics of the organizational culture of a multinational organization under the influence of such cultural variables of national cultures as the level of power formalization (“uncertainty avoidance” cultural dimension) and the level of management decision centralization (“power distance” cultural dimension).

At the same time, it should be taken into account that there is a relationship between the type of organizational culture of a multinational organization and the control mechanism (as a component of the organizational culture mechanism), proved in subchapter 1.3.

Table 2.6

Influence of power formalization level and the level of management decisions centralization as cultural variables on the type and mechanism of the organizational culture in a multinational organization
(formed on the basis of [8; 9; 85; 144])

Peculiarities of organizational culture mechanism	Pyramid (G. Hofstede) Task culture (C. Handy)	Family (G. Hofstede) Power culture (C. Handy)	Machine (G. Hofstede) Role culture (C. Handy)	Market (G. Hofstede) People culture (C. Handy)
Surface level of organizational culture				
PR policy	strict functional division of powers and spheres of activity, a high degree of formalization and standardization, everyone should feel involved and identify with the organization	a rigid hierarchical structure, an insignificant degree of bureaucracy, the actions of the members of the organization are clearly defined, there is a single clearly defined decision-making center	relevant employees and relevant resources are united for the sake of the fastest and highest quality performance of work, its progress is monitored and constantly improved, relations between members of the organization are built on the principles of interdependence	there is no rigid internal structure and hierarchy, there is practically no control, members of the organization realize their own interests, act based on their own goals
Subsurface level of organizational culture				
Power characteristics	the source of power - position, status, leadership sets the context and purpose, minimizing further intervention, everyday work is usually carried out "by itself"	the manager has all the power and determines the policy of the organization, the atmosphere is competitive, oriented towards power	leadership is based on facilitating contacts and cooperation, the manager acts as a catalyst for group interaction and cooperation	is based on proximity to resources, professionalism, the strength of personal qualities, abilities and the ability to negotiate
Deep level of organizational culture				
Values to be represented in the organizational culture of the organization	synchronicity, parallelism, prediction	group values are placed above individual values, orientation to the manager's values, his ideas and expectations, "the end justifies the means"	combination of individual values with the values of the organization	creativity, energy in setting new goals and developing projects, readiness for changes and innovations, individual values above group values

That is, the type of organizational culture of a multinational organization corresponds to the use of a specific control mechanism (as a component of the organizational culture mechanism), which agrees with both the type of organizational culture in a multinational organization, and the influence of the national culture in a specific country (Table 2.7).

Table 2.7

The main characteristics of organizational culture control mechanisms according to U. Ouchi (formed on the basis of [8; 130; 144])

Peculiarities of organizational culture mechanism	Market control mechanism	Bureaucratic control mechanism	Clan control mechanism
Surface level of organizational culture			
PR policy	organization is engaged in business in order to strengthen its position in the competition; the main focus of activity is profitability; the external environment is a hostile challenge	Symbols, role models and ceremonies emphasize the importance of cooperation, tradition and compliance with approved policies; the main focus of activity - internal integration and cost-effectiveness; regulation of all activities in the form of rules, instructions and procedures	the staff is united by a system of values shared by all; the main task of managers is to delegate authority to hired workers and facilitate their working conditions, create opportunities to demonstrate their dedication to the work and the organization
Subsurface level of organizational culture			
Proclaimed values	preemption of rivals in competition and leadership in the market	clear distribution of decision-making powers, standardized rules and procedures, accounting and control mechanisms	cohesion, moral climate, personnel development; the consumer is a partner
Leadership style	Strict supervision and rivalry	Coordination and mentoring, etc.	Education and parental supervision

E. Schein determined in his study [142] that the mechanisms of culture change according to the level of organizational development have a cumulative property. It means that all previous mechanisms operate at each subsequent stage, adding new ones. In addition, the technology of effective management is based on the determination of optimal combinations of organizational culture elements effective in one or another situation, since the main task of personnel management is to adapt the development of organizational culture.

Accordingly, in order to understand general cultural mechanisms affecting the effectiveness of the organization's personnel, the author has analyzed the influence of national culture and determined the peculiarities of organizational culture identification in the conditions of a specific national culture based on the synthesis of multidimensional and multilevel approaches to the study of organizational culture mechanism.

2.2. Cross-cultural study of the national and organizational culture values 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 analyses the culture of the national and multinational organizations as an urgent problem.

As subchapter 1.1 defines, the main approach to the study of culture at different levels is precisely the value approach, since it is values that are the key component of culture.

Subchapter 2.3 proves that the basic subsystem of the organizational culture in a multinational organization is precisely the value subsystem. The process of formation and development of organizational culture can be described as successive changes in the state of organizational culture, that is, changes in the set of properties and characteristics inherent in a certain period of time.

Thus, according to the G. Hofstede's approach [91] to highlighting the levels of culture, the basis for the national culture dominance is the values shared by the bearers of this national culture. However, organizational culture is fixed on the basis of the staff behavior, manifesting itself through the rituals, heroes and symbols inherent in this organization. At the same time, it is important to obtain a competitive

advantage in a multinational organization. This is possible when there is no conflict between the national culture of the personnel and the organizational one [91].

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 [8].

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 [91].

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. Schein notes that the technology of effective organizational culture management is based on determining the sets of optimal combinations of elements in the organizational culture [144].

Thus, since it is values, attitudes, and behaviors that form the value schemes [136] of a person or a particular culture [145] to “perceive, think reason, act, react and interact” [78], the author proposes to study and analyze the culture of the staff in a multinational organization (national and organizational), using a value approach.

The value approach to culture affirms that the core of each culture is values [9]. Therefore, we determine the structure of these values to study culture.

By values, F. Kluckhohn, F. Strodtbeck [105] understand the most general tendencies in preferring a certain state of affairs and the behavior of others, considering it a good thing.

M. Rokeach [136] understands values as a type of beliefs that has a central position in an individual belief system. Values are the guiding principles of life. They determine how one should behave, what is the desired state or way of life, worthy or unworthy meeting them and striving for them. Value orientations are understood as

“abstract ideas, positive or negative, associated with a certain object or situation, expressing human beliefs about types of behavior and desired goals” [136].

S. Schwartz understands values as “desired goals that go beyond specific situations, differ from each other in terms of significance and are guiding principles in people's lives” [150].

N. Todorova [36] understands values as fundamental beliefs that either determine what is right and wrong, or determine general priorities, and influence the choice of available methods, means and results of action.

Some scientists [48; 80; 104; 122; 136; 149; 151] highlight the following main characteristics of values within the framework of the modern values concept:

1. Values are beliefs (thoughts) inextricably linked with affects. When values are activated, they are filled with feelings.

2. Values are goals desired by the individual and even a form of behavior (motivation for action) that contributes to the achievement of these goals.

3. Values are not limited by certain actions and situations, they go beyond them, that is, they are transcendental. This feature distinguishes values from norms and attitudes, which usually belong to specific actions, objects or situations.

4. Values act as standards or criteria determining the choice or evaluation of actions, people and events. Individuals decide what is good or bad, justified or illegal, what should be done and what should be avoided based on the possible consequences for their cherished values. However, the influence of values on everyday decisions is rarely conscious. Values become conscious when the actions or judgments an individual considers have conflicting consequences for the various values he cherishes.

5. Values are arranged by importance relative to each other. An arranged set of values forms a system of value priorities characterizing each person as an individual. Different cultures also have a different system of value priorities. The presence of such a hierarchy among values also distinguishes them from norms and attitudes.

6. Relative importance of multiple values guides action. Any attitude or behavior usually has consequences for more than one value. The trade-off between

relevant competing values determines attitudes and behavior [146; 147]. Values influence actions when they are relevant in the context (hence can be activated) and important to the actor.

In the structure of each personality, values are represented through value orientations. Value orientations are elements of the internal (dispositional) structure of a person, formed and fixed by the life experience of an individual in the processes of socialization and social adaptation, when separating what is important (essential for a specific person) from what is not important (insignificant), through the acceptance or rejection of certain values by an individual, perceived as the limits (horizons) of the ultimate meanings and main goals of life, and even the permissible means of realization are determined [34].

Some scientists [93; 149] note that value priorities are influenced by the individual's position in the social structure and the experience gained in this way (education, age, gender, occupation, etc.). Moreover, each person has a unique experience (trauma, relationship with parents, immigration, etc.) that also affects value priorities [80].

Therefore, comparing the value priorities of groups and individuals can reveal the impact of major social changes (changes in economic and political conditions) and special experiences (emigration, disease) to which social subgroups are exposed.

Moreover, the main task of personnel management is to adapt the organizational culture to conditions of the cross-cultural environment in a particular multinational organization [91].

It is the national culture that sets the rules according to which organizations operate in that country, determining the features of management models and styles, depending on the religious, political, economic, climatic, historical, social and other factors [91].

The main areas of value research in cross-cultural management are carried out at two levels (Fig. 2.1).

1) at the level of personality (individual differences). In this case, the unit of analysis is the individual. For individuals, values are motivational goals that guide their lives [136; 151];

2) level of culture (differences in social culture). When analyzing values at the level of social culture (differences in social norms, customs and traditions of social groups), social groups become units of analysis [9].

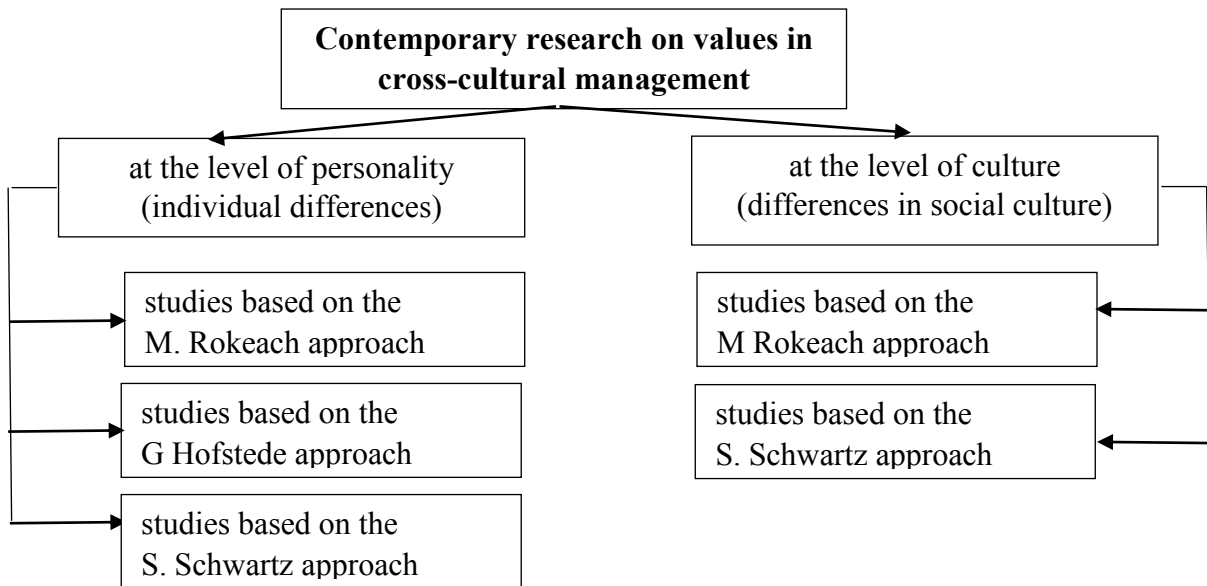


Fig. 2.1. Directions of value research in cross-cultural management
(systematized on the basis of [9; 91; 148])

The M. Rokeach's approach allows you to explore values both at the level of the individual and at the level of social culture. In his approach, M. Rokeach distinguishes two types of values [136]:

1) terminal values are beliefs that certain ultimate goals of individual existence, from a personal and social point of view, deserve to be pursued (Appendix A). At the same time, they are the main goals of the individual, reflecting a long-term life perspective, and instrumental values can help to achieve them. These values are formed during the socialization period of the individual (up to 14 years) and it is almost impossible to change them in adulthood.

2) instrumental values are beliefs that a certain course of action is, from a personal and social point of view, preferable in all situations (Appendix A). At the same time, they are determined at each specific stage of a person's understanding of a life situation. Therefore, they change whenever a person experiences a discrepancy (contradiction) of these values.

According to M. Rokeach [136], 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).

Each value group is structurally analyzed in detail based on the following classification presented in Fig. 2.2.

In modern cross-cultural studies such as the World Values Survey (WVS), European Social Survey (ESS) and European Value Survey (EVS), the research of the values structure was done using the S. Schwartz methodological approach. This approach to the study of individual values is based on the theory of M. Rokeach [136] and that of S. Schwartz about the motivational goal of value orientation and the universality of basic human values [150].

According to S. Schwartz [150], 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.

Values are motivational goals for an individual, serving as guiding principles of life [151].

The first tool is designed to measure values based on the theory of S. Schwartz [150], known as the S. Schwartz Values Survey (SVS) [146; 149]. SVS presents two lists of values:

- 1) 30 values describing potentially desired final states in the form of a noun;
- 2) 26 (27) items describing potentially desirable courses of action in an adjective form. Each item expresses an aspect of the motivational goal of one value.

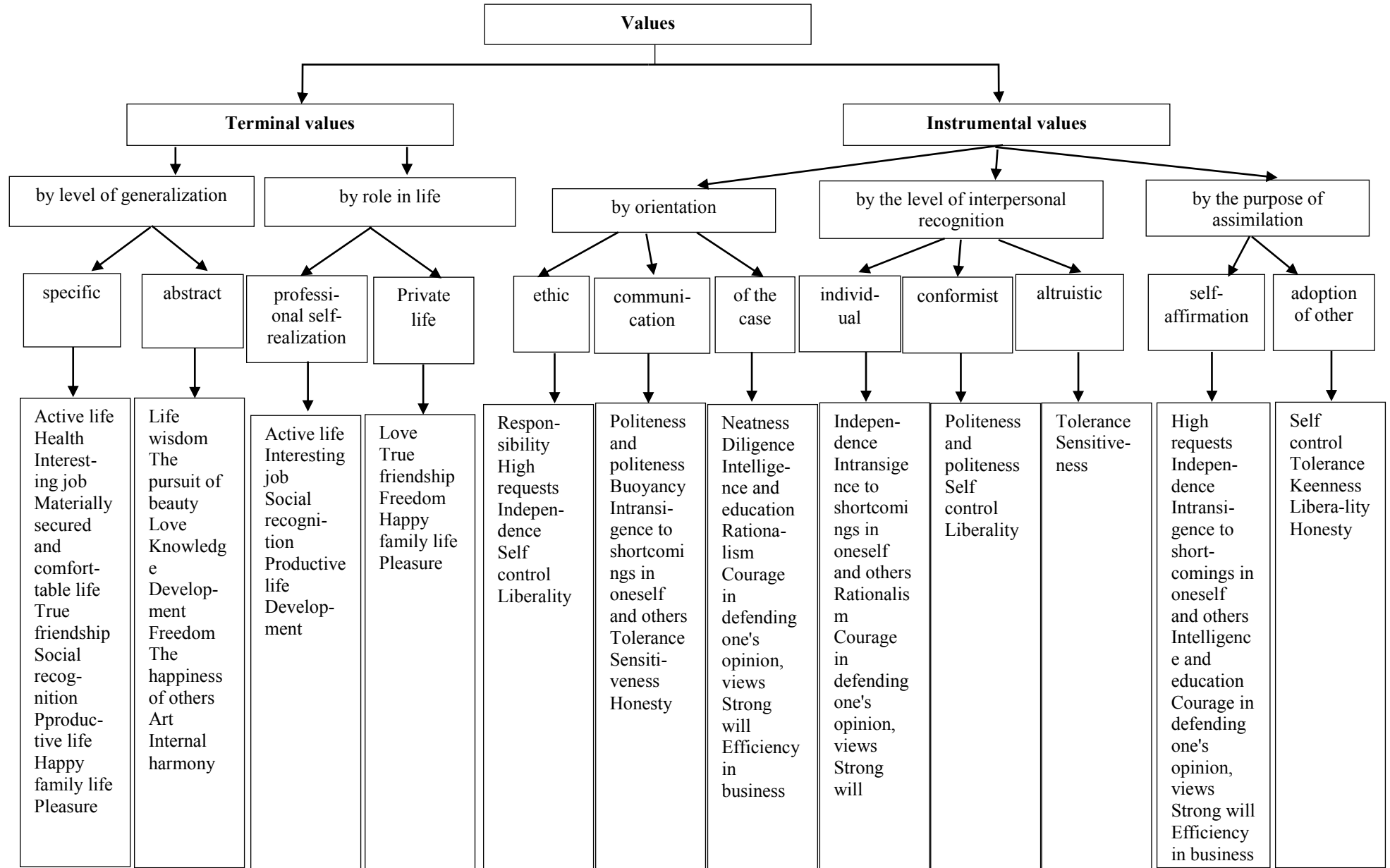


Fig. 2.2. Classification of values (prepared on the basis of [59; 91; 136])

Respondents rate the importance of each value in their lives. The importance rating of each value is the average score assigned to the items, and the number of items to measure each value ranges from three (hedonism) to eight (universalism), reflecting the conceptual breadth of values. Only value items that have demonstrated near equivalence of meaning across cultures, when analyzed using multidimensional scaling [146-149] and confirmatory factor analysis [152], are included in the indices.

The second tool developed to measure values based on the theory of S. Schwartz [150] is the Portrait Values Questionnaire (PVQ) [146; 149] as an alternative to the SVS.

The PVQ is an instrument designed to measure ten core values that works equally well with adolescents (11-14 years) and adults in nationally representative samples. The PVQ also makes it possible to assess whether the theory of values is valid regardless of the measurement method. The PVQ includes short verbal portraits of 40 different people corresponding to the gender of the respondent [149].

Each portrait describes a person's goals, aspirations, or desires, which implicitly indicate the importance of value. For each portrait, respondents answer: "How similar is this person to you?" Answers ranged from "very much like me" to "not at all like me" (Appendix A).

Respondents are asked to compare the portrait with themselves, not themselves with the portrait. Comparing the other with oneself draws attention only to the depicted aspects of the other. Thus, the similarity judgment will focus on these important aspects of value. Verbal portraits describe each person from the point of view of what is important to them. In this way, they fix human values without explicitly defining values as the subject of research. The PVQ asks about similarity with someone based on certain goals and aspirations (values), rather than similarity with someone based on certain traits. The same term can refer to both a value and a trait (ambition, wisdom, obedience). However, people who value purpose do not necessarily have the corresponding trait; and those who detect a limit, do not necessarily appreciate the corresponding goal.

The number of portraits of each value ranges from three (stimulation, hedonism, and power) to six (universalism), reflecting the conceptual breadth of values. The importance score for each value is the average score assigned to those items. All value items demonstrated nearly equivalent value across cultures when analyzed, using multidimensional scaling [149].

A shortened version of the 21-item PVQ was developed for use with nationally representative samples in large surveys when time was limited. Although measurement reliability is not high due to reduced number of items, this instrument also demonstrates reasonable equivalence of values across cultures and significant predictive validity [68; 149].

Schwartz's theory of values defines ten general values according to the motivation underlying each of them [150].

Comparative characteristics of motivational types of values in accordance with their central goal are presented in Table 2.8.

Power values and achievement values focus on social respect. However, achievement values emphasize the active demonstration of successful outcomes in a particular interaction, while power values emphasize achieving or maintaining a dominant position in a larger social system [146; 147].

The values of tradition and conformity are particularly close in terms of motivation; they share the goal of subordinating themselves to socially imposed expectations. They differ, first of all, in the objects to which a person subordinates himself. Conformity entails subordination to people with whom a person often interacts (parents, teachers and superiors). Tradition implies submission to more abstract objects (religious and cultural customs and ideas). As a result, conformity values call for responding to current, possibly changing, expectations. The values of tradition require a response to the constant expectations of the past [149].

Table 2.8

Comparative characteristics of motivational types of values (prepared based on S. Schwartz's theory [149; 150])

Motivational type of values	Defining purpose	The essence of value	Components of value
Self-Direction	independence of thinking and choice of methods of action, in creativity and research activity	self-governance as a value derived from the organism's need for self-control and self-governance [56], as well as from interactional needs for autonomy and independence [105]	creativity, freedom, independence, curiosity, determination of life goals, self-respect, intelligence, privacy
Stimulation	desire for experiences, novelty, challenge to life	the value derives from the body's need for variety and stimulation to maintain an optimal, positive, rather than threatening, level of activity [57]. Biologically determined variations in the need for stimulation, mediated by social experience, lead to individual differences in the importance of this value. This need is related to the needs underlying the values of independence [71]	courage, exciting life, varied life
Hedonism	enjoyment or sensual pleasure (pleasures, enjoyment of life)	the values of hedonism derive from the needs of the organism and the pleasure associated with their satisfaction. Many theorists [82; 166] mention hedonism	pleasure, enjoyment of life, self-indulgence*
Achievement	personal success through the manifestation of competence in accordance with social standards.	competent activity that creates the resources necessary for the survival of individuals as well as for the achievement of goals by groups and institutions. Achievement values emphasize the demonstration of competence in terms of prevailing cultural standards, thereby gaining social approval.	ambition, influence, success, ability, self-respect, public recognition**
Power	social status and prestige, control or dominance over people and resources	the functioning of social institutions requires a certain degree of status differentiation [133]. In most cases, in interpersonal relations in different cultures, a combination of indicators of dominance - subordination is found. To justify this fact of social life and motivate group members to accept it, groups must value power. Power values can also be transformations of individual needs for dominance and control. When analyzing values, other scientists also mentioned the values of power [48].	authority, social power, wealth, maintaining one's public image and public recognition
Security	security for other people and oneself, harmony and stability of society, relationships and oneself	security values derive from basic individual and group requirements [105]. Some security values serve primarily individual interests, others serve broader group interests. However, they all largely express the goal of security for oneself or those with whom one identifies.	social order, family security, national security, cleanliness, mutual service, health, temperance, sense of belonging

Continuation of Table 2.8

Motivational type of values	Defining purpose	The essence of value	Components of value
Conformity	curbing actions, tendencies, and impulses that might upset or harm others and violate social expectations or norms.	conformity values derive from the requirement that people suppress tendencies that might disrupt and undermine normal interaction and group functioning. Conformity values emphasize self-restraint in everyday interactions, usually with loved ones	obedience, courtesy, self-discipline, respect for parents and elders, fidelity, responsibility
Tradition	respect, adherence and acceptance of the customs and ideas that a culture or religion provides	any social groups develop their rituals, symbols, ideas and beliefs that reflect their shared experiences and destiny. They symbolize the solidarity of the group, express its unique value and contribute to its survival [133]. They often take the form of religious rites, beliefs and norms of behavior	respect for tradition, modesty, piety, acceptance of one's share in life, moderation, spiritual life
Benevolence	maintaining and enhancing the well-being of those with whom a person is in frequent personal contact (“home groups”).	the values of benevolence come from the basic need for the normal functioning of the group [105] and from the need for belonging. The most important are the relationships within the family and other primary groups. Benevolence values are associated with voluntary concern for the well-being of others	usefulness, responsibility, honesty, fidelity, the ability to forgive, true friendship, mature love, loyalty, condescension, helping others
Universalism	understanding, appreciation, tolerance and protection of the well-being of all people and nature	the values of universalism derive from the survival needs of individuals and groups. But people do not realize these needs until they come into contact with others who are part of the extended primary group and until they become aware of the scarcity of natural resources. People may then realize that failure to accept others who are different and treat them fairly will lead to life-threatening discord. They can also understand that failure to protect the environment will lead to the destruction of the resources on which life depends. Universalism combines two subtypes of concern – for the well-being of those in the larger society and the world, and for nature.	broad outlook, social justice, quality, world peace, world of beauty, unity with nature, wisdom, environmental protection

Note: * happiness is an important value, it is not included in hedonism as people experience it by achieving whatever results they value [138];

** achievement values are distinct from achievement motivation [119]. Achievement motivation is associated with compliance with internal quality standards and is expressed in the values of self-government.

The values of benevolence and conformity promote cooperation and support social relations. However, benevolence values provide an intrinsic motivational basis for such behavior. And conformity values encourage cooperation to avoid negative consequences and outcomes for oneself. Both groups of values can motivate the same useful action separately or together [147].

The goals of universalism values contrast with the in-group focus of benevolence values.

In the S. Schwartz's approach [146], the criterion for the grouping of values is precisely the desired goals, organized into several stable value "domains", which in turn are grouped into a circular structure universal for all cultures.

"The circular arrangement of values is rather a continuum of related motives, more like a color spectrum than a set of individual motivations. It can be divided into broader or narrower value constructs..." [68, p. 424].

The circular structure of values is presented in Fig. 2.3, depicting a general picture of the conflict relationship and correspondence between values.

Tradition and conformity are located in the same sector because they pursue the same broad motivational goal.

Conformity is directed more toward the center, and tradition – toward the edge. This means that the values of the tradition conflict more strongly with the opposite values.

Expectations associated with the values of tradition are more abstract and absolute than those based on interactional expectations of conformity values. Therefore, they demand a stronger and unequivocal rejection of opposing values. Viewing values as organized along two bipolar dimensions, allows us to summarize oppositions between competing values.

One dimension contrasts the values of "openness to change" and "conservation". This dimension encompasses the conflict between values that emphasize independence of thoughts, actions, and feelings, as well as readiness for change (self-governance, stimulation), and values that emphasize order, self-restraint, preservation of the past, and resistance to change (security, conformity, tradition).

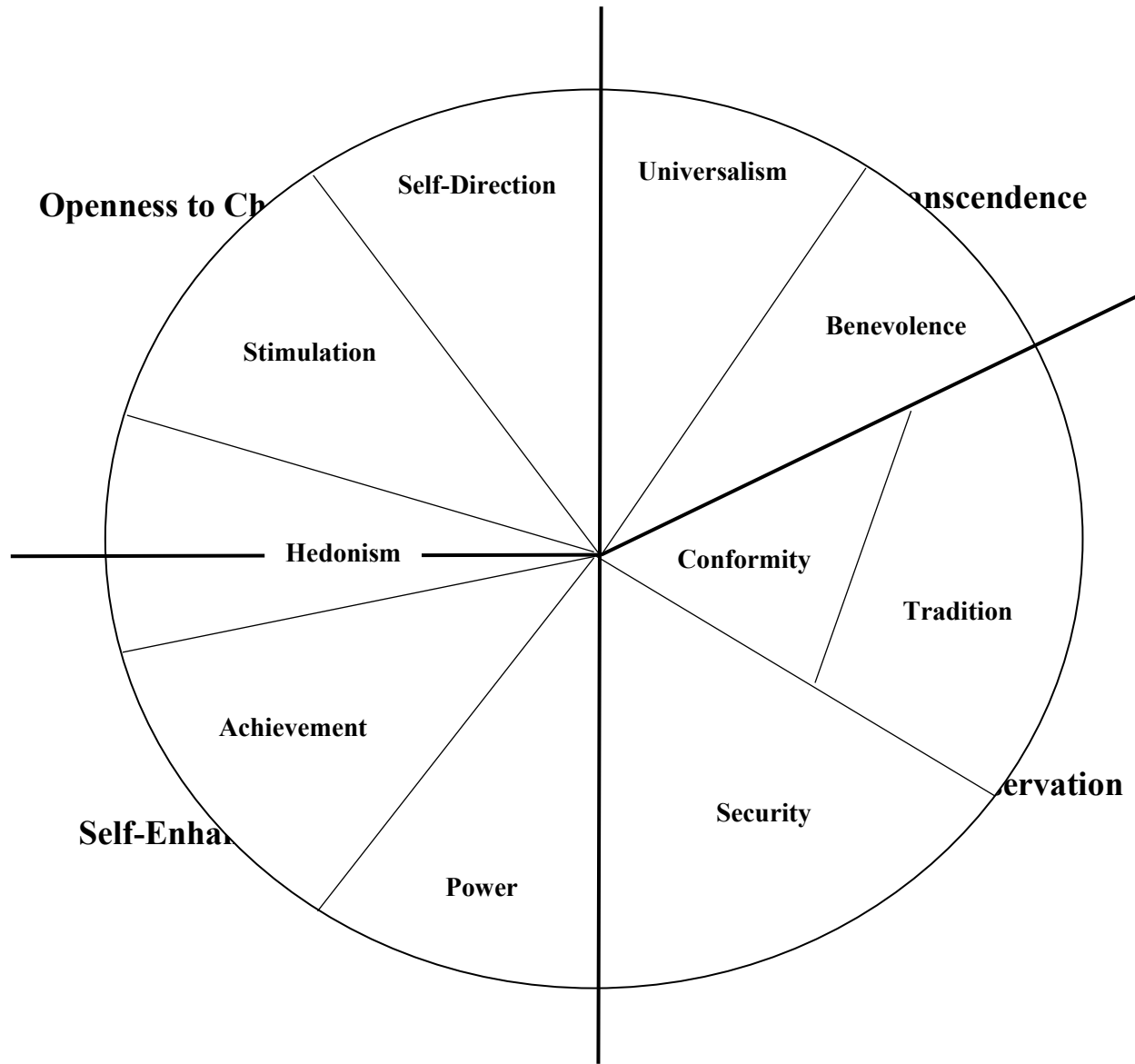


Fig. 2.3. Theoretical model of relations between ten motivational value types [150]

The second dimension contrasts the values of “self-affirmation” and “self-advancement”. This dimension captures the conflict between values, emphasizing concern for the well-being and interests of others (universalism, benevolence) and values, emphasizing the pursuit of self-interest and relative success as well as dominance over others (power, achievement). Hedonism shares elements of both openness to change and self-improvement [149].

At the basic level, values form a continuum of related motives, creating a circular structure. To clarify the nature of the continuum, we consider the general motivational accents of adjacent values [150]:

- power and achievement – social advantage and respect;
- achievement and hedonism – self-centered satisfaction;
- hedonism and stimulation – the desire for affectively pleasant excitement;
- stimulation and self-management – internal interest in novelty and mastery;
- self-government and universalism – reliance on one's own judgment and comfort in the diversity of existence;
- universalism and benevolence – improving others and overcoming selfish interests;
- benevolence and traditions – devotion to one's group;
- benevolence and conformity – normative behavior that contributes to the establishment of close relationships;
- conformity and tradition – subordination of oneself in favor of society's imposed expectations;
- traditions and security – preservation of existing social mechanisms, providing certainty in life;
- compliance and security – protection of order and harmony in relationships;
- security and power – preventing or overcoming threats by controlling relationships and resources.

In general, today, the circular arrangement of values is a motivational continuum. The closer any two values are in any direction along the circle, the more similar their underlying motives are; the further – the more antagonistic their motives.

Understanding values as a circular motivational structure is important for relating values to other variables. This means that the entire set of ten values is related to any other variable (behavior, attitude, age, etc.) in an integrated way [150].

Value assessment studies using the SVS and PVQ measurement methods were conducted in 82 countries around the world. The results showed that the ten types of values respond differently in most cultures, but the broader value orientations reflected in the adjacent values, are highlighted equally almost everywhere, which supports the theory that human values form a motivational continuum [149].

Thus, S. Schwartz concludes that the structure of relations between values is common to all social groups studied by him. Based on this, he has formulated the following dynamic principles [150]:

1. Presence of an organized structure: correspondence and conflict between different values that simultaneously participate in decision-making (Fig. 2.3).

2. Interests, which are the achievement of value. The values in the upper part of Fig. 2.4 (power, achievement, hedonism, stimulation, self-governance) primarily regulate how a person expresses personal interests and characteristics. The values on the bottom panel (benevolence, universalism, tradition, conformity, security) primarily regulate how a person socially relates to others and affects their interests. Fig. 2.4 shows that the values of security and universality are marginal values. They primarily concern the interests of others, and their goal is to regulate the pursuit of one's own interests.

3. Attitude of values to anxiety (concern). The pursuit of values on the left in Fig. 2.4 helps cope with anxiety due to insecurity in the social and physical world. These are self-protective values. People tend to avoid conflict (conformity) and maintain the existing order (tradition, security) or actively control the threat (power). Values on the right (hedonism, stimulation, self-governance, universalism, benevolence) express motivation free from anxiety. These are the values of growth or self-expansion. Achievement values do both: successfully meeting social standards can control anxiety and strengthen feelings of competence.

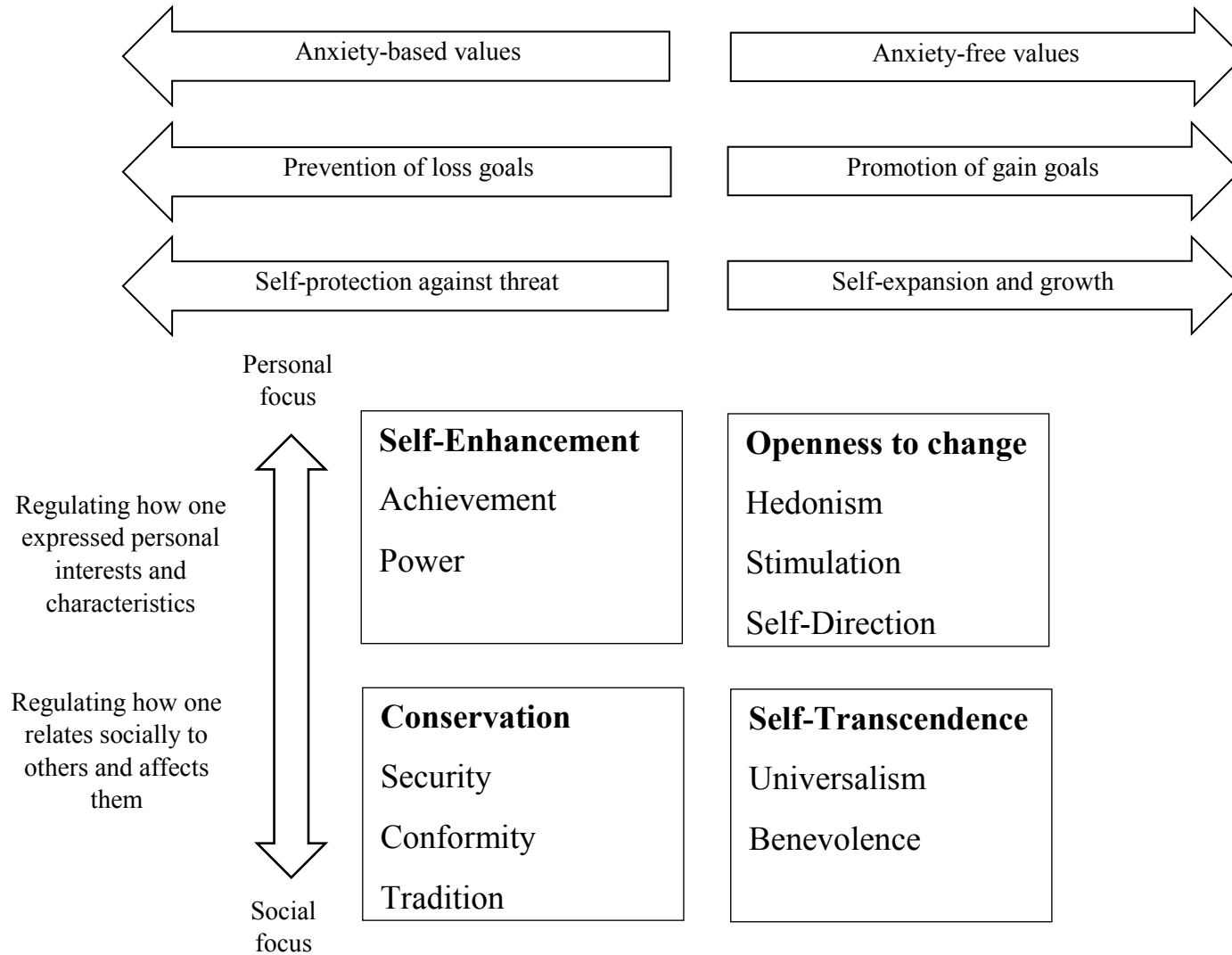


Fig. 2.4. Dynamic foundations of the universal value structure (adapted from [149])

Using a value-based rationale for benefit and anxiety can help predict and understand the connection of values with various attitudes and behavior.

The importance of S. Schwartz's ten values is different in various national and social groups. However, it always emphasizes the consensus of the hierarchical order of values. In representative samples using different instruments, the ranks of the ten values are very close. Such a cross-cultural hierarchical order of values provides a basis for comparing priorities in any sample. Such a comparison is critical in determining which of the value priorities in the sample, if any, are clearly high or low.

Table 2.9 shows a general cultural hierarchical order of values in different cultures. At the same time, the scientist [150] notes that there may be insignificant differences with a certain hierarchical order of values in different cultures, depending on their national characteristics, nevertheless, in general, they keep to the structure.

Table 2.9

**The general cultural hierarchical order of values
(formed on the basis of [150])**

Rank	Value	Explanation
1	Benevolence	This is with the central role of positive, joint social relations in the family, the basic setting of both primary and permanent acquisition of value. They provide an internal motivational basis for such relationships. They are strengthened and constantly modeled.
2	Universalism	They promote positive social relations and are functionally important primarily when group members have to interact with those with whom they have difficulty identifying, in schools, workplaces, etc. They may even threaten intragroup solidarity during intergroup conflicts. Therefore, the values of universalism are less important than the values of benevolence.
3	Self-Direction	They promote creativity, motivate innovation and help cope with difficulties. Behavior based on these values is intrinsically motivated because it satisfies individual needs without harming others and rarely threatens positive social relationships.
4	Security	They promote harmonious social relations, help avoid conflicts and violations of group norms. However, these values are usually bought in response to demands and sanctions to avoid risks, control forbidden impulses, and limit oneself. This diminishes their importance because it conflicts with the satisfaction of egoistic needs and desires. Moreover, these values' emphasis on maintaining the status quo is antithetical to innovation in finding solutions to group problems.
5	Conformity	
6	Hedonism	This is the result of the demand to legitimize the innate need for pleasure and violation

Continuation of Table 2.9

Rank	Value	Explanation
7	Achievement	This is a compromise between the principles of the importance of values. On the positive side, these values motivate people to invest in group tasks and legitimize self-reinforcing behavior as long as it contributes to the group's well-being. On the negative side, these values promote efforts to achieve social approval, which can disrupt harmonious social relations and hinder the achievement of group goals.
8	Tradition	Promote group solidarity and thus group functioning and survival. But these values find weak expression in daily behavior. They mainly concern adherence to abstract beliefs and symbols.
9	Stimulation	This is the result of the demand to legitimize the innate needs for pleasure and excitement.
10	Power	The pursuit of these values can harm or exploit others, and even harm social relationships. However, they are of some importance because they help motivate people to work for the benefit of the group. They also justify the hierarchical social order in all societies.

In most cultures, hedonism and stimulation values are more important than power values because, unlike power values, their pursuit does not necessarily threaten positive social relations.

Values of autonomy are much less important while values of conformity are much more important in cultures where the typical model is a large family (seven or more children). To maintain order in large families, it is necessary to impose appropriate behavior, not developing the unique interests and abilities of each member.

G. Hofstede [85] notes that his approach (6-D model) 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 his approach, Hofstede [85] identifies some indices, as it was analyzed in subchapter 2.1.

Based on them, it is possible to assess the values of an individual as a representative of a particular national culture. These indices are absolute, that is, in any culture, there is a manifestation of both opposite values of the measurement, but their ratio will be different. It is possible to assess the values of a person based on a quantitative assessment of indices by comparing representatives of different national cultures.

Fig. 2.5 systematizes the values characteristic of each of the extreme indices.

V A L U E S	Indices	
	Power distance	
	Large (51-100)	Small (0-50)
	Tolerance for authority, obedience, comfort	equality, justice, freedom, independence
	Individualism versus collectivism	
	Individualism (51-100)	Collectivism (0-50)
	independence, initiative, responsibility, self-esteem, independence, self-realization, competition, rationality	submission, care, mutual assistance, harmony, conflict-free, 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 one's neighbor, harmony, non-conflict, sympathy, equality, solidarity, balance, prudence
	Uncertainty avoidance	
	High level (51-100)	Low level (0-50)
	accuracy, regularity, security, tradition, suspiciousness, control	riskiness, autonomy, independence, innovativeness, confidentiality, delegation
	Long-term versus short-term orientation	
	Long-term (51-100)	Short-term (0-50)
	loyalty, diligence, perseverance, thrift	consumption, reliability, stability, traditions, "saving face"
Indulgence versus restraint		
Indulgence (51-100)	Restraint (0-50)	
Enjoyment of life, enjoyment	restraint, severity	

Figure 2.5. Values specific to each index (prepared on the basis of [8; 85; 162])

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 given in Table 2.10.

Table 2.10

Comparative characteristics of approaches to the study of values

Advantages	Disadvantages
M. Rokeach approach	
1. Universality, the technique can be applied in various studies related to values. 2. Convenience, this is a completely ready-to-use technique. 3. Profitability in the process of conducting, processing and analyzing the results. 4. Flexibility, the presentation form of lists of values provided may vary depending on the conditions of the study.	1. The list of provided values is not complete, only 36 values are allocated. 2. 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.

Continuation of Table 2.10

Advantages	Disadvantages
S. Schwartz approach	
Universality, the possibility of obtaining a circular structure of values in all cultures makes it possible to use this technique in different countries. 2. Veiled values, values are presented in the form of questions, characterizing them, which contributes to more sincere answers	1. 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 approach	
1. Universality of using the technique in different cultures	1. Limited list of values provided, does not cover all aspects of life values

The author has analyzed the essence of the concept "value" as a fundamental belief, which either determines what is right and wrong or general priorities, and influences the choice of available methods, means and results of action.

The main characteristics of values within the framework of the modern concept of values are also determined as a belief inextricably linked with affects, a desired goal and even a form of behavior that contributes to the achievement of these goals. They are not limited to certain actions and situations, are standards or criteria, determining the choice or evaluation of actions, deeds, people and events. Values are represented through value orientations in the structure of each personality. Modern studies of values in cross-cultural management are conducted at two levels: at the level of the individual and at the level of culture. The work analyzes in detail and highlights RVS, PVQ and 6-D features of model approaches to value research.

Thus, it is proposed to analyse the value structure in the organizational and national culture of the personnel in a multinational organization, using the three analyzed approaches (RVS, PVQ and 6-D model). The combination of these approaches' results allows us to combine multidimensional and multilevel approaches to the study of the organizational culture mechanism, based on the value approach to the assessment of culture as a basic subsystem of the organizational culture in of a multinational organization.

2.3. Methodical approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization, taking into account national content

As defined in the studies [7; 22], there are some methodological approaches to the diagnosis and assessment of the organizational culture of an organization. Therefore, it is necessary to study them at the level of a specific multinational organization. The study of the theoretical and methodological basis for the assessment of the organization's culture leads to the conclusion that the assessment of the organizational culture at the empirical level has no single universal methodological models, since these approaches are designed to assess the organizational culture within the organization with the signs of multinationality.

Since multinational organizations have their own characteristics, studied in subchapter 1.2, the management of a multinational organization should choose a methodology for measuring organizational culture, taking into account the influence of national culture and the peculiarities of the organization's culture mechanism (subchapter 1.3).

As some scientists mention [26], the organizational culture is a system of theoretical and empirical, logically consistent methodological, methodical and organizational-technical procedures, the main purpose of which is to obtain reliable data about the state of the organizational culture in the organization, contributing to obtaining new knowledge for solving specific tasks, and their further practical use.

The study [4] states that the purpose of assessing organizational culture is the systematic interpretation of existing "cultural symptoms" with the help of certain tools, leading to the visualization of the existing organizational culture and the possibility of tracking its main components.

For a comprehensive analysis and assessment of organizational culture, it is advisable to carry out a comprehensive assessment that takes into account the influence of internal (components of the mechanism of organizational culture) and

external factors (the influence of national culture) of organizational culture and is based on a value approach.

Therefore, as proposed in subchapter 2.2, the organizational culture in a multinational organization should be assessed based on the synthesis of three approaches: RVS, PVQ and 6-D model.

All of the above makes it possible to develop a methodical approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content (Fig. 2.6).

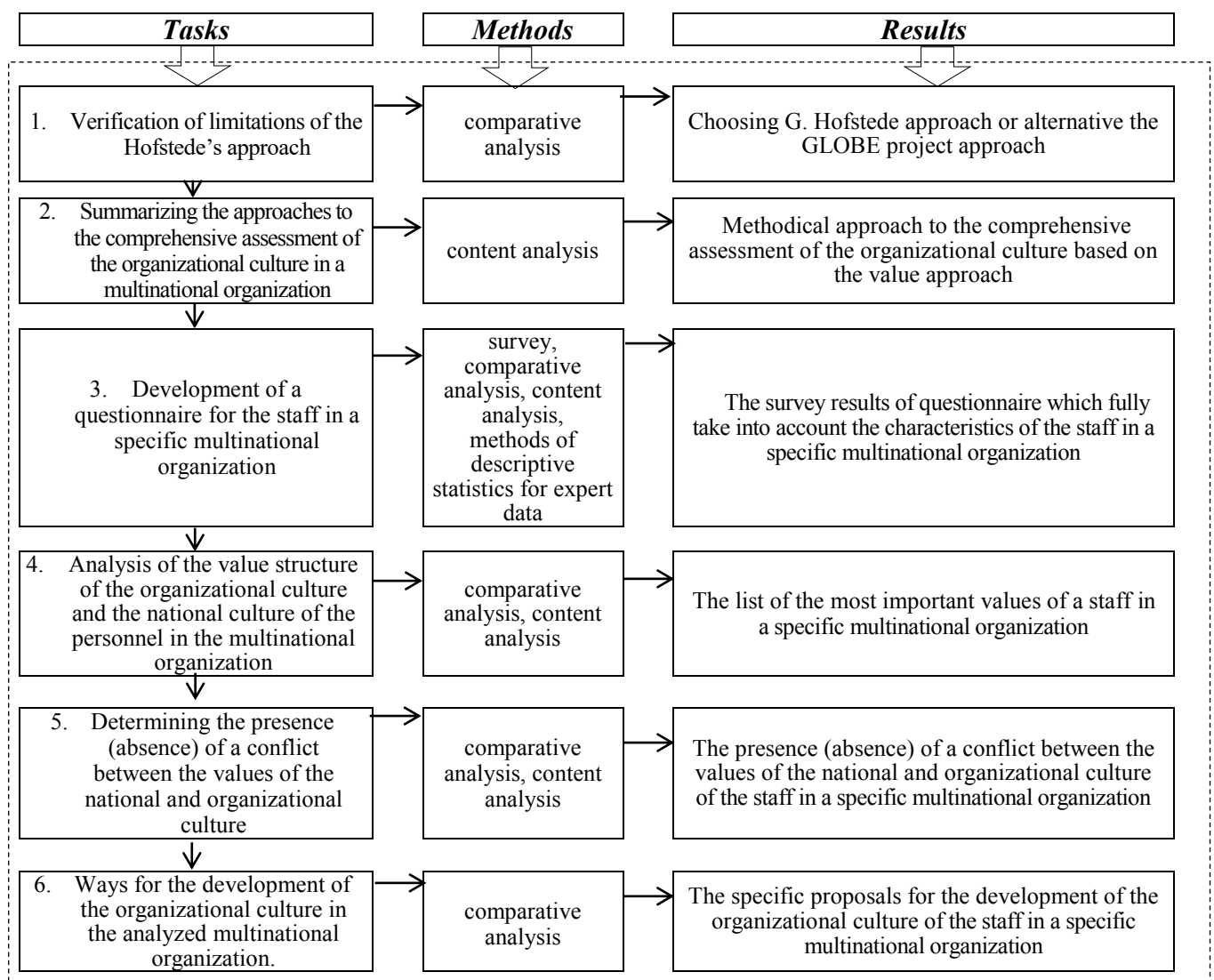


Fig. 2.6. Methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content (developed by the author)

The proposed methodological approach can be viewed as a set of six stages. We consider the essence of each of these stages in detail, taking into account the national content (fig. 2.7).

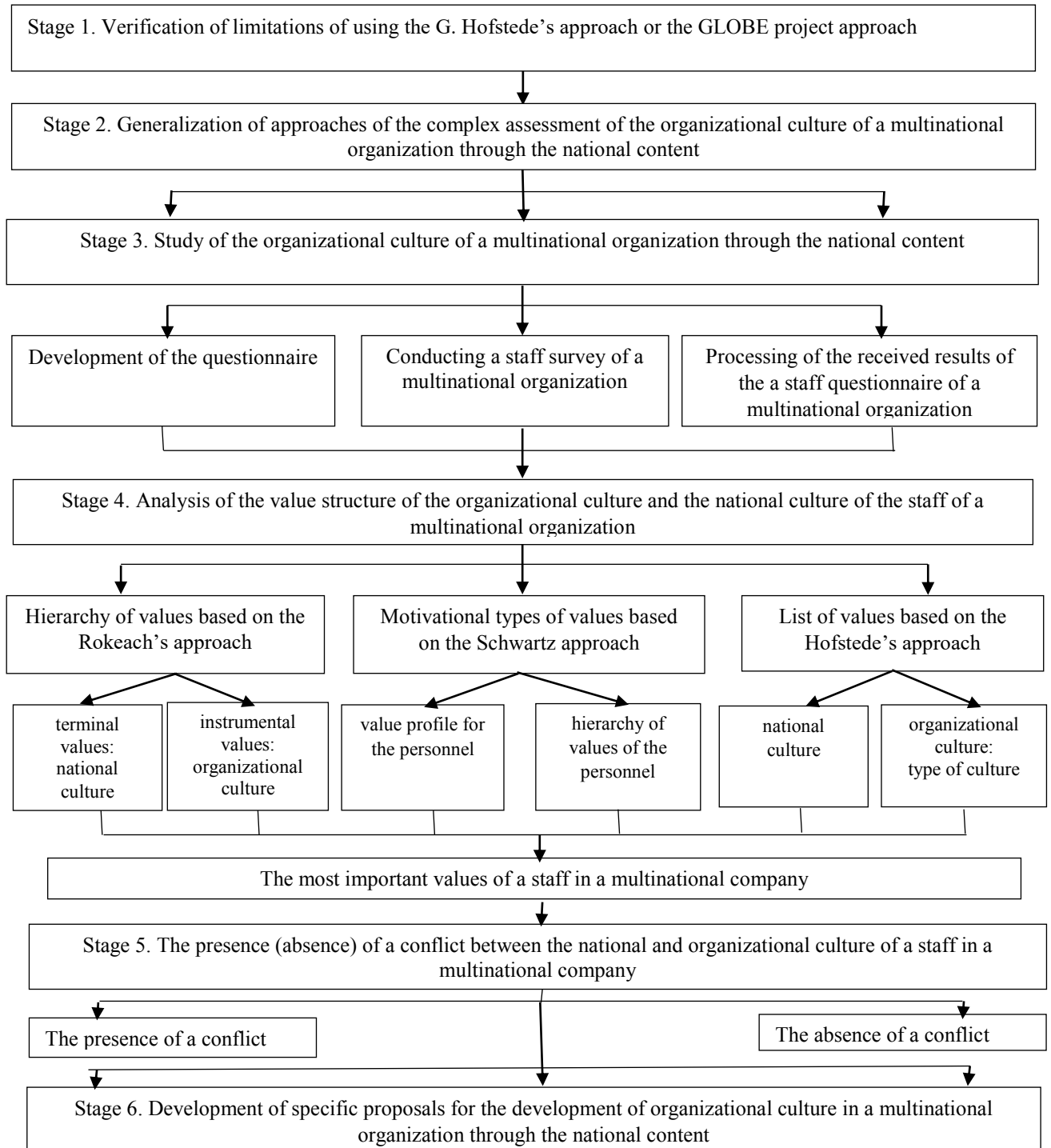


Fig. 2.7. Stages of the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content (developed by the author)

At the first stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content, we have to check verification of limitations of the G. Hofstede's approach. The use of G. Hofstede's approach has limitations, because only 70-90 countries (according to different cultural variables) have been investigated within the scope of the study [85]. Therefore, in case the country has not been investigated by this approach, we can use the results of the GLOBE [86] project, proved in paragraph 2.1, as an alternative.

So, since this study analyzes multinational organizations that function in the conditions of the national culture of China and Ukraine, the approaches of M. Rokeach, S. Schwartz and G. Hofstede (or GLOBE), defined and analyzed in paragraph 2.2, allow us to investigate both the national and organizational culture of these organizations.

At the second stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content, we summarize the approaches to the comprehensive assessment of the organizational culture in a multinational organization, taking into account the national content. This allows us to create a methodical approach to the comprehensive assessment of the organizational culture based on the value approach.

The third stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content includes the following steps:

1. Development of a questionnaire, which should fully take into account the characteristics of the personnel in a specific multinational organization. Therefore, we suggest dividing the questionnaire into three parts:

1) general information about the respondent (place of birth and features of socialization, age, gender, work experience);

2) adapted questionnaire based on M. Rokeach's modified approach [8];

3) adapted questionnaire based on the S. Schwartz approach, taking into account the respondent's article [146], which is very important for respondents from China and Ukraine.

The modified M. Rokeach's methodical approach [8] to values is based on the direct ranking method of two categories of values (table 2.11, table 2.12), briefly explaining the content of each value, lists of values are directly ranked by respondents, while the lowest rank is assigned value, the most significant from the point of view of a particular respondent, and the highest rank – the least significant value.

Table 2.11

Modified list of terminal values [8]

№	Value	The essence of value
1	Active and interesting life	Abundant and emotional life
2	Inner harmony	Self-confidence, freedom from inner conflicts, doubts
3	Wisdom	Mature judgments and common sense, which can be obtained with the life experience
4	Health	physical and psychological health
5	Interesting job	
6	Love	Spiritual affinity and sex with the beloved person
7	Financially secured and comfortable life	Absence of financial hardships
8	Real friendship	Good and loyal friends
9	Public recognition	Respect from the public, colleagues
10	Knowledge	Ability to further education, personal enrichment, general culture, intellectual development)
11	Productive life	The usage of the abilities and capabilities to the fullest
12	Development	Self-development, life-long physical and spiritual improvement
13	Freedom	Independence in views and actions
14	Aspirations beauty	Feeling the beauty in nature and art
15	Happy family life	
16	Happiness of others	Well-being, development of other people, the whole nation and humanity
17	Art	Ability for art
18	Pleasure	Entertainment, leisure time, absence of responsibilities

Assignment of the same ranks (the existence of “equivalent” values) is not allowed. The most significant values correspond to the main principles that guide specific respondents in their lives.

The advantage of the proposed modified methodical approach to the assessment of values (value orientations) is that the obtained ranked sequence of values (from the most significant to the least significant) can be regrouped into meaningful blocks on different grounds.

Table 2.12

Modified list of instrumental values [8]

№	Value	The essence of value
1	Accuracy (cleanliness)	Ability to keep order in things and affairs
2	High demands	High demands to life
3	Manners and politeness	Good manners
4	Buoyancy	Sense of humor and luck
5	Intelligence and education	Wide knowledge
6	Diligence	Discipline
7	Independence	Ability to act independently
8	Irreconcilability to shortcomings in themselves and others	
9	Responsibility	Sense of obligation, ability to keep promise
10	Rationalism	Ability to think logically and to take rational decisions
11	Self-control	Restraint, self-discipline
12	Courage in views, opinions	
13	Strong will	Ability to stand one's ground, not to give up
14	Tolerance	Tolerant attitude to views and ideas of others, ability to forgive the mistakes of others)
15	Honesty	Sincerity
16	Liberality	Ability to understand another point of view, respect the likes, customs and habits of others
17	Effectiveness in activities	Hard work and effectiveness
18	Keeness	Thoughtfulness

The adapted questionnaire, based on S. Schwartz's approach, divides the questionnaires by gender, the 40 statements given in the questionnaire are the same in terms of content but linguistically reflect gender belonging.

1) The questionnaire developed in this way should also be linguistically adapted to the native language used by the employees of this multinational organization in order to understand the essence of the questions as accurately as possible.

Examples of the developed questionnaires for multinational organizations that function in the conditions of the national culture of China (in Chinese) and Ukraine (in Ukrainian) are given in Appendix B.

2. Filling out questionnaires by employees of the multinational organization under study. When filling out questionnaires, it is important to clearly define the purpose of this questionnaire for the employees in this multinational organization.

The purpose of this study is to identify intercultural characteristics and value orientations of personnel in a multinational organization. The survey is anonymous, all data received are strictly confidential, and your answers will not be shared with third parties. It is also important that there are no right or wrong answers, only the personal assessment of the respondent.

The survey is conducted online and requires about 20-30 minutes of your time. Link to this questionnaire: <https://leader.umk.pl/pages/Questionnaire/>.

3. Processing of the received questionnaire results of the personnel in the multinational organization. When filling out the questionnaire, according to the structure of the questionnaire, respondents are asked to:

1) answer eleven questions regarding general information about them (place of birth and features of socialization, age, gender, work experience);

2) arrange in a direct way 18 terminal and 18 instrumental values regarding their importance in one's own life;

3) determine your own position regarding 40 statements given in the questionnaire as follows:

- very similar to me (6 points),
- similar to me (5 points),
- rather similar to me (4 points),
- somewhat similar to me (3 points),
- not similar to me (2 points),
- not at all like me (1 point).

The procedure for processing the received survey results consists in the analysis of completed questionnaires and in checking the reliability of the received results.

The main analyzed components of terminal and instrumental values are [59]:

analysis of terminal values and their significance in the relevant culture according to the given structure (Table 2.13);

analysis of instrumental values and their significance in the relevant culture according to this structure (Table 2.14).

Table 2.13

Analysis of the structure of terminal values [59]

The structure of terminal values by level of generalization	
Specific values	Abstract values
Active and interesting life	Wisdom
Health	Aspirations beauty
Interesting job	Love
Financially secured and comfortable life	Knowledge
Real friendship	Development
Public recognition	Freedom
Productive life	Happiness of others
Happy family life	Art
Pleasure	Inner harmony
The structure of terminal values by role in life	
Values of professional self-realization	Values of private life
Active and interesting life	Love
Interesting job	Real friendship
Public recognition	Freedom
Productive life	Happy family life
Development	Pleasure

The author has determined the significance of each group of relevant values (terminal and instrumental) in the respective culture, allowing us to draw conclusions about the structure of the system of terminal and instrumental values for the corresponding level of culture.

Table 2.14

Analysis of the structure of instrumental values [59]

The structure of instrumental values by orientation		
Ethical values	Values of communication	Values of the case
Responsibility	Manners and politeness	Accuracy (cleanliness)
High demands	Buoyancy	Diligence
Independence	Irreconcilability to shortcomings in themselves and others	Intelligence and education
Self-control	Tolerance	Rationalism
Liberality	Keeness	Courage in views, opinions
	Honesty	Strong will
		Effectiveness in activities

Continuation of Table 2.14

The structure of instrumental values according to the level of interpersonal recognition		
Individual values	Conformist values	Altruistic values
Independence	Diligence	Tolerance
Irreconcilability to shortcomings in themselves and others	Self-control	Keenness
Rationalism	Liberality	
Courage in views, opinions		
Strong will		
The structure of instrumental values according to the purpose of assimilation		
Values of self-affirmation		Values of acceptance of others
High demands		Self-control
Independence		Tolerance
Irreconcilability to shortcomings in themselves and others		Keenness
Intelligence and education		Liberality
Courage in views, opinions		Honesty
Strong will		
Effectiveness in activities		

To check the reliability of the answers, the author proposes to use the approach [8] that determines the existence of a relationship between the ranked lists of terminal and instrumental values of the respondents.

So, if the specified relationship between the ranked lists of terminal and instrumental values is uncertain, this indicates the need to find other methodological approaches to the study of organizational culture, taking into account the national content. In this case, we should return to the 1st stage of this approach and review methodological approaches for a comprehensive assessment of the organizational culture in a multinational organizations, taking into account the national content.

The connection between the ranked lists of terminal and instrumental values is determined on the basis of canonical analysis (method of canonical correlations), which establishes the relationship between two groups of attributed values. Since terminal values are elementary features, they affect the resulting features (instrumental values).

It is possible to find the maximum correlations between two groups of random variables by method of canonical correlations, using new variables. These are

canonical functions, defined as linear combinations of initial features, divided into two groups: explanatory features and resulting features, which accumulate the consequences of the explanatory features' impact.

Two linear combinations of the indicators of each group are formed according to the characteristic representative of the groups. At the same time, the coefficients of the linear combinations are determined from the condition of the maximum correlation coefficient between the combinations. The resulting system of canonical functions is a new coordinate system that describes the set of correlations between the indicators of different groups [8].

The fourth stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content involves the analysis of the value structure of the organizational culture and the national culture of the personnel in the multinational organization, which consists of the following three stages:

1) formation and analysis of a hierarchy of values based on the approach of M. Rokeach, which includes a hierarchy of terminal values characterizing the national culture of the respondents and a hierarchy of instrumental values characterizing the organizational culture of this multinational organization. The analysis of the obtained hierarchy of terminal values allows us to determine the influence of national culture by analyzing this hierarchy of values according to the level of generalization and their role in the life of the staff in a multinational organization (as defined in subchapter 2.2). The analysis of the obtained hierarchy of instrumental values allows us to determine the peculiarities of the organizational culture by studying this hierarchy of values according to the direction, the level of interpersonal recognition and the purpose of assimilation of these values by the personnel in the multinational organization (as defined in subchapter 2.2).

2) analysis of motivational types of values based on the approach of S. Schwartz. Thus, based on the results of the PVQ analysis, we construct a value profile for the staff of the analyzed multinational organization and study the difference (if any) between the value profile by gender and the overall value profile

of the staff in the analyzed multinational organization. In this case, a hierarchy of this staff's values of the analyzed multinational organization is also formed (by articles and for all staff as a whole), compared to the universal hierarchy of motivational types of values, determined in the study [150].

3) determination and analysis of values based on G. Hofstede's approach. This is how the values - the result of the influence of national culture, are determined. Analyzing each cultural variable, described in detail in subchapter 2.1, we form an aggregated list of values. The values of organizational culture are also determined by the type of organizational culture.

That is, these are the so-called values that should be represented in a specific type of organizational culture in a multinational organization, which are explored in detail in subchapter 2.1.

Having analyzed the three steps of the fourth stage of the comprehensive assessment of the organizational culture in the multinational organization, taking into account the national content, we have formed a comprehensive list of the most important values of the staff in the multinational company. This is the result of the influence of the national culture and the organizational culture of the analyzed multinational organization.

Thus, table 2.15 shows the logic of forming a comprehensive list of the most important values of the personnel in the analyzed multinational company.

At the fifth stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content, we determine the presence (absence) of a conflict between the values of the national and organizational culture. For this, we have to analyze the values of the organizational and national culture of the staff in the multinational organization.

The key factor, determining the presence of the specified conflict, is that the values proclaimed in the organizational culture must correspond to the hierarchy of values formed under the influence of the national culture of the personnel in the analyzed multinational organization.

Table 2.15

**The most important values of a staff in a multinational organization
(developed by the author)**

Levels of culture	Hierarchy of values based on the M. Rokeach's approach	Hierarchy of motivational types of values based on the S. Schwartz's approach	List of values based on the G. Hofstede's approach
National culture	The most important terminal values (1-6 ranks)	The most important of motivational types of values (1-5 ranks)	Aggregated list of values based on an analysis of each cultural dimension
Organizational culture	The most important instrumental values (1-6 ranks)		Values of the appropriate type of organizational culture: G. Hofstede's and C. Handy's typology

At the sixth stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content, based on the results of the analysis of the values of the organizational and national culture of the personnel in the multinational organization, we form specific proposals for the development of the organizational culture in the analyzed multinational organization.

In this way, we propose the methodical approach to the comprehensive assessment of the organizational culture in a multinational organization, taking into account the national content, which is a set of six stages. At the first stage is verification of limitations of the G. Hofstede's approach. At the second stage, we form a methodological approach to the comprehensive assessment of the organizational culture based on the value approach. This is based on the generalization of the approaches to the comprehensive assessment of the organizational culture in a multinational organization, taking into account the national content. We consider it as a combination of three approaches to the assessment of culture: RVS, PVQ and 6-D model (or GLOBE). At the third stage, we study organizational culture, taking into account the national content, which consists of three stages: the development of a questionnaire, the filling out of questionnaires by employees in a multinational organization and the processing of the obtained results of the questionnaire of the

personnel in this multinational organization. At the fourth stage, we analyze the value structure of the organizational culture and the national culture of the personnel in a multinational organization, which consists of three stages: the formation and analysis of a hierarchy of values based on the approach of M. Rokeach, the analysis of motivational types of values based on the approach of S. Schwartz, the definition and analysis of values based on G. Hofstede's approach. The result of the fourth stage is a comprehensive list of the most important values of the personnel in the multinational company, being the result of the influence of the national culture and organizational culture of the analyzed multinational organization. At the fifth stage, we determine the presence (absence) of a conflict between the values of the national and organizational culture of the personnel in the analyzed multinational organization. At the sixth stage, specific proposals are formed regarding the development of organizational culture in the analyzed multinational organization.

Conclusions to chapter 2

The study of the mechanism of organizational culture as a set of general cultural mechanisms that affect the effectiveness of the organization's personnel was conducted, which was based on a combination of multidimensional (analysis of cultural variables of national culture) and multilevel (determination of the essence of the general mechanisms of organizational culture of multinational organizations) approaches. Thus, the results of the study of the impact of national values on organizational culture were analyzed and combined with a combined approach based on the GLOBE culture scale and the impact of cultural variables on the level of the organization's organizational culture was highlighted.

The influence on the peculiarities of the mechanism of the organizational culture of a multinational organization of each of the cultural variables of the Hofstede and GLOBE approach was analyzed: "power distance" (in the GLOBE

project “power distance” as well), “individualism versus collectivism” (in the GLOBE project – “in-group collectivism”), “masculinity versus femininity” (in the GLOBE project – “gender egalitarianism”), “uncertainty avoidance” (in the GLOBE project – “uncertainty avoidance”), “time orientation” (in the GLOBE project – “future orientation”) by levels of the organization's organizational culture. The main characteristics of the type of organizational culture of a multinational organization under the influence of such cultural variables of national cultures as “uncertainty avoidance” and “power distance” were also systematized

On the basis of the relationship between the type of organizational culture of a multinational organization and the use of a specific control mechanism (as a component of the mechanism of organizational culture), which corresponds to both the type of organizational culture of a multinational organization and the result of the influence of the national culture of a specific country, the peculiarities of the mechanisms of identification of organizational culture in the conditions of a specific national cultures.

The essence of the concept of value, which is the key in the value approach, was analyzed. The main characteristics of values are also highlighted, such as: values are beliefs (thoughts); values – goals desired by a person and even a way of behavior (motivation to act) that contributes to the achievement of these goals; values are not limited to certain actions and situations, they are transcendent; values act as standards or criteria that determine the choice or evaluation of actions, deeds, people and events; values are ordered by importance relative to each other; the relative importance of many values determines actions.

The main directions of research on values in cross-cultural management were identified and analyzed at two levels: at the level of personality (individual differences); at the level of culture (differences in social culture). Accordingly, M. Rokeach's, G Hofstede's and S. Schwartz's approaches to the study of values were analyzed in detail and compared.

As a result of the analysis of the main directions of research on values in cross-cultural management, it was determined that each of these methodological

approaches to assessing 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 in a comprehensive manner, since evaluate values at different levels of culture. That is why it is proposed to analyze the structure of values of the organizational and national culture of the personnel of a multinational organization using RVS, PVQ and 6-D model approaches, since the combination of the results of these approaches makes it possible to combine multidimensional and multilevel approaches to the study of the mechanism of organizational culture.

The methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content is proposed. This approach is included six stages. At the first stage, the possibility of using G. Hofstede's method or an alternative to the results of the GLOBE study is checked. At the second stage, a methodical approach to a comprehensive assessment of organizational culture is formed based on a value approach as a combination of three approaches to assessing culture: RVS, PVQ and 6-D model (GLOBE). At the third stage, a study of the organizational culture of a particular multinational organization is carried out, taking into account national content. At the fourth stage, an analysis of the value structure of the organizational culture and national culture of the personnel of a multinational organization is carried out. The result of this stage is a comprehensive list of the most important values of the personnel of a multinational company, because of the influence of the national culture and organizational culture of the analyzed multinational organization. At the fifth stage, the presence (absence) of a conflict between the values of the national and organizational culture of the personnel of the analyzed multinational organization is determined. At the sixth stage, concrete proposals are formed for the development of organizational culture in the analyzed multinational organization.

The main provisions of the second chapter of the dissertation are published in the author's works [37; 96-100; 107-109; 126].

References: [4; 7-9; 19; 22; 26; 34; 36; 48; 56-59; 68; 71; 78; 80; 82; 85; 86; 91; 93; 104; 105; 111; 119; 122; 130; 133; 136; 138; 142; 144-152; 162; 166].

CHAPTER 3

METHODOLOGICAL PROVISION OF THE ORGANIZATIONAL CULTURE'S MECHANISM DEVELOPMENT IN A MULTINATIONAL ORGANIZATION

3.1. Comprehensive assessment of the organizational culture of the staff in Chinese multinational organizations

Subchapter 2.3 proposes a methodical approach to the comprehensive assessment of the organizational culture in a multinational organization, taking into account the national content. Thus, we comprehensively assess the organizational culture of multinational organizations, functioning in the national culture of China and Ukraine.

At the first stage of the methodical approach to the comprehensive assessment of the organizational culture of the staff in multinational organizations that operate in the national culture of China and Ukraine, taking into account the national content, we check the presence (absence) of limitations in the use of G. Hofstede's approach to assessing the national and organizational culture of multinational organizations that function in the national culture of China and Ukraine.

Subchapter 2.1 determines that there are no such restrictions, so we proceed to the next stage.

At the second stage of the methodical approach to the comprehensive assessment of the organizational culture of personnel in multinational organizations that operate in the national culture of China and Ukraine, taking into account the national content, (subchapter 2.2) we propose a synthesis of three approaches to the assessment of culture: RVS, PVQ and 6-D model, discussed in detail in subchapter 2.3.

At the third stage of the methodical approach to the comprehensive assessment of the organizational culture of the staff in multinational organizations that operate in the national culture of China and Ukraine, taking into account the national content, we directly study organizational culture in the multinational organization, including the development of a questionnaire for a specific organization, the survey process and processing of the questionnaire results in a multinational organization.

The developed questionnaires for multinational organizations that function in the conditions of the national culture of China (in Chinese) and Ukraine (in Ukrainian) are given in Appendix B.

The survey was conducted in 2021 online using the link <https://leader.umk.pl/pages/Questionnaire/>.

First, let us analyze how the survey process takes place in multinational organizations that function in the national culture of China. We interviewed the employees of two multinational organizations:

1) School of Economics and Management in Neijiang Normal University (100 respondents, 32% of males, 68% of females). Age structure of respondents is represented in the Fig. 3.1.

2) NeiJiang JianXing Film and Television Culture Media Co. Ltd (20 respondents, 40% of males, 60% of females). Age structure of respondents is represented in the Fig. 3.2.

Based on the approach to defining the essence of a multinational organization, discussed in detail in subchapter 1.2, the School of Economics and Management in Neijiang Normal University is a multinational organization, since the personnel of this organization have multinational relations with other foreign universities (representatives of other national cultures) and with students, among whom there are also representatives of other national cultures.

Moreover, according to the results of the survey, all interviewed respondents of the School of Economics and Management in Neijiang Normal University were identified as representatives of Chinese national culture.

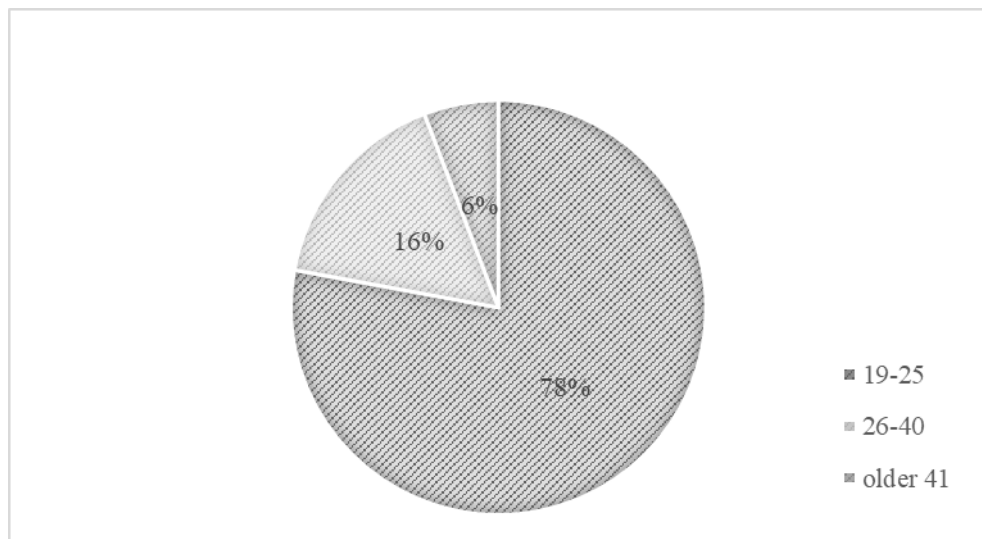


Fig. 3.1. Age structure of respondents of School of Economics and Management in Neijiang Normal University

NeiJiang JianXing Film and Television Culture Media Co. Ltd is also recognized as a multinational organization because the activities of this organization are constantly connected with interaction with representatives of other national cultures. In addition, according to the results of the survey, all the interviewed respondents of NeiJiang JianXing Film and Television Culture Media Co. Ltd were identified as representatives of Chinese national culture.

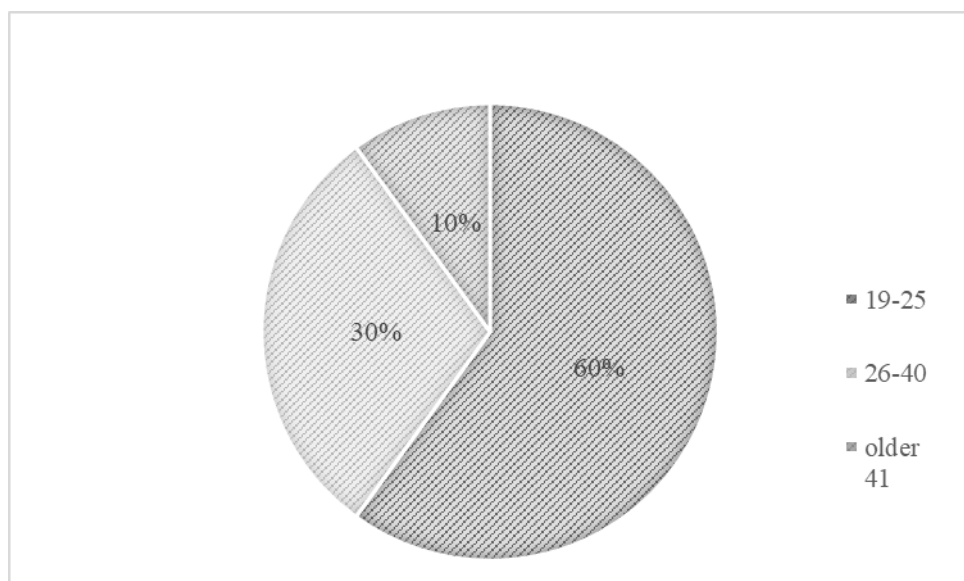


Fig. 3.2. Age structure of respondents of NeiJiang JianXing Film and Television Culture Media Co. Ltd

For checking the reliability of the answers, the author proposed (subchapter 2.3) to use the approach that determines the existence of a relationship between the ranked lists of terminal and instrumental values of the respondents. The connection between the ranked lists of terminal and instrumental values is determined on the basis of canonical analysis (method of canonical correlations), which establishes the relationship between two groups of attributed values.

Results of canonical analysis of relationship between the ranked lists of terminal and instrumental values of the respondents is represented in Appendix C.

As a result of the canonical analysis of the results of the ranking of values by the staff of Scholl of Economics and Management in Neijiang Normal University linear combinations of the two sets of variables that have the highest correlation between them were determined:

$$\begin{aligned}
 & 24.725x_1 + 25.109x_2 + 26.655x_3 + 21.291x_4 + 21.836x_5 + 28.539x_6 + 26.194x_7 \\
 & + 24.171x_8 + 21.024x_9 + 25.596x_{10} + 26.473x_{11} + 23.949x_{12} + 25.163x_{13} + \\
 & 18.989x_{14} + 29.577x_{15} + 23.217x_{16} + 23.413x_{17} + 23.569x_{18} \\
 & 210.539y_1 + 242.465y_2 + 191.605y_3 + 237.222y_4 + 174.809y_5 + 223.745y_6 + \\
 & 233.193y_7 + 260.78y_8 + 188.927y_9 + 201.395y_{10} + 216.866y_{11} + 210.191y_{12} + \\
 & 215.078y_{13} + 194.759y_{14} + 217.098y_{15} + 224.235y_{16} + 207.824y_{17} + \\
 & 241.168y_{18}
 \end{aligned}$$

where x_i – i terminal value;

y_i – i instrumental value.

At the same time, one of the P-values is under 0.05, so the obtained sets of canonical variables have a statistically significant correlation at the confidence level of 95.0%.

As a result of the canonical analysis of the results of the ranking of values by the staff of NeiJiang JianXing Film and Television Culture Media Co. Ltd linear

combinations of the two sets of variables that have the highest correlation between them were determined:

$$\begin{aligned}
 &98.266x_1 + 81.343x_2 + 79.475x_3 + 58.597x_4 + 72.491x_5 + 93.348x_6 + 80.671x_7 \\
 &+ 79.221x_8 + 90.602x_9 + 72.229x_{10} + 74.0081x_{11} + 73.983x_{12} + 85.175x_{13} + \\
 &62.078x_{14} + 93.276x_{15} + 80.488x_{16} + 86.726x_{17} + 81.155x_{18} \\
 &76.791y_1 + 78.735y_2 + 66.032y_3 + 84.604y_4 + 63.2248y_5 + 56.224y_6 + \\
 &68.617y_7 + 67.411y_8 + 69.147y_9 + 66.082y_{10} + 76.969y_{11} + 68.438y_{12} + \\
 &69.907y_{13} + 853.676y_{14} + 69.699y_{15} + 74.011y_{16} + 74.587y_{17} + 78.326y_{18}
 \end{aligned}$$

where x_i – i terminal value;

y_i – i instrumental value.

At the same time, one of the P-values is under 0.05, so the obtained sets of canonical variables have a statistically significant correlation at the confidence level of 95.0%.

These results are proved the reliability of the answers of the respondents of Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd.

At the fourth stage of the methodical approach to the comprehensive assessment of the organizational culture of the personnel in multinational organizations that function in the national culture of China, we analyze the value structure of the organizational culture and the national culture of the personnel of these organizations, taking into account the national content.

First, we define and analyze the structure and hierarchy of values based on M. Rokeach's approach.

As a result of a survey of the personnel in Scholl of Economics and Management in Neijiang Normal University, we obtained the following hierarchy of values (table 3.1) based on the Rokeach's approach.

Table 3.1

**Hierarchy of personnel values in Scholl of Economics and Management in Neijiang Normal University:
Rokeach's approach**

Group of values by importance	Terminal values (national culture)			Instrumental values (organizational culture)			
	Value	by level of generalization	by the role in life	Value	by orientation	by the level of interpersonal recognition	by the purpose of assimilation
The most important rates (1-6)	1. Health 2. An active and interesting life 3. Internal harmony 4. Materially secured and comfortable life 5. Love 6. Life wisdom	k k a k a a	- - ps - - pl	1. Responsibility 2. Intelligence and education 3. Independence 4. Diligence 5. Manners and politeness 6. Self-control	e s s s c e	km i i - - km	- sm sm sm - ao
Important but not required (rates 7-12)	7. Knowledge 8. Happy family life 9. Interesting work 10. Development 11. Freedom 12. Public recognition	a k k a a k	- pl ps ps pl ps	7. Accuracy (cleanliness) 8. Tolerance 9. Honesty 10. Rationalism 11. Courage in defending one's opinion, views 12. Buoyancy	s c s - s c	- a - i i -	- ao ao - sm -
Unimportant (13-15 rates)	13. Productive life 14. True friendship 15. Satisfaction	k k k	ps pl pl	13. Irreconcilability to shortcomings in themselves and others 14. High demands 15. Liberality	c e e	i - km	sm sm ao
Rejected (16-18 rates)	16. Aspirations beauty 17. Happiness of others 18. Art	a a a	- - -	16. Keeness 17. Efficiency in business 18. Strong will	c s s	a - i	ao sm sm

Note: Distribution of terminal values: 1) by level of generalization: k – specific terminal value; a – abstract terminal value; 2) by role in life: ps – the terminal value of professional self-realization; pl – the terminal value of private life. Distribution of instrumental values: 1) by orientation: e – instrumental ethical value; c – instrumental value of communication; s – instrumental value of the case; 2) by the level of interpersonal recognition: i – individual instrumental value; km – conformist instrumental value; a – altruistic instrumental value; 3) by the purpose of assimilation: sm – individual value of self-affirmation; ao – individual value of adoption of other.

As a result of a survey of the personnel in NeiJiang JianXing Film and Television Culture Media Co. Ltd, we obtained the following hierarchy of values (table 3.2) based on the Rokeach's approach. The following features are noted in the structure of terminal values, characterizing national culture of the respondents of Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd (table 3.3):

Table 3.3

Structure of terminal values of the respondents of Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd

Terminal value	Rank of the value	
	Scholl of Economics and Management in Neijiang Normal University	NeiJiang JianXing Film and Television Culture Media Co. Ltd
The structure of terminal values by level of generalization:		
Specific values		
Active and interesting life	2	3
Health		1
Interesting job		9
Financially secured and comfortable life		4
Real friendship		14
Public recognition		12
Productive life		13
Happy family life		8
Pleasure		15
Abstract values		
Wisdom	6	7
Aspirations beauty	16	18
Love	5	5
Knowledge	7	6
Development		10
Freedom		11
Happiness of others		17
Art	18	16
Inner harmony	3	2
The structure of terminal values by role in life:		
Values of professional self-realization		
Active and interesting life	2	3
Interesting job		9
Public recognition		12
Productive life		13
Development		10
Values of private life		
Love		5
Real friendship		14
Freedom		11
Happy family life		8
Pleasure		15

Table 3.2

Hierarchy of personnel values in NeiJiang JianXing Film and Television Culture Media Co. Ltd:
Rokeach's approach

Group of values by importance	Terminal values (national culture)			Instrumental values (organizational culture)			
	Value	by level of generalization	by the role in life	Value	by orientation	by the level of interpersonal recognition	by the purpose of assimilation
The most important rates (1-6)	1. Health 2. Internal harmony 3. An active and interesting life 4. Materially secured and comfortable life 5. Love 6. Knowledge	k a k k a a	- ps - - - -	1. Responsibility 2. Manners and politeness 3. Independence 4. Diligence 5. Intelligence and education 6. Self-control.	e c s c s e	km - - - i km	- - sm - sm ao
Important but not required (rates 7-12)	7. Wisdom 8. Happy family life 9. Interesting work 10. Development 11. Freedom 12. Public recognition	a k k a a k	pl pl ps ps pl ps	7. Accuracy (cleanliness) 8. Rationalism 9. Honesty 10. Tolerance 11. Courage in defending one's opinion, views 12. Buoyancy	s - s c s c	- i - a i -	- - ao ao sm -
Unimportant (13-15 rates)	13. Productive life 14. True friendship 15. Satisfaction	k k k	ps pl pl	13. Liberty 14. High demands 15. Irreconcilability to shortcomings in themselves and others	e e c	km - i	ao sm sm
Rejected (16-18 rates)	16. Art 17. Happiness of others 18. Aspirations beauty	a a a	- - -	16. Keenness 17. Efficiency in business 18. Strong will	c s s	a - i	ao sm sm

Note: Distribution of terminal values: 1) by level of generalization: k – specific terminal value; a – abstract terminal value; 2) by role in life: ps – the terminal value of professional self-realization; pl – the terminal value of private life. Distribution of instrumental values: 1) by orientation: e – instrumental ethical value; c – instrumental value of communication; sp – instrumental value of the case; 2) by the level of interpersonal recognition: i – individual instrumental value; km – conformist instrumental value; a – altruistic instrumental value; 3) by the purpose of assimilation: sm – individual value of self-affirmation; ao – individual value of adoption of other.

1) there is difference in the structure of terminal values of the personnel in Scholl of Economics and Management in NeiJiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd, in the ranking of values Wisdom and Knowledge. For the personnel in Scholl of Economics and Management is Wisdom is belongs to the category of the most important values but for the personnel in NeiJiang JianXing Film and Television Culture Media Co. Ltd value Knowledge is belongs to the category of the most important values.

2) greater significance among terminal values, concerning the generalization level of specific terminal values compared to abstract ones, while denying only abstract values;

3) dominance of professional self-realization values over the values of private life;

We note the following features in the structure of instrumental values that characterize the organizational culture of Scholl of Economics and Management in NeiJiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd (table 3.4):

Table 3.4

Structure of instrumental values of the respondents of Scholl of Economics and Management in NeiJiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd

Instrumental value	Rank of the value	
	Scholl of Economics and Management in NeiJiang Normal University	NeiJiang JianXing Film and Television Culture Media Co. Ltd
The structure of instrumental values by orientation:		
Ethical values		
Responsibility	1	
High demands	14	
Independence	3	
Self-control	6	
Liberality	11	
Values of communication		
Manners and politeness	5	2
Buoyancy	12	
Irreconcilability to shortcomings in themselves and others	13	15
Tolerance	8	10
Keenness	16	
Honesty	9	

Continuation of Table 3.4

Instrumental value	Rank of the value	
	Scholl of Economics and Management in Neijiang Normal University	NeiJiang JianXing Film and Television Culture Media Co. Ltd
Values of the case		
Accuracy (cleanliness)	7	
Diligence	4	
Intelligence and education	2	5
Rationalism	10	8
Courage in views, opinions	15	13
Strong will	18	
Effectiveness in activities	17	
The structure of instrumental values according to the level of interpersonal recognition:		
Individual values		
Independence	3	
Irreconcilability to shortcomings in themselves and others	13	15
Rationalism	10	8
Courage in views, opinions	15	13
Strong will	18	
Conformist values		
Diligence	5	2
Self-control	6	
Liberality	11	
Altruistic values		
Tolerance	8	10
Keeness	16	
The structure of instrumental values according to the purpose of assimilation:		
Values of self-affirmation		
High demands	14	
Independence	3	
Irreconcilability to shortcomings in themselves and others	13	15
Intelligence and education	2	5
Courage in views, opinions	15	13
Strong will	18	
Effectiveness in activities	17	
Values of acceptance of others		
Self-control	6	
Tolerance	8	10
Keeness	16	
Liberality	11	
Honesty	9	

1) there is no great difference in the structure of instrumental values of the personnel in Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd. Their ranks are not similar but there is no differences in the structure of the groups of the instrumental values by importance;

2) dominance in direction of ethical values over case and communication values of communication;

3) dominance in terms of an interpersonal recognition level (for equal interpersonal recognition) of conformist values over individual and altruistic ones;

4) dominance for the purpose of assimilation the values of accepting others over the values of self-affirmation.

The next stage of the fourth stage of the comprehensive analysis is analysis of motivational types of values based on the S. Schwartz approach.

Based on the results of the staff PVQ analysis of Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd the author has built the value profile for the personnel of these multinational organizations (fig. 3.3, fig. 3.4).

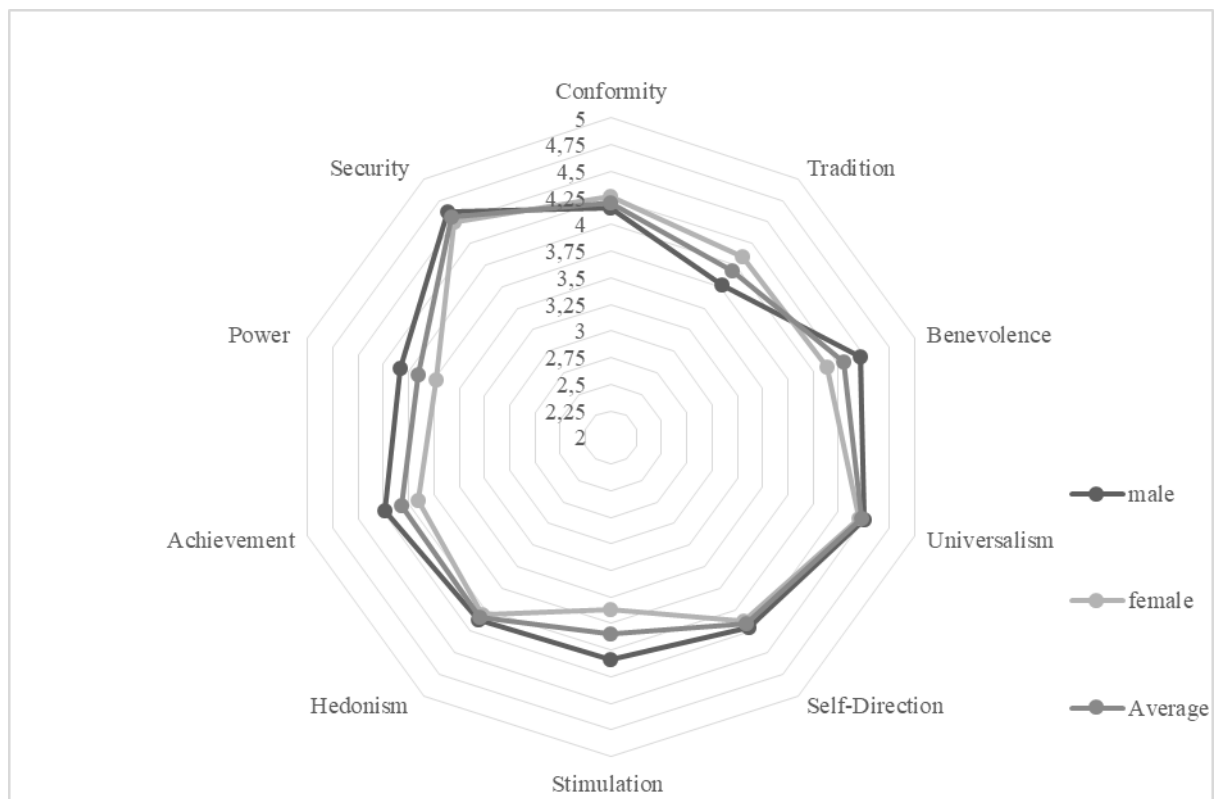


Fig. 3.3. The value profile for the personnel of Scholl of Economics and Management in Neijiang Normal University

Also at this stage of the fourth stage, the author analyzed the difference between the value profile by gender and the general value profile of the personnel of these multinational organizations.

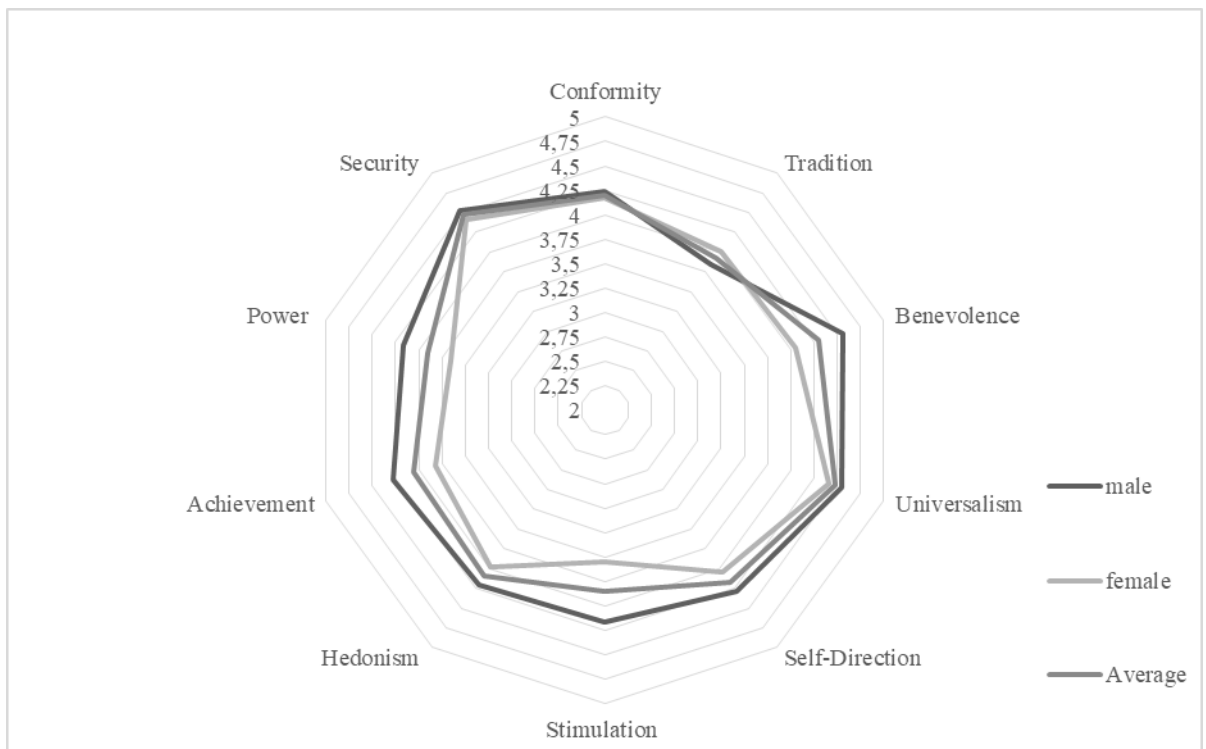


Fig. 3.4. The value profile for the personnel of NeiJiang JianXing Film and Television Culture Media Co. Ltd

The analysis of the hierarchy of these values of respondents of Scholl of Economics and Management in Neijiang Normal University (table 3.5) shows that the difference in the hierarchy of values of female and male respondents is only in such values as conformity, achievement, and tradition. This is how the influence of the national culture of China is manifested:

1) A higher position of conformity value among female respondents (3 for women, 6 for men) indicates the influence of national culture (masculinity and restraint of Chinese culture), since conformity values are associated with restraining actions, inclinations and impulses that can upset or harm others and violate social expectations or norms (restraint of Chinese national culture), which is manifested more specifically in women (masculinity of Chinese culture).

2) A higher position of the achievement value among male respondents (4 for men, 8 for women) indicates a significant influence of national culture (masculinity

of Chinese culture), since achievement values are associated with the desire for personal success, which is more important for the male part respondents.

3) A higher position of traditional values among Chinese female respondents (6 for women, 10 for men) indicates the influence of the pragmatism of Chinese national culture (long-term orientation).

Table 3.5

Hierarchy of personnel values in Chinese multinational organizations

Value	Scholl of Economics and Management in Neijiang Normal University			NeiJiang JianXing Film and Television Culture Media Co. Ltd		
	Male	Female	Total	Male	Female	Total
Benevolence	3	4	3	1	4	3
Universalism	2	2	2	2	1	1
Self-Direction	5	5	5	4	5	5
Security	1	1	1	3	2	2
Conformity	6	3	4	6	3	4
Hedonism	7	7	6	7	7	6
Achievement	4	8	7	5	8	7
Tradition	10	6	8	10	6	8
Stimulation	9	10	10	9	10	10
Power	8	9	9	8	9	9

The analysis of the hierarchy of these values of respondents of NeiJiang JianXing Film and Television Culture Media Co. Ltd (table 3.5) shows that the difference in the hierarchy of values of female and male respondents is only in such values as benevolence, conformity, achievement, and tradition. This is how the influence of the national culture of China is manifested:

1) A higher position of benevolence value among female respondents (4 for women, 1 for men) indicates the influence of the organizational culture of this multinational organization because this value is not associated with dominant values of Chinese national culture.

2) A higher position of conformity value among female respondents (3 for women, 6 for men) indicates the influence of national culture (masculinity and restraint of Chinese culture), since conformity values are associated with restraining actions, inclinations and impulses that can upset or harm others and violate social

expectations or norms (restraint of Chinese national culture), which is manifested more specifically in women (masculinity of Chinese culture).

3) A higher position of the achievement value among male respondents (5 for men, 8 for women) indicates a significant influence of national culture (masculinity of Chinese culture), since achievement values are associated with the desire for personal success, which is more important for the male part respondents.

4) A higher position of traditional values among Chinese female respondents (6 for women, 10 for men) indicates the influence of the pragmatism of Chinese national culture (long-term orientation).

Also author analyzed the hierarchy of personnel values in Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd, which is compared with the universal hierarchy [16] of motivational types of values (fig. 3.5, fig. 3.6).

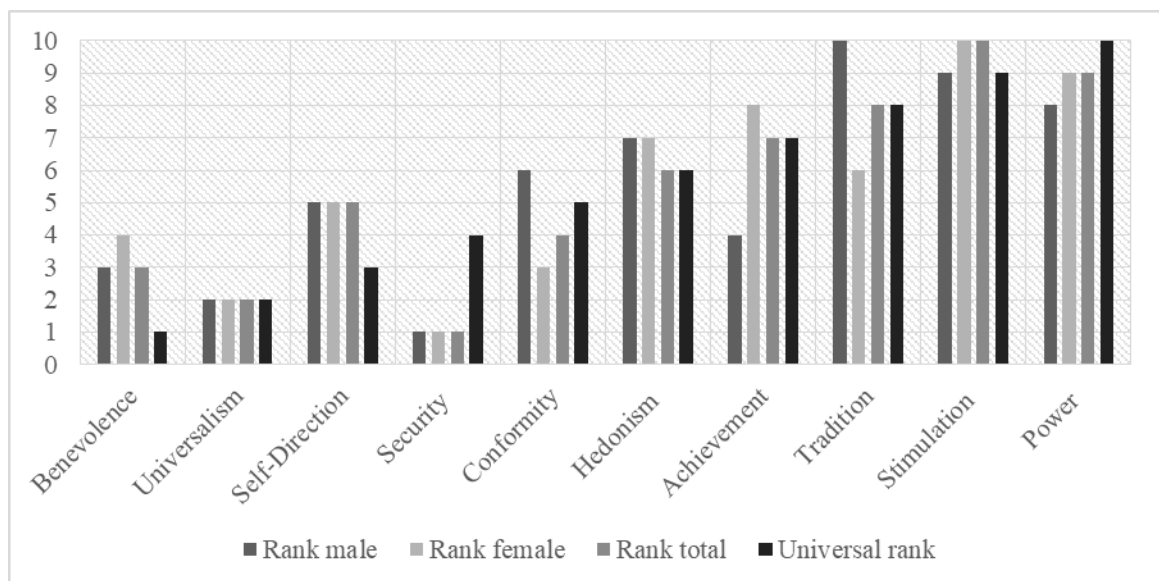


Fig. 3.5. Comparing the hierarchy of personnel values in Scholl of Economics and Management in Neijiang Normal University with the universal hierarchy of motivational types of values

The values hierarchy of the personnel in Scholl of Economics and Management in Neijiang Normal University differs from the universal hierarchy identified by

Schwartz, and these discrepancies are explained by the influence of national culture. Thus, the security values, taking the 4th position in the universal hierarchy, are ranked 1st by the staff of this Chinese multinational organization, which is a characteristic of Chinese national culture and a manifestation of its collectivism. The values of self-direction, taking the 3rd position in the universal hierarchy, are placed in the 5th position by the staff of this Chinese multinational organization. The value of benevolence, which occupy 1st position in the universal hierarchy, are ranked 3rd by the staff of this Chinese multinational organization.

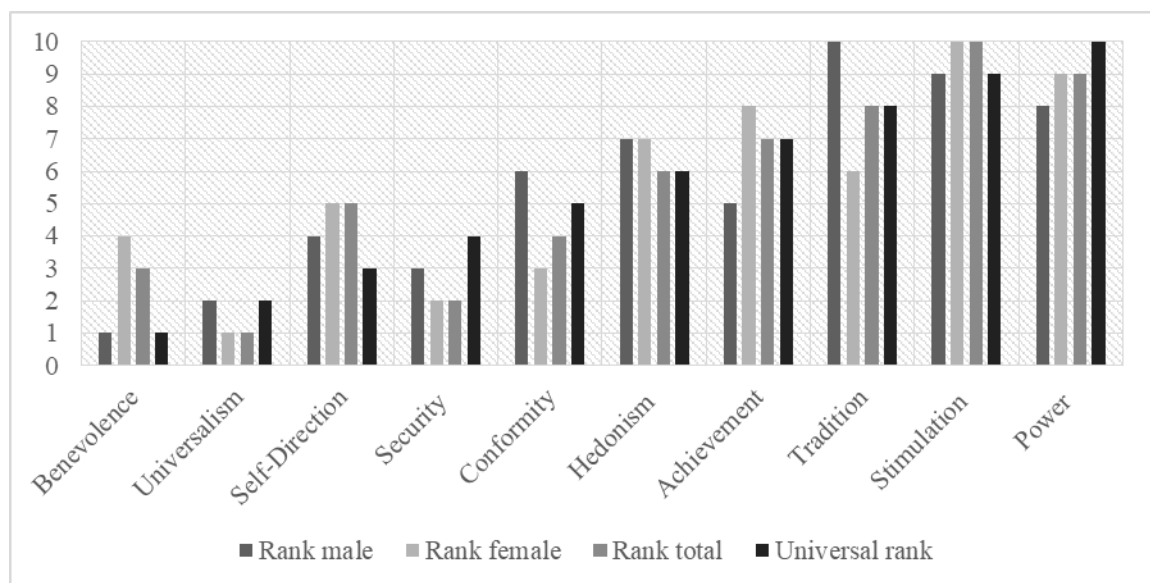


Fig. 3.6. Comparing the hierarchy of personnel values in NeiJiang JianXing Film and Television Culture Media Co. Ltd with the universal hierarchy of motivational types of values

The values hierarchy of the personnel in NeiJiang JianXing Film and Television Culture Media Co. Ltd differs from the universal hierarchy identified by Schwartz, and these discrepancies are explained by the influence of national culture. Thus, the security values, taking the 4th position in the universal hierarchy, are ranked 2nd by the staff of this Chinese multinational organization, which is a characteristic of Chinese national culture and a manifestation of its collectivism. The values of self-direction, taking the 3rd position in the universal hierarchy, are placed

in the 5th position by the staff of this Chinese multinational organization. The value of benevolence, which occupy 1st position in the universal hierarchy, are ranked 3rd by the staff of this Chinese multinational organization.

The hierarchy of personnel values in the analyzed multinational organizations are given in table 3.6.

Table 3.6

Hierarchy of personnel values in Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd

Motivational type of value		Value elements
Scholl of Economics and Management in Neijiang Normal University	NeiJiang JianXing Film and Television Culture Media Co. Ltd	
1. Security	1. Universalism	Security elements: social order, family security, national security, cleanliness, mutual service, health, temperance, sense of belonging
2. Universalism	2. Security	Universalism elements: broad outlook, social justice, quality, world peace, world of beauty, unity with nature, wisdom, environmental protection
	3. Benevolence	usefulness, responsibility, honesty, fidelity, the ability to forgive, true friendship, mature love, loyalty, condescension, helping others
	4. Conformity	obedience, courtesy, self-discipline, respect for parents and elders, fidelity, responsibility
	5. Self-Direction	creativity, freedom, independence, curiosity, determination of life goals, self-respect, intelligence, privacy
	6. Hedonism	pleasure, enjoyment of life, self-indulgence
	7. Achievement	ambition, influence, success, ability, self-respect, public recognition
	8. Tradition	respect for tradition, modesty, piety, acceptance of one's share in life, moderation, spiritual life
	9. Power	authority, social power, wealth, maintaining one's public image and public recognition
	10. Stimulation	courage, exciting life, varied life

Despite small differences in the hierarchy of values of the analyzed Chinese organizations by gender, in general, both organizations have an almost identical hierarchy of personnel motivational values, which is the result of the influence of both national and organizational culture.

Differences in the hierarchy of values of these organizations with the universal hierarchy are a direct result of the influence of China's national culture. This confirms the results obtained in the analysis of values based on the Rokeach's approach. Since we know that such a terminal value as freedom is important, but not required, the

terminal value of creativity is generally denied, and this is also a manifestation of the influence of national culture. It has been found that the instrumental values of communication and instrumental altruistic values are less important for the respondents, so a happy family life is not an obligatory terminal value, and true friendship is an unimportant terminal value. Namely, these are the main elements of the value of benevolence.

The next stage of the fourth stage of the comprehensive analysis is appointment and analysis of values based on the G. Hofstede's approach.

Therefore, we define values that are the result of the national culture's influence, that is, forming an aggregated list of values based on the analysis of each cultural variable, analyzed in detail in subchapter 2.1. Thus, table 3.7 shows the formed aggregated list of values based on the analysis of each cultural variable of Chinese national culture.

Table 3.7

Aggregated list of values based on the analysis of each cultural variable of Chinese national culture and their features

Cultural dimension [65]	Subsurface level of organizational culture: organizational values	Deep level of organizational culture: values that should be represented in the organizational culture of the organization
Large power distance China (80)	the organizational values declared by the management do not coincide with the values of the staff	-
Collectivism China (20)	the interests of the organization prevail over their own interests	training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work (ventilation, lighting, sufficient space, etc.); use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work
Masculinity China (66)	-	earnings as an opportunity for high earnings; self-realization as a desire for work that will give a sense of self-realization; promotion as an opportunity for professional growth, performance of more complex work; interesting work as work, during the performance of which you can feel personal achievements; life for work
Long-term orientation China (87)	-	patience; saving face; feeling ashamed

We also determine the values of organizational culture by the type of organizational culture. That is, these are the so-called values that should be represented in a specific type of organizational culture in a multinational organization, explored in detail in subchapter 2.1.

Table 3.8 lists the values that should be present in the organizational culture of a Chinese multinational organization according to its type.

Table 3.8

Values that should be present in the organizational culture of Chinese multinational organization according to its type

Type of the organizational culture	Deep level of organizational culture: values that should be represented in the organizational culture of the organization
Family (G. Hofstede) Power culture (C. Handy)	group interests are placed above individual interests; orientation to the manager's values, his (her) ideas and expectations; "the end justifies the means"

Thus, the results of the analysis of the influence of Chinese national culture based on G. Hofstede's approach are relevant to the organizational culture of Scholl of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd. Power culture (C. Handy) [89] of is a culture based on power, strict control, and the personal qualities of the leader.

The resources at the manager's disposal play an important role as a source of power and this type of culture is stable if there is no conflict of national and organizational culture.

Having results of the three steps of the fourth stage of the comprehensive assessment of the organizational culture in the multinational organization, taking into account the national content, we have formed a comprehensive list of the most important values of the staff in the multinational company.

Thus, table 3.9 and table 3.10 shows the most important values identified as a result of the analysis of the personnel values in the Chinese multinational companies based on the approaches of Rokeach, Schwartz and Hofstede.

Table 3.9

**The most important values of personnel values in organizational culture of
Scholl of Economics and Management in Neijiang Normal University**

Levels of culture	Hierarchy of values based on the M. Rokeach's approach	Hierarchy of motivational types of values based on the S. Schwartz's approach	List of values based on the G. Hofstede's approach
National culture	<ol style="list-style-type: none"> 1. Health 2. An active and interesting life 3. Internal harmony 4. Materially secured and comfortable life 5. Love 6. Wisdom 	<ol style="list-style-type: none"> 1. Security 2. Universalism 3. Benevolence 4. Conformity 5. Self-Direction 	<p>training as an opportunity to improve one's qualifications and acquire new skills while working;</p> <p>good working conditions as having good physical conditions at work;</p> <p>use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work;</p> <p>earnings as an opportunity for high earnings;</p> <p>self-realization as a desire for work that will give a sense of self-realization;</p> <p>promotion as an opportunity for professional growth, performance of more complex work;</p> <p>interesting work as work, during the performance of which you can feel personal achievements;</p> <p>life for work;</p> <p>patience;</p> <p>saving face;</p> <p>feeling ashamed</p>
Organizational culture	<ol style="list-style-type: none"> 1. Responsibility 2. Intelligence and education 3. Independence 4. Diligence 5. Manners and politeness 6. Self-control 		<p>group interests are placed above individual interests;</p> <p>orientation to the manager's values, his (her) ideas and expectations;</p> <p>"the end justifies the means"</p>

At the fifth stage of the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content, let us determine the presence (absence) of a conflict between the values of the national and organizational culture of these Chinese multinational companies.

Table 3.10

**The most important values of personnel values in organizational culture of
NeiJiang JianXing Film and Television Culture Media Co. Ltd**

Levels of culture	Hierarchy of values based on the M. Rokeach's approach	Hierarchy of motivational types of values based on the S. Schwartz's approach	List of values based on the G. Hofstede's approach
National culture	<ol style="list-style-type: none"> 1. Health 2. Internal harmony 3. An active and interesting life 4. Materially secured and comfortable life 5. Love 6. Knowledge 	<ol style="list-style-type: none"> 1. Universalism 2. Security 3. Benevolence 4. Conformity 5. Self-Direction 	<p>training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work; use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work; earnings as an opportunity for high earnings; self-realization as a desire for work that will give a sense of self-realization; promotion as an opportunity for professional growth, performance of more complex work; interesting work as work, during the performance of which you can feel personal achievements; life for work; patience; saving face; feeling ashamed</p>
Organizational culture	<ol style="list-style-type: none"> 1. Responsibility 2. Manners and politeness 3. Independence 4. Diligence 5. Intelligence and education 6. Self-control 		<p>group interests are placed above individual interests; orientation to the manager's values, his (her) ideas and expectations; "the end justifies the means"</p>

The national personnel culture (Chinese) significantly influences the organizational culture of the personnel of these organizations. This is primarily the courage and restraint of Chinese culture (higher position of conformity value among

Chinese female respondents and higher value position of achievement among Chinese male respondents). Pragmatism (long-term orientation) of Chinese national culture also has a significant influence (higher position of the tradition value among Chinese female respondents).

The research on the staff values at the School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd, shows a conflict between the national and organizational culture of the personnel in of these multinational organizations. As the value hierarchy of the personnel in these Chinese multinational organizations, obtained by using S. Schwartz's approach, differs from the universal hierarchy, defined by S. Schwartz in his study [150], it indicates a significant level of personnel control in this organization and greatly increases the importance of security values for the staff in these organizations, thus reducing the staff's desire for creativity.

Since the conflict between the national and organizational culture of the personnel of these multinational organizations was determined, therefore at the sixth stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content we have to form specific proposals for the development of the organizational culture in the analyzed multinational organizations.

The values hierarchy of the personnel in the analyzed Chinese multinational organizations differs from the universal hierarchy highlighted by Schwartz. These discrepancies are explained by the influence of national culture. Thus, the security values, occupying the 4th position in the universal hierarchy, are placed on the 1st and 2nd positions (respectively) by the personnel of Chinese organizations, which is a characteristic of the Chinese national culture and a manifestation of its collectivism. The values of self-direction, which take the 3rd position in the universal hierarchy, were put on the 5th position by the staff of the Chinese multinational organization (both organizations). This confirms the results obtained during the analysis of values taking into account Rokeach's approach, since it has been found that such a terminal value as freedom is important, but not required, the terminal value in creativity is

generally denied, but it is also a manifestation of the national culture' influence. The values of benevolence, taking the 1st position in the universal hierarchy, are ranked 3rd by the staff of Chinese multinational organizations. This confirms the results obtained in the analysis of values based on Rokeach's approach. It has been found that the instrumental values of communication and instrumental altruistic values are less important for the respondents. An optional terminal value is a happy family life, while true friendship is an unimportant terminal value. These are the main elements of the benevolence value.

We propose to adjust the hierarchy of organizational culture values for these multinational organizations. They should pay attention to the values of benevolence, self-direction and security. It is necessary to raise the importance of benevolence value of the staff in these organizations as these values provide the internal motivational basis for positive, shared social relations and are the main guideline for the continuous acquisition of values. In this way, the importance of security values, which were acquired in these organizations in response to demands and sanctions to avoid risks, control forbidden impulses and limit themselves, will decrease.

However, this reduces the effectiveness of innovations in the search for group management solutions. The organizations should stimulate increasing importance of self-direction values in the staff, as they promote creativity, motivate innovation and help cope with difficulties. The behavior based on these values is intrinsically motivated because it satisfies individual needs without harming others and rarely threatens positive social relations.

3.2. Comprehensive assessment of the organizational culture of the staff in Ukrainian multinational organizations

In subchapter 2.3, we propose a methodical approach to the comprehensive assessment of the organizational culture in a multinational organization, taking into

account the national content. Thus, we are going to assess comprehensively the organizational culture of multinational organizations that function in the national culture of Ukraine.

The first and second stages for the proposed approach of multinational organizations that function in the national culture of Ukraine are discussed in detail in subchapter 3.1.

Therefore, let us analyze how the survey process took place in Ukrainian multinational organizations. We interviewed the employees of two multinational organizations:

1) Simon Kuznets Kharkiv National University of Economics (96 respondents, 27,1 % of males, 72,9 % of females). Age structure of respondents is represented in the Fig. 3.7.

2) LLC VENT-MEDICAL (14 respondents, 28,6 % of males, 71,4 % of females). Age structure of respondents is represented in the Fig. 3.8.

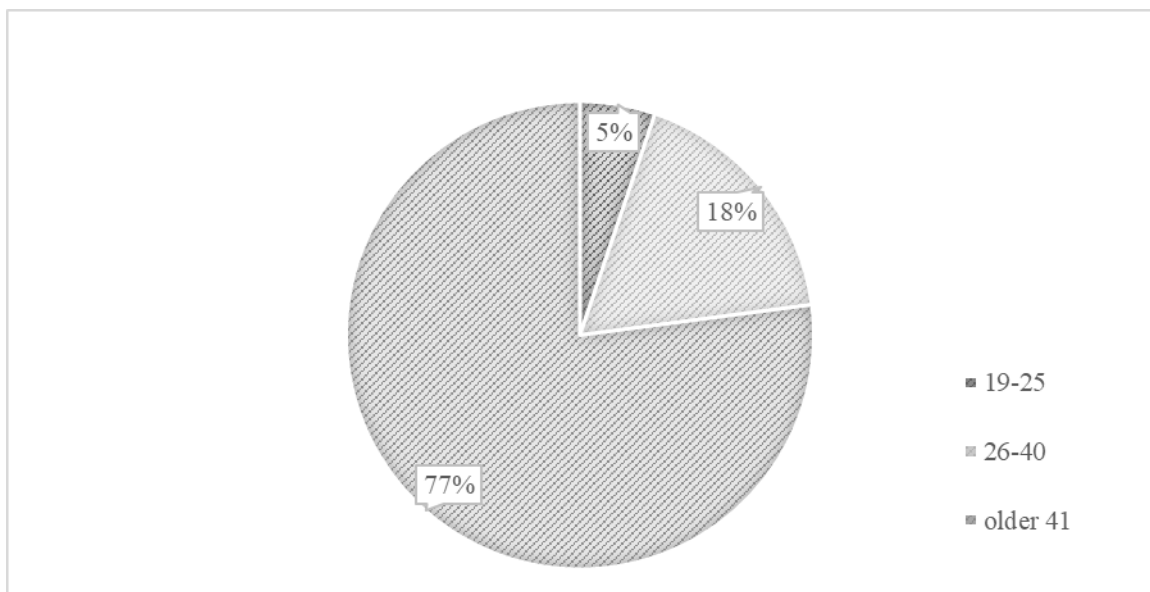


Fig. 3.7. Age structure of respondents of Simon Kuznets Kharkiv National University of Economics

Based on the approach to defining the essence of a multinational organization, discussed in detail in subchapter 1.2, the Simon Kuznets Kharkiv National University

of Economics is a multinational organization, since the personnel of this organization have multinational relations with other foreign universities (representatives of other national cultures) and with students – representatives of other national cultures.

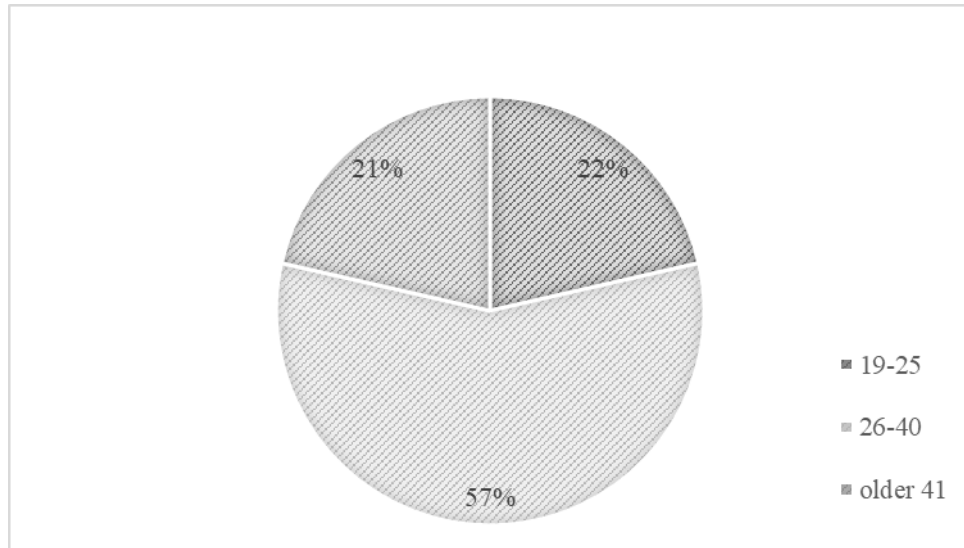


Fig. 3.8. Age structure of respondents of LLC VENT-MEDICAL

According to the results of the survey, all the interviewed respondents of the Simon Kuznets Kharkiv National University of Economics were also identified as representatives of Ukrainian national culture.

LLC VENT-MEDICAL is recognized as a multinational organization because the activities of this organization are constantly connected with interaction with representatives of other national cultures: wholesale trade of pharmaceutical goods [161].

Moreover, according to the results of the survey, all the interviewed respondents of LLC VENT-MEDICAL were identified as representatives of Ukrainian national culture.

For checking the reliability of the answers, the author proposed (subchapter 2.3) to use the approach that determines the existence of a relationship between the ranked lists of terminal and instrumental values of the respondents. The connection between the ranked lists of terminal and instrumental values is determined

on the basis of canonical analysis (method of canonical correlations), which establishes the relationship between two groups of attributed values. Results of canonical analysis of relationship between the ranked lists of terminal and instrumental values of the respondents is represented in Appendix C.

As a result of the canonical analysis of the results of the ranking of values by the staff of Simon Kuznets Kharkiv National University of Economics linear combinations of the two sets of variables that have the highest correlation between them were determined:

$$67.179x_1 + 60.646x_2 + 60.274x_3 + 48.934x_4 + 50.927x_5 + 62.761x_6 + 60.857x_7 + 61.315x_8 + 61.48x_9 + 59.379x_{10} + 53.888x_{11} + 56.0248x_{12} + 62.542x_{13} + 54.179x_{14} + 47.664x_{15} + 55.978x_{16} + 62.539x_{17} + 52.196x_{18}$$

$$212.798y_1 + 176.554y_2 + 198,501y_3 + 218.771y_4 + 172.956y_5 + 182.939y_6 + 212.391y_7 + 186.942y_8 + 173.383y_9 + 198.473y_{10} + 193,045y_{11} + 188.442y_{12} + 187.021y_{13} + 199.177y_{14} + 167.882y_{15} + 200.121y_{16} + 185.691y_{17} + 220.613y_{18}$$

where x_i – i terminal value;

y_i – i instrumental value.

At the same time, one of the P-values is below 0.05, so the obtained sets of canonical variables have a statistically significant correlation at the confidence level of 95.0%.

As a result of the canonical analysis of the results of the ranking of values by the staff of LLC VENT-MEDICAL linear combinations of the two sets of variables that have the highest correlation between them were determined:

$$111.793x_1 + 80.6051x_2 + 85.761x_3 + 49.434x_4 + 88.964x_5 + 85.042x_6 + 79.816x_7 + 72.114x_8 + 101.905x_9 + 66.5393x_{10} + 72.726x_{11} + 78.339x_{12} + 90.536x_{13} + 71.632x_{14} + 105.825x_{15} + 70.158x_{16} + 85.193x_{17} + 100.073x_{18}$$

$$0.1546y_1 + 0.061y_2 - 0.191y_3 + 0.543y_4 + 0.268y_5 + 0.019y_6 - 0.446y_7 + 0.124y_8 - 0.362y_9 - 0.336y_{10} + 0.478y_{11} - 0.062y_{12} + 0.123y_{13} - 0.286y_{14} + 0.449y_{15} - 0.497y_{16} + 0.165y_{17} + 0.236y_{18}$$

where x_i – i terminal value;

y_i – i instrumental value.

At the same time, one of the P-values is below 0.05, so the obtained sets of canonical variables have a statistically significant correlation at the confidence level of 95.0%.

These results are proved the reliability of the answers of the respondents of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL.

At the fourth stage of the methodical approach to the comprehensive assessment of the organizational culture of the personnel in multinational organizations that function in the national culture of Ukraine, taking into account the national content, we analyze the value structure of the organizational culture and the national culture of the personnel in these organizations.

First, we define and analyze the structure and hierarchy of values based on M. Rokeach's approach.

As a result of a survey of the personnel in Simon Kuznets Kharkiv National University of Economics, we obtained the following hierarchy of values (table 3.11) based on the Rokeach's approach.

As a result of a survey of the personnel in LLC VENT-MEDICAL, we obtained the following hierarchy of values (table 3.12) based on the Rokeach's approach.

Table 3.11

Hierarchy of personnel values in Simon Kuznets Kharkiv National University of Economics: Rokeach's approach

Group of values by importance	Terminal values (national culture)			Instrumental values (organizational culture)			
	Value	by level of generalization	by the role in life	Value	by orientation	by the level of interpersonal recognition	by the purpose of assimilation
The most important rates (1-6)	1. Health 2. Happy family life 3. Love 4. Internal harmony 5. Materially secured and comfortable life 6. An active and interesting life	k k a a k k	- pl - ps - -	1. Intelligence and education 2. Honesty 3. Responsibility 4. Independence 5. Rationalism 6. Buoyancy	s s e s - c	i - km i i -	sm ao - sm - -
Important but not required (rates 7-12)	7. Interesting work 8. True friendship 9. Development 10. Knowledge 11. Wisdom 12. Freedom	k k a a a a	ps pl ps - pl pl	7. Manners and politeness 8. Strong will 9. Self-control 10. Courage in defending one's opinion, views 11. Efficiency in business 12. Diligence	c s e s s s	- i km i - -	- sm ao sm sm sm
Unimportant (13-15 rates)	13. Productive life 14. Public recognition 15. Satisfaction	k k k	ps ps pl	13. Tolerance 14. Liberality 15. Keeness	c e c	a km a	ao ao ao
Rejected (16-18 rates)	16. Art 17. Aspirations beauty 18. Happiness of others	a a a	- - -	16. Accuracy (cleanliness) 17. High demands 18. Irreconcilability to shortcomings in themselves and others	s e c	- - i	- sm sm

Note: Distribution of terminal values: 1) by level of generalization: k – specific terminal value; a – abstract terminal value; 2) by role in life: ps – the terminal value of professional self-realization; pl – the terminal value of private life. Distribution of instrumental values: 1) by orientation: e – instrumental ethical value; c – instrumental value of communication; s – instrumental value of the case; 2) by the level of interpersonal recognition: i – individual instrumental value; km – conformist instrumental value; a – altruistic instrumental value; 3) by the purpose of assimilation: sm – individual value of self-affirmation; ao – individual value of adoption of other.

The following features are noted in the structure of terminal values, characterizing national culture of the respondents of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL (table 3.13):

Table 3.13

Structure of terminal values of the respondents of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL

Terminal value	Rank of the value	
	Simon Kuznets Kharkiv National University of Economics	LLC VENT-MEDICAL
The structure of terminal values by level of generalization:		
Specific values		
Active and interesting life	6	9
Health	1	
Interesting job	7	4
Financially secured and comfortable life	5	
Real friendship	8	
Public recognition	14	11
Productive life	13	
Happy family life	2	7
Pleasure	15	16
Abstract values		
Wisdom	11	6
Aspirations beauty	17	
Love	3	
Knowledge	10	14
Development	9	10
Freedom	12	
Happiness of others	18	
Art	16	15
Inner harmony	4	2
The structure of terminal values by role in life:		
Values of professional self-realization		
Active and interesting life	6	9
Interesting job	7	4
Public recognition	14	11
Productive life	13	
Development	9	10
Values of private life		
Love	3	
Real friendship	8	
Freedom	12	
Happy family life	2	7
Pleasure	15	16

Table 3.12

Hierarchy of personnel values in LLC VENT-MEDICAL: Rokeach's approach

Group of values by importance	Terminal values (national culture)			Instrumental values (organizational culture)			
	Value	by level of generalization	by the role in life	Value	by orientation	by the level of interpersonal recognition	by the purpose of assimilation
The most important rates (1-6)	1. Health 2. Internal harmony 3. Love 4. Interesting work 5. Materially secured and comfortable life 6. Wisdom	k a a k k a	- ps - pl - pl	1. Intelligence and education 2. Responsibility 3. Honesty 4. Diligence 5. Manners and politeness 6. Tolerance	s e s s c c	i km - - - a	sm - ao sm - - ao
Important but not required (rates 7-12)	7. Happy family life 8. True friendship 9. An active and interesting life 10. Development 11. Public recognition 12. Freedom	k k k a k a	pl pl - ps ps pl	7. Buoyancy 8. Self-control 9. Independence 10. Accuracy (cleanliness) 11. Liberality 12. Rationalism	c e s s e -	- km i - km i	- ao sm - ao -
Unimportant (13-15 rates)	13. Productive life 14. Knowledge 15. Art	k a a	ps - -	13. Efficiency in business 14. Keeness 15. Strong will	s c s	- a i	sm ao sm
Rejected (16-18 rates)	16. Satisfaction 17. Aspirations beauty 18. Happiness of others	k a a	pl - -	16. Courage in views, opinions 17. High demands 18. Irreconcilability to shortcomings in themselves and others	s e c	i - i	sm sm sm

Note: Distribution of terminal values: 1) by level of generalization: k – specific terminal value; a – abstract terminal value; 2) by role in life: ps – the terminal value of professional self-realization; pl – the terminal value of private life. Distribution of instrumental values: 1) by orientation: e – instrumental ethical value; c – instrumental value of communication; sp – instrumental value of the case; 2) by the level of interpersonal recognition: i – individual instrumental value; km – conformist instrumental value; a – altruistic instrumental value; 3) by the purpose of assimilation: sm – individual value of self-affirmation; ao – individual value of adoption of other.

1) there is a difference in the structure of terminal values of the personnel in Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL. Among the most important terminal values of personnel in Simon Kuznets Kharkiv National University of Economics are defined interesting work (4th rank) and wisdom (6th rank). Instead of them among the most important terminal values of personnel in LLC VENT-MEDICAL are defined happy family life (2nd rank) and an active and interesting life (6th rank);

2) greater significance among terminal values, concerning the generalization level of specific terminal values compared to abstract ones, denying only abstract values (only Simon Kuznets Kharkiv National University of Economics);

3) dominance of professional self-realization values over the values of private life of the personnel in LLC VENT-MEDICAL. Conversely dominance of private life values over professional self-realization values of the personnel in Simon Kuznets Kharkiv National University of Economics.

We note the following features in the structure of instrumental values that characterize the organizational culture of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL (table 3.14):

Table 3.14

Structure of instrumental values of the respondents of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL

Instrumental value	Rank of the value	
	Simon Kuznets Kharkiv National University of Economics	LLC VENT-MEDICAL
The structure of instrumental values by orientation:		
Ethical values		
Responsibility	3	2
High demands	17	
Independence	4	9
Self-control	9	8
Liberality	14	11
Values of communication		
Manners and politeness	7	5
Buoyancy	6	7
Irreconcilability to shortcomings in themselves and others	18	
Tolerance	13	6
Keeness	15	14
Honesty	2	3

Continuation of Table 3.14

Instrumental value	Rank of the value	
	Simon Kuznets Kharkiv National University of Economics	LLC VENT-MEDICAL
Values of the case		
Accuracy (cleanliness)	7	10
Diligence	12	4
Intelligence and education	1	
Rationalism	5	12
Courage in views, opinions	10	16
Strong will	8	15
Effectiveness in activities	11	13
The structure of instrumental values according to the level of interpersonal recognition:		
Individual values		
Independence	4	9
Irreconcilability to shortcomings in themselves and others	18	
Rationalism	5	12
Courage in views, opinions	9	16
Strong will	8	15
Conformist values		
Diligence	2	4
Self-control	9	8
Liberality	14	11
Altruistic values		
Tolerance	13	6
Keeness	15	14
The structure of instrumental values according to the purpose of assimilation:		
Values of self-affirmation		
High demands	17	
Independence	4	9
Irreconcilability to shortcomings in themselves and others	18	
Intelligence and education	1	
Courage in views, opinions	10	16
Strong will	9	15
Effectiveness in activities	11	13
Values of acceptance of others		
Self-control	9	8
Tolerance	13	6
Keeness	15	14
Liberality	14	11
Honesty	2	3

1) there is a difference in the structure of instrumental values of the personnel in Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL. Among the most instrumental terminal values of personnel in Simon Kuznets Kharkiv National University of Economics are defined independence (4th rank), rationalism (5th rank) and buoyancy (6th rank). Instead of them among the most important instrumental

terminal values of personnel in LLC VENT-MEDICAL are defined diligence (4th rank), manners and politeness (5th rank) and tolerance (6th rank);

2) dominance in direction of ethical values over case and communication values of communication;

3) dominance in terms of an interpersonal recognition level (for equal interpersonal recognition) of individual values (Simon Kuznets Kharkiv National University of Economics) and conformist values (LLC VENT-MEDICAL) over altruistic ones;

4) dominance for the purpose of assimilation the values of accepting others over the values of self-affirmation for the personnel in LLC VENT-MEDICAL, dominance the values of self-affirmation over the values of accepting others for the personnel in Simon Kuznets Kharkiv National University of Economics.

The next stage of the fourth stage of the comprehensive analysis is analysis of motivational types of values based on the S. Schwartz approach.

Based on the results of the staff PVQ analysis of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL the author has built the value profile for the personnel of these multinational organizations (fig. 3.9, fig. 3.10).

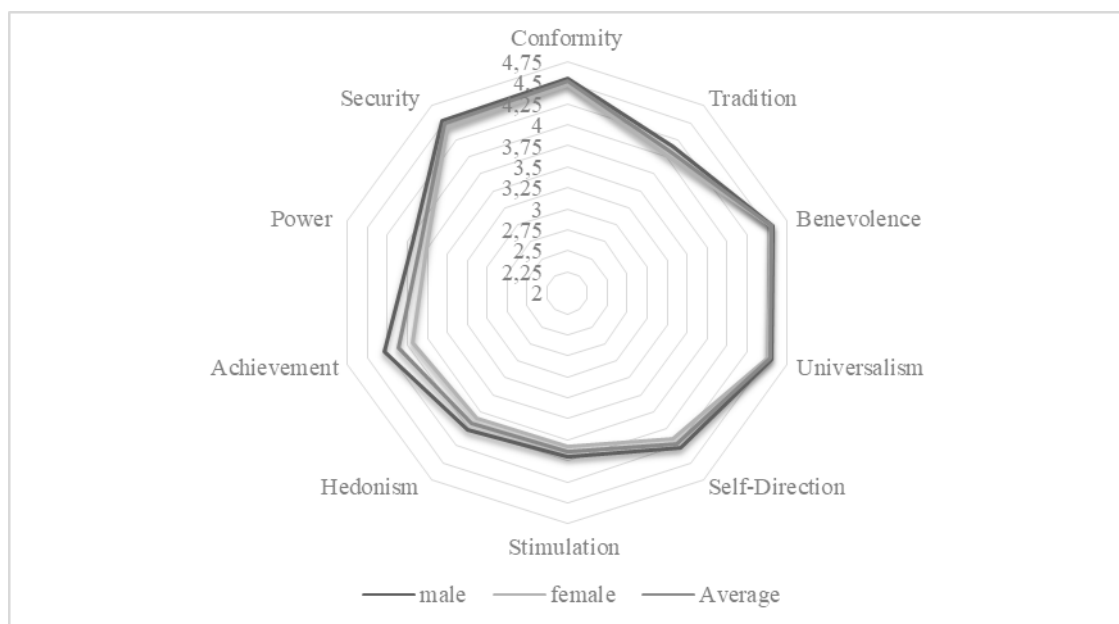


Fig. 3.9. The value profile for the personnel of Simon Kuznets Kharkiv National University of Economics

Also at this stage of the fourth stage, the author analyzed the difference between the value profile by gender and the general value profile of the personnel of these multinational organizations.

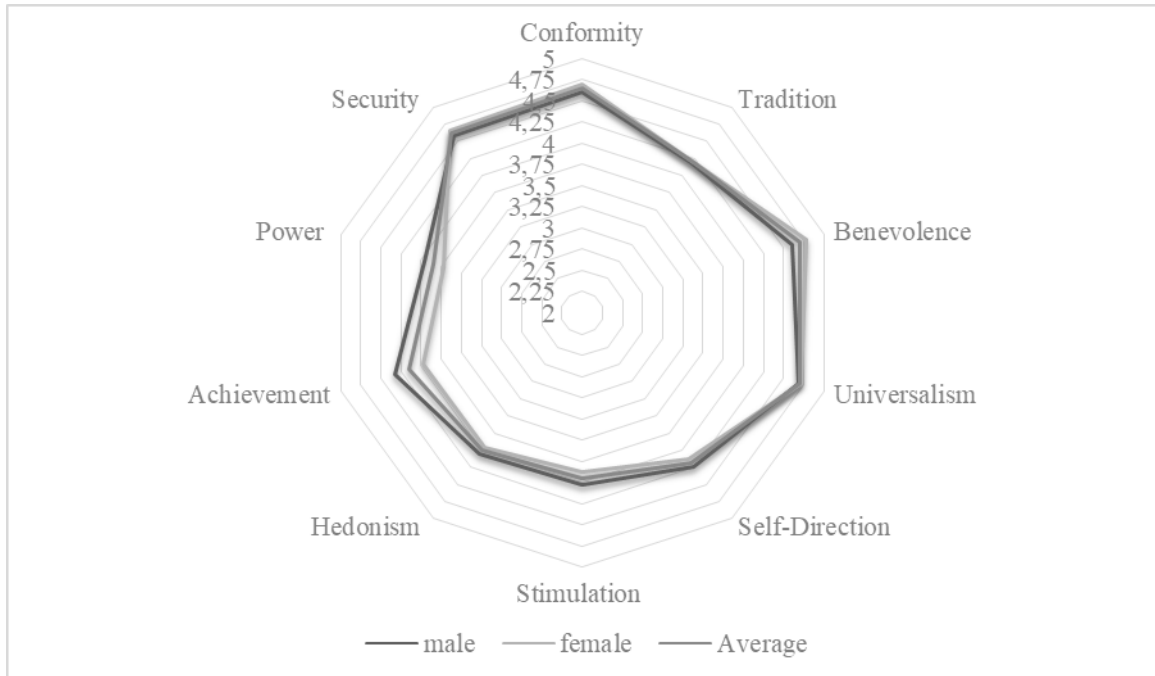


Fig. 3.10. The value profile for the personnel of LLC VENT-MEDICAL

The analysis of the hierarchy of these values of respondents of Simon Kuznets Kharkiv National University of Economics (table 3.15) shows that the difference in the hierarchy of values of female and male respondents is only in such values as universalism, conformity, achievement, and tradition. This is how the influence of the national culture of Ukraine is manifested:

1) a higher position of universalism among female respondents (2 for women, 3 for men) indicates the influence of national culture (femininity of Ukrainian culture), since universalistic values are associated with social justice, quality, world peace, world of beauty and as a result average rank is 2, because of the strong influence of national culture;

2) a higher position of conformity value among male respondents (3 for women, 2 for men) indicates the influence of national culture (restriction of

Ukrainian culture), since conformity values are associated with restraining actions, inclinations and impulses that can upset or harm others and violate social expectations or norms;

3) a higher position of traditional values among Ukrainian female respondents (6 for women, 7 for men) indicates the influence of the pragmatism of Ukrainian national culture (long-term orientation).

However, a higher position of the achievement value among male respondents (6 for men, 7 for women) indicates a significant influence of gender culture since achievement values are associated with the desire for personal success, which is more important for the male part respondents.

Table 3.15

Hierarchy of personnel values in Ukrainian multinational organizations

Value	Simon Kuznets Kharkiv National University of Economics			LLC VENT-MEDICAL		
	Male	Female	Total	Male	Female	Total
Benevolence	1	1	1	2	1	2
Universalism	3	2	2	1	2	1
Self-Direction	5	5	5	6	6	6
Security	4	4	4	4	4	4
Conformity	2	3	3	3	3	3
Hedonism	8	8	8	8	8	8
Achievement	6	7	6	5	7	7
Tradition	7	6	7	7	5	5
Stimulation	9	9	9	9	9	9
Power	10	10	10	10	10	10

The analysis of the hierarchy of these values of respondents of LLC VENT-MEDICAL (table 3.15) shows that shows that the difference in the hierarchy of values of female and male respondents is only in such values as benevolence, universalism, achievement, and tradition. This is how the influence of the national culture of Ukraine is manifested:

1) a higher position of benevolence among female respondents (1 for women, 2 for men) indicates the influence of national culture (femininity of Ukrainian culture), since benevolence values are associated with honesty, fidelity, mature love, loyalty, condescension, helping others;

2) a higher position of universalism among male respondents (2 for women, 1 for men) indicates the influence of national culture (femininity of Ukrainian culture), since universalistic values are associated with social justice, quality, world peace, world of beauty and as a result average rank is 1, because of the strong influence of national culture;

3) a higher position of traditional values among Ukrainian female respondents (5 for women, 7 for men) indicates the influence of the pragmatism of Ukrainian national culture (long-term orientation).

However, a higher position of the achievement value among male respondents (5 for men, 7 for women) indicates a significant influence of gender culture since achievement values are associated with the desire for personal success, which is more important for the male part respondents.

Also author analyzed the hierarchy of personnel values in Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL, which is compared with the universal hierarchy [150] of motivational types of values (fig. 3.11, fig. 3.12).

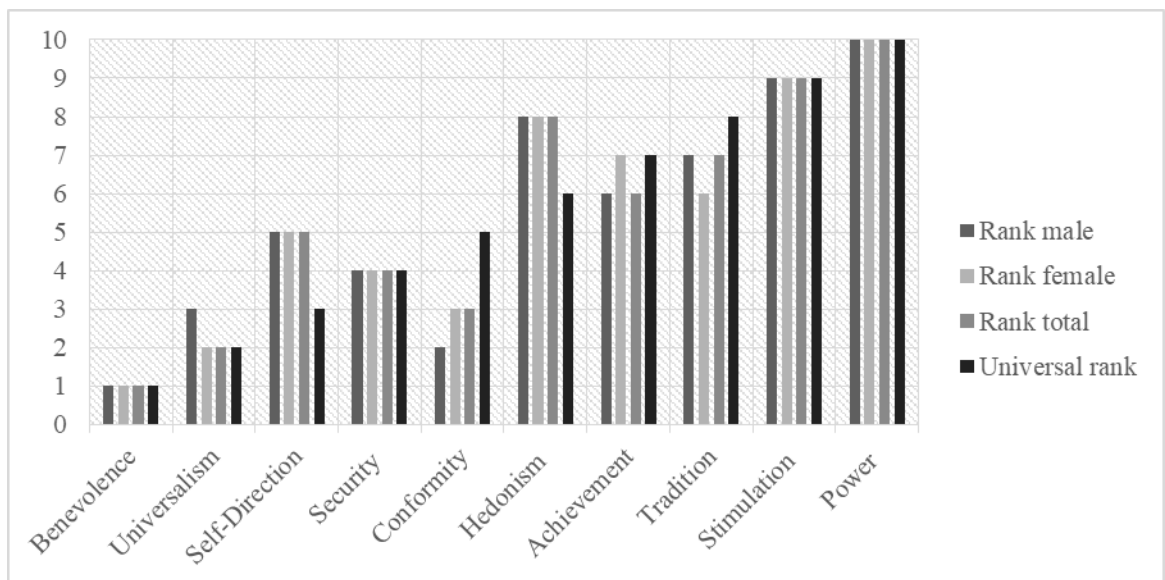


Fig. 3.11. Comparing the hierarchy of personnel values in Simon Kuznets Kharkiv National University of Economics with the universal hierarchy of motivational types of values

The values hierarchy of the personnel in Simon Kuznets Kharkiv National University of Economics differs from the universal hierarchy identified by Schwartz, and these discrepancies are explained by the influence of national culture. Thus, the self-direction values, taking the 3rd position in the universal hierarchy, are ranked 5th by the staff of this Ukrainian multinational organization. The values of conformity taking the 5th position in the universal hierarchy, are ranked 3rd by the staff of Simon Kuznets Kharkiv National University of Economics, which is a characteristic of Ukrainian national culture and a manifestation of its large power distance. The values of hedonism, which occupy 6th position in the universal hierarchy, are ranked 8th by the staff of this Ukrainian multinational organization, is also result of the influence of Ukrainian national culture and a manifestation of its restriction.

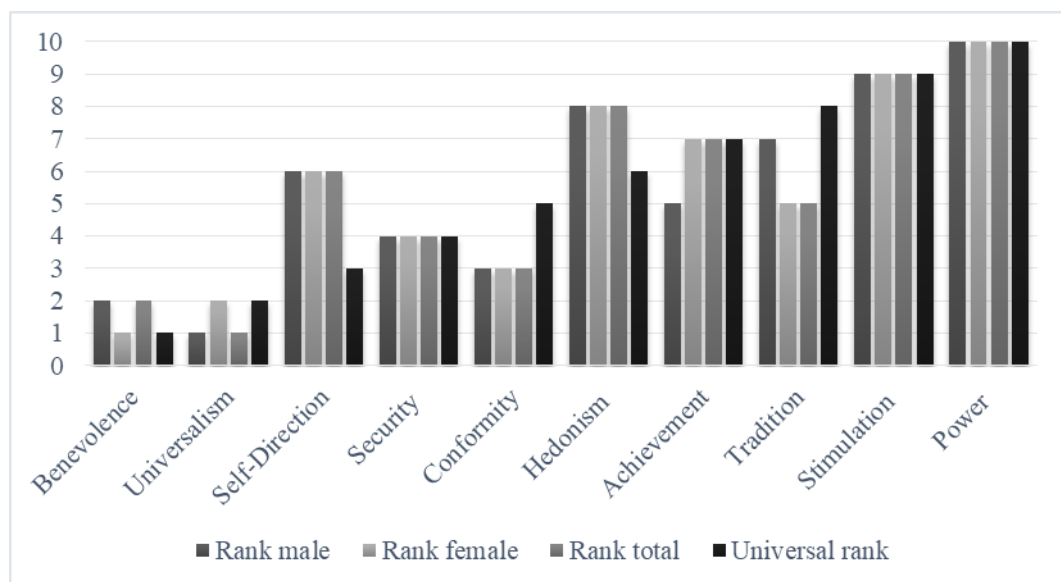


Fig. 3.12. Comparing the hierarchy of personnel values in LLC VENT-MEDICAL with the universal hierarchy of motivational types of values

The values hierarchy of the personnel in LLC VENT-MEDICAL differs from the universal hierarchy identified by Schwartz, and these discrepancies are explained by the influence of national culture. Thus, the self-direction values, taking the 3rd position in the universal hierarchy, are ranked 6th by the staff of this Ukrainian multinational organization.

The values of conformity taking the 5th position in the universal hierarchy, are ranked 3rd by the staff of LLC VENT-MEDICAL, which is a characteristic of Ukrainian national culture and a manifestation of its large power distance. The values of hedonism, which occupy 6th position in the universal hierarchy, are ranked 8th by the staff of this Ukrainian multinational organization, is also result of the influence of Ukrainian national culture and a manifestation of its restriction. The values of tradition taking the 8th position in the universal hierarchy, are ranked 5nd by the staff of LLC VENT-MEDICAL, which is a characteristic of the strong influence of organizational culture of this Ukrainian multinational organization.

The hierarchy of personnel values in the analyzed multinational organizations are given in table 3.16.

Table 3.16

**Hierarchy of personnel values in Simon Kuznets Kharkiv National
University of Economics and LLC VENT-MEDICAL**

Motivational type of value		Value elements
Simon Kuznets Kharkiv National University of Economics	LLC VENT- MEDICAL	
1. Benevolence	1. Universalism	Benevolence elements: usefulness, responsibility, honesty, fidelity, the ability to forgive, true friendship, mature love, loyalty, condescension, helping others
2. Universalism	2. Benevolence	Universalism elements: broad outlook, social justice, quality, world peace, world of beauty, unity with nature, wisdom, environmental protection
3. Conformity		obedience, courtesy, self-discipline, respect for parents and elders, fidelity, responsibility
4. Security		social order, family security, national security, cleanliness, mutual service, health, temperance, sense of belonging
5. Self-Direction	5. Tradition	Self-Direction elements: creativity, freedom, independence, curiosity, determination of life goals, self-respect, intelligence, privacy
6. Achievement	6. Self-Direction	Achievement elements: ambition, influence, success, ability, self-respect, public recognition
7. Tradition	7. Achievement	Tradition elements: respect for tradition, modesty, piety, acceptance of one's share in life, moderation, spiritual life
8. Hedonism		pleasure, enjoyment of life, self-indulgence
9. Stimulation		courage, exciting life, varied life
10. Power		authority, social power, wealth, maintaining one's public image and public recognition

Despite small differences in the hierarchy of values of the analyzed Ukrainian organizations by gender, in general, both organizations have an almost identical hierarchy of personnel motivational values, which is the result of the influence of both national and organizational culture. Only one difference is that in the list of the most important values personnel of Simon Kuznets Kharkiv National University of Economics includes self-direction, but personnel of LLC VENT-MEDICAL includes tradition.

Differences in the hierarchy of values of Simon Kuznets Kharkiv National University of Economics with the universal hierarchy are a direct result of the influence of Ukrainian national culture. Therefore, self-direction values have the 3rd position in the universal hierarchy, are received the 5th position by the staff of Simon Kuznets Kharkiv National University of Economics. This confirms the results obtained from the analysis of values by M. Rokeach's approach, since it was found that such terminal value as freedom (12th rank) is important but not required, the terminal value of art (16th rank) is generally rejected, and it is also a manifestation of the influence of national culture.

The conformity values have the 5th position in the universal hierarchy, are received the 3rd position by the staff of Simon Kuznets Kharkiv National University of Economics. This also confirms the results obtained from the analysis of values by M. Rokeach's approach, it was found that such terminal value as happy family life (2nd rank) is the most important and it is a manifestation of the influence of national culture.

The hedonism values have the 6th position in the universal hierarchy, are received the 8th position by the staff of Simon Kuznets Kharkiv National University of Economics. This also confirms the results of the analysis of values by M. Rokeach's approach, it was found that such terminal value as satisfaction (15th rank) is important but not required and this is also the influence of Ukrainian national culture.

Differences in the hierarchy of values of LLC VENT-MEDICAL with the universal hierarchy are a direct result of the influence of Ukrainian national culture.

Therefore, self-direction values have the 3rd position in the universal hierarchy, are received the 6th position by the staff of LLC VENT-MEDICAL. This confirms the results obtained from the analysis of values by M. Rokeach's approach, since it was found that such terminal value as freedom (12th rank) is important but not required, the terminal value of art (15th rank) is unimportant, and it is also a manifestation of the influence of national culture.

The conformity values have the 5th position in the universal hierarchy, are received the 3rd position by the staff of LLC VENT-MEDICAL. This also confirms the results obtained from the analysis of values by M. Rokeach's approach, it was found that such terminal value as happy family life (7th rank) is important but not required, the terminal values of public recognition (11th rank) is also important but not required and it is a manifestation of the influence of national culture.

The hedonism values have the 6th position in the universal hierarchy, are received the 8th position by the staff of LLC VENT-MEDICAL. This also confirms the results of the analysis of values by M. Rokeach's approach, it was found that such terminal value as satisfaction (16th rank) is required and this is also the influence of Ukrainian national culture. The tradition values have the 8th position in the universal hierarchy, are received the 5th position by the staff of LLC VENT-MEDICAL.

This also confirms the results of the analysis of values by M. Rokeach's approach, it was found that conformist, altruistic instrumental altruistic values are more important for the staff of LLC VENT-MED than individualistic, and this is a characteristic of the strong influence of organizational culture of this Ukrainian multinational organization.

The next stage of the fourth stage of the comprehensive analysis is appointment and analysis of values based on the G. Hofstede's approach.

Therefore, we define values that are the result of the national culture's influence, that is, forming an aggregated list of values based on the analysis of each cultural variable, analyzed in detail in subchapter 2.1.

Thus, table 3.17 shows the formed aggregated list of values based on the analysis of each cultural variable of Ukrainian national culture.

We also determine the values of organizational culture by the type of organizational culture. That is, these are the so-called values that should be represented in a specific type of organizational culture in a multinational organization, explored in detail in subchapter 2.1.

Table 3.17

Aggregated list of values based on the analysis of each cultural variable of Ukrainian national culture and their features

Cultural dimension [65]	Subsurface level of organizational culture: organizational values	Deep level of organizational culture: values that should be represented in the organizational culture of the organization
Large power distance Ukraine (92)	the organizational values declared by the management do not coincide with the values of the staff	-
Collectivism Ukraine (25)	the interests of the organization prevail over their own interests	training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work (ventilation, lighting, sufficient space, etc.); use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work
Femininity Ukraine (27)	-	relations as having a good relationship with management; cooperation as work with people who willingly cooperate with each other, a friendly team; place of residence as an opportunity to live in a place that is pleasant for you and your family; employment guarantee as an opportunity to work in your organization as long as you wish; work for life
Long-term orientation Ukraine (86)	-	patience; saving face; feeling ashamed

Table 3.18 lists the values that should be present in the organizational culture of a Ukrainian multinational organization according to its type.

Table 3.18

Values that should be present in the organizational culture of a Ukrainian multinational organization according to its type

Type of the organizational culture	Deep level of organizational culture: values that should be represented in the organizational culture of the organization
Pyramid (G. Hofstede) Task culture (C. Handy)	synchronicity, parallelism, prediction

Thus, the results of the analysis of the influence of Ukrainian national culture based on G. Hofstede's approach are relevant to the organizational culture of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL.

Task culture (C. Handy) [89] of is a culture based on a clear focus on solving specific problems and used teamwork methods and strict methods of control and reporting. This type of culture is not stable. If there is a conflict of national and organizational culture it transitory and eventually turns into a power culture or a role culture. This change depends on influence of organizational culture (type of control mechanisms [150] as a component of mechanism organizational culture chosen by management, that was analyzed in subchapter 1.3).

Having results of the three steps of the fourth stage of the comprehensive assessment of the organizational culture in the multinational organization, taking into account the national content, we have formed a comprehensive list of the most important values of the staff in the multinational company.

Thus, table 3.19 and table 3.20 shows the most important values identified as a result of the analysis of the personnel values in the Ukrainian multinational companies based on the approaches of Rokeach, Schwartz and Hofstede.

At the fifth stage of the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content, let us determine the presence (absence) of a conflict between the values of the national and organizational culture of these Ukrainian multinational companies.

Table 3.19

**The most important values of personnel values in organizational culture of
Simon Kuznets Kharkiv National University of Economics**

Levels of culture	Hierarchy of values based on the M. Rokeach's approach	Hierarchy of motivational types of values based on the S. Schwartz's approach	List of values based on the G. Hofstede's approach
National culture	<ol style="list-style-type: none"> 1. Health 2. Happy family life 3. Love 4. Internal harmony 5. Materially secured and comfortable life 6. An active and interesting life 	<ol style="list-style-type: none"> 1. Benevolence 2. Universalism 3. Conformity 4. Security 5. Self-Direction 	<p>training as an opportunity to improve one's qualifications and acquire new skills while working;</p> <p>good working conditions as having good physical conditions at work;</p> <p>use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work;</p> <p>relations as having a good relationship with management;</p> <p>cooperation as work with people who willingly cooperate with each other, a friendly team;</p> <p>place of residence as an opportunity to live in a place that is pleasant for you and your family;</p> <p>employment guarantee as an opportunity to work in your organization as long as you wish;</p> <p>work for life;</p> <p>patience;</p> <p>saving face;</p> <p>feeling ashamed</p>
Organizational culture	<ol style="list-style-type: none"> 1. Intelligence and education 2. Honesty 3. Responsibility 4. Independence 5. Rationalism 6. Buoyancy 		<p>group interests are placed above individual interests;</p> <p>orientation to the manager's values, his (her) ideas and expectations;</p> <p>"the end justifies the means"</p>

The national personnel culture (Ukrainian) significantly influences the organizational culture of the personnel of these organizations.

Table 3.20

**The most important values of personnel values in organizational culture of
LLC VENT-MEDICAL**

Levels of culture	Hierarchy of values based on the M. Rokeach's approach	Hierarchy of motivational types of values based on the S. Schwartz's approach	List of values based on the G. Hofstede's approach
National culture	<ol style="list-style-type: none"> 1. Health 2. Internal harmony 3. Love 4. Interesting work 5. Materially secured and comfortable life 6. Wisdom 	<ol style="list-style-type: none"> 1. Universalism 2. Benevolence 3. Conformity 4. Security 5. Tradition 	<p>training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work; use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work; relations as having a good relationship with management; cooperation as work with people who willingly cooperate with each other, a friendly team; place of residence as an opportunity to live in a place that is pleasant for you and your family; employment guarantee as an opportunity to work in your organization as long as you wish; work for life; patience; saving face; feeling ashamed</p>
Organizational culture	<ol style="list-style-type: none"> 1. Intelligence and education 2. Responsibility 3. Honesty 4. Diligence 5. Manners and politeness 6. Tolerance 		<p>group interests are placed above individual interests; orientation to the manager's values, his (her) ideas and expectations; "the end justifies the means"</p>

These are primarily femininity of Ukrainian national culture (higher value position of universalism among Ukrainian female respondents) and pragmatism (long-term orientation) of Ukrainian national culture (higher value position of

tradition among Ukrainian female respondents). In addition, the staff of Simon Kuznets Kharkiv National University of Economics, is feeling the influence of restriction Ukrainian national culture (higher value position of conformity among male respondents). In addition, the staff of these two Ukrainian multinational organizations feel a significant influence of gender culture since achievement values are associated with the desire for personal success, which is more important for the male part respondents.

Having studied the staff values at Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL, we have found a conflict between the national and organizational culture of the staff in these multinational organizations. As the value hierarchy of the personnel in these Ukrainian multinational organizations, obtained by using S. Schwartz's approach, differs from the universal hierarchy defined by S. Schwartz in his study [150], it indicates extremely high demands on the part of the organization's management in terms of self-discipline and staff responsibility. This suppresses the desire for creativity, freedom and independence of employees.

Since the conflict between the national and organizational culture of the personnel of these multinational organizations was determined, therefore at the sixth stage of the methodological approach to the comprehensive assessment of the organizational culture of the staff in a multinational organization taking into account national content we have to form specific proposals for the development of the organizational culture in the analyzed multinational organizations.

The hierarchy of the personnel values in the analyzed Ukrainian multinational organizations differs from the universal hierarchy highlighted by Schwartz, and these discrepancies are explained by the influence of national culture. Thus, self-direction values, which occupy the 3rd position in the universal hierarchy, rank 5th (Simon Kuznets Kharkiv National University of Economics) and 6th (LLC VENT-MEDICAL) by the staff in a Chinese multinational organization. This confirms the results obtained during the value analysis, considering the Rokeach's approach. We have found out that such a terminal value as freedom (12th position in both

organizations) is important, but not mandatory, it is a manifestation of the national culture's influence. Conformity values, which occupy the 5th position in the universal hierarchy, were ranked 3rd by the staff in Ukrainian multinational organizations (both organizations). This confirms the results obtained in the value analysis based on the Rokeach's approach, as the terminal value of a happy family life (2nd position in Simon Kuznets Kharkiv National University of Economics and 7th position in LLC VENT-MEDICAL) is important for respondents. The values of hedonism, which have the 6th position in the universal hierarchy, were put on the 8th position by the staff in Ukrainian multinational organizations (both organizations). This confirms the results obtained in the value analysis based on the Rokeach's approach, as the terminal value of satisfaction (15th position in Simon Kuznets Kharkiv National University of Economics and 16th position in LLC VENT-MEDICAL) is unimportant and even rejected (LLC VENT-MEDICAL) for respondents.

Thus, we propose to adjust the hierarchy of organizational culture values for these Ukrainian multinational organizations. We believe these organizations should pay attention to the values of self-direction, conformity and hedonism. It is necessary for them to raise the importance of the self-direction values of the personnel because it is these values that provide foster creativity, motivate innovation and help cope with difficulties. Behavior based on these values is intrinsically motivated because it satisfies individual needs without harming others.

In this way, the significance of conformity values, which in these organizations are the result of extremely careful control of discipline and obedience of the staff, will decrease, reducing the effectiveness of innovation and creativity in these organizations. Moreover, stimulating the self-direction values of the staff in these organizations will increase the significance of hedonism values by enjoying creative activities.

3.3. Methodological recommendations for the development of the organizational culture's mechanism in a multinational organization

Understanding the place and importance of organizational culture for the success of achieving the strategic goals of a multinational organization and the ability to form the desired profile of it are important conditions for organizational changes. In this process, we form a strong organizational culture as a necessary condition for the effective functioning of multinational organizations in the languages of different national cultures.

As scientists [12; 52; 154] note, organizational culture is rather an inertial object of management because achieving the ultimate goal – increasing efficiency based on bringing the value attitudes of the staff into line with the organization's value system involves more than just a superficial influence on the employee's activity.

Chapter 1 shows the study results of the organizational culture mechanism in a multinational organization determined as a set of principles, functions, tools, methods, means, resources, influencing factors on personnel processes and organizational culture, its levels and elements, qualities, functions and components used by the management of the organization at all hierarchical levels to achieve the organization's goals.

By its nature, it is an organizational and economic mechanism effectively implemented in the management system that is, in a complex of organizational measures, operations and methods aimed at increasing the competitiveness level of the organization, leading to complete identification of employees with the organization.

Therefore, in subchapter 1.3 gives the author's understanding of the essence of the mechanism of organizational culture of a multinational organization. Therefore, the main structural components of the mechanism of the organizational culture of a multinational organization are:

- 1) purpose;
- 2) principles;
- 3) management functions;
- 4) management resources;
- 5) methods of influence;
- 6) tools and means of influence;
- 7) influence of factors of the external and internal environment;
- 8) levels and elements of organizational culture;
- 9) qualities of organizational culture;
- 10) functions of organizational culture;
- 11) group and social processes;
- 12) type of organizational culture and organizational structure.

The organizational and economic mechanism of the organizational culture in a multinational organization is an interconnected unity of subjects and objects of this mechanism.

The subjects of mechanism of organizational culture of a multinational organization are all stakeholders of this multinational organization: owners, founders, all levels of management of the organization (top, middle and senior), employees, partners and consumers of this organization.

The objects of mechanism of organizational culture of a multinational organization are all main processes and systems, connecting with mechanism of organizational culture: business processes, communication system, financial flows, HR policy and motivation system. The expected result of this mechanism is full identification of the employees with multinational organization.

The main part of the mechanism of the organizational culture of a multinational organization is precisely the organizational culture, its levels and elements, qualities, functions and components. In addition, all these components and characteristics of organizational culture are directly woven into the management processes of a multinational organization.

The organizational culture of a multinational organization is a holistic result of repeated social interaction of the organization's personnel, connected by the common goal of finding ways to adapt to the conditions of changing external and internal environment, being accepted by all employees (representatives of various national and regional cultures) of the declared organizational values, norms and behavior patterns to achieve the single goals of the organization.

Multinational organization must adapt to the conditions of the changing external environment and the internal environment through the formation and development of the mechanism of organizational culture, which allows not only to develop organizational culture, but also to achieve the unified goals of the organization through full self-identification of all employees of a multinational organization with this organization.

In each multinational organization, the mechanism of organizational culture has its own specificity, which is the result of the influence of factors of the external and internal environment, which were analyzed in subchapter 1.1.

So, external factors include competitors, investors, international environment, political factors, legal and legislative factors, economic factors, social factors, cultural factors, information technology development of society, and specificity of the organization activity. One of the most important external factors of mechanism of organizational culture of a multinational organization is a group of cultural factors, especially the relationship and interdependence of national and organizational culture. However, organizational culture is easily manageable and can be common to representatives of different national cultures, but management only as an existing fact can perceive national culture.

Internal factors include three groups of factors:

- 1) general-organizational factors: history of the organization (myths and legends); form of ownership and size of the organization; philosophy, goals and objectives of the organization; organization structure; organization strategy; level of scientific and technological development of the organization; information transfer

system and organizational procedures; internal and external design of the premises of the organization; resource base of the organization;

2) managerial factors: innovation policy; management technologies; personnel motivation system; establishing a creative atmosphere in the team; psychological climate in the team; the manager's personality and image; management and leadership style; goals and values of the top management of the organization, attitude to work and type of response to critical situations; power, status, definition and distribution of statuses in the organization; informal leadership;

3) personnel-related factors: communication system; common language of employees and peculiarities of organizational processes; qualification, education and general level of staff development; nature and content of staff work; boundaries of social groups and criteria for entry and exit from these groups; personal values of all staff.

That is why we propose the following sequence of the organizational culture mechanism's development in a multinational organization, shown in Fig. 3.13.

At the first stage of the development sequence, work is organized to determine the directions and priorities of the mechanism's development of the organizational culture in a multinational organization. Here, we study the prerequisites for the organizational culture mechanism's development in the organization by making management decisions about the need, directions and priorities in the multinational organization, as well as the experience of foreign and domestic organizations, tools for the mechanisms of organizational culture and its elements, working out relevant recommendations.

The first stage in the sequence of organizational culture mechanism's development in a multinational organization includes:

1. Analysis of the influence of the external environment cultural factors in a multinational organization.

The work at this stage includes: analysis of the national culture influence on the components of the organizational culture mechanism in a multinational organization: organizational structure; HR policy; communication system; regulation

of personnel activities; identification of oneself in the organization; power characteristics; leadership style; management style; staff relations with management; staff relations among themselves; staff development and features of motivation and the values of the organizational culture in a multinational organization, identification of problems, unresolved issues and priorities for the development of the organizational culture mechanism in a multinational organization.

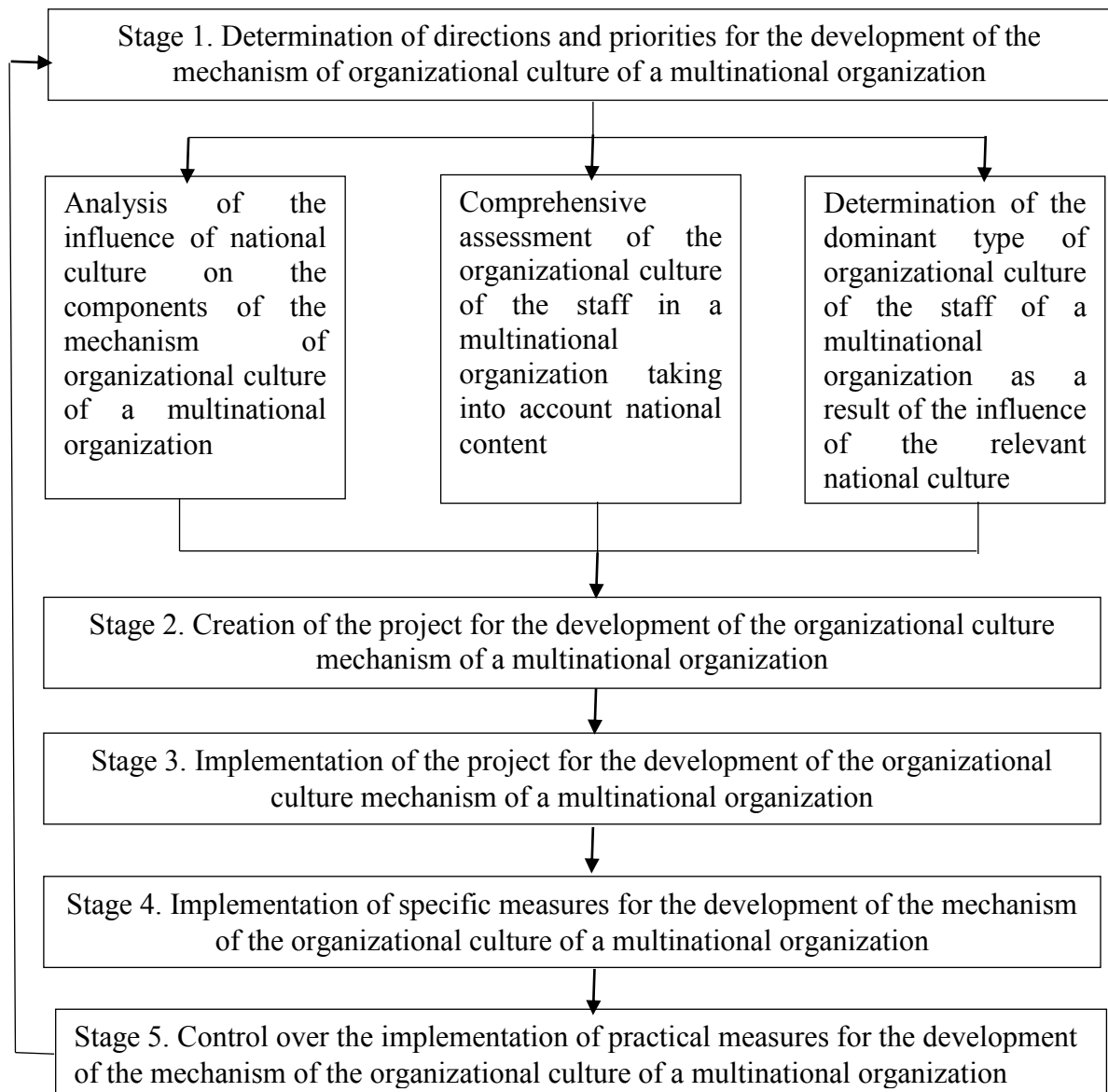


Fig. 3.13. Sequence of the organizational culture mechanism's development in a multinational organization

The expected result of this stage is the identification of problematic issues, the formation of recommendations for adjusting (if necessary) the components of the organizational culture mechanism in a multinational organization in accordance with the requirements of the national culture of the country in which this organization operates.

2. Analysis of the current structure and type of dominant organizational culture of personnel in a multinational organization.

The work at this stage includes: comprehensive assessment of organizational culture that takes into account the influence of internal (components of the mechanism of organizational culture) and external factors (the influence of national culture) of organizational culture based on a value approach.

The expected result of this stage is the development of recommendations to eliminate the conflict between the national and organizational culture in the multinational organization (if necessary) by adjusting the structure (values) of the organizational culture in the multinational organization in accordance with the requirements of the national culture of the country in which the organization operates, if there is a conflict between the national and the organizational culture in a multinational organization.

3. Determination of the dominant type of organizational culture of personnel in a multinational organization as a result of the relevant national culture's influence.

The work at this stage includes determination of the dominant type of organizational culture of the personnel in a multinational organization as a result of the influence of the corresponding national culture, determination of the dominant type of organizational culture's influence on the components of the organizational culture mechanism in a multinational organization: values, PR policy, power characteristics.

The expected result of this stage is the development of recommendations to eliminate the incompatibility (if any) of the dominant type of organizational culture with the requirements of the national culture of the country in which the organization operates, using appropriate control mechanisms.

We design the mechanism of organizational culture at the second stage of the development sequence of organizational culture mechanism in a multinational organization. The work consists in creation of a project for the development of the organizational culture mechanism, determining all types of activities, processes and sub-processes, distribution of rights, responsibilities and powers, executors and responsible persons involved in the project.

The second stage includes working out the project of the organizational culture mechanism's development based on the integration of all the recommendations formed at the first stage.

The expected result of the second stage is a project to develop the organizational culture mechanism in the analyzed multinational organization.

The third stage of the sequence of organizational culture mechanism's development in a multinational organization consists in the implementation of the project.

The work at the third stage includes determination of a complex of organizational and normative documents, namely, the composition and structure of documents, approval of the schedule for the development of documents, formation of groups of document developers.

The expected result of the third stage is documentation and the adoption of appropriate management decisions regarding the implementation of the project for the development of the organizational culture mechanism in the analyzed multinational organization.

At the fourth stage of the sequence of the organizational culture mechanism's development in a multinational organization, we implement specific measures for its development in the activities of the multinational organization.

The work at this stage includes implementation of practical measures for the development of the organizational culture mechanism in a multinational organization by performing the specified tasks.

At the fourth stage, we expect to obtain the results determined at the second stage, that is, to identify all the personnel of the organization with this organization

and completely form the desired behavior of the employees within the organization, which contributes to the achievement of the organization's goals.

So, the defined stages in the process of developing the organizational culture in a multinational organization consist in a clear organization of the work and response to the influence of the organization's internal and external environment. The influence of these factors gives rise to the formation of the organizational culture functions, means of support, priorities for the development of organizational culture and directions of HR policy. By constantly controlling this sequence of mechanism development, we implement the organizational culture in a multinational organization.

The first stage of the proposed sequence of the organizational culture mechanism's development in the multinational organization was implemented for multinational organizations that function in the conditions of the national culture of China and Ukraine. It is only necessary to separate the relevant recommendations for each of the three stages.

As proved in chapter 2, the national culture of the country in which the multinational organization operates has a significant impact on the behavior of the employees of the multinational organization. Having studied the mechanism of organizational culture by understanding the general cultural mechanisms, influencing the effectiveness of the organization's personnel, based on the synthesis of multidimensional and multilevel approaches, we understand that the national culture affects the organizational culture and the mechanism of the organizational culture of such an organization.

Table 3.21 gives aggregated recommendations for the development of organizational culture mechanism in a multinational organization, taking into account the national content (in accordance with the manifestations of cultural variables of a specific national culture). This is the result of the first stage in the sequence of organizational culture mechanism's development in a multinational organization.

Table 3.21

**Recommendations for the development of the organizational culture's mechanism
in a multinational organization: national content**

Element / Cultural dimension	power distance		individualism versus collectivism		masculinity versus femininity		uncertainty avoidance		time orientation	
	large	small	collectivism	individualism	masculinity	femininity	low level	high level	short-term	long-term
Surface level of organizational culture										
Organizational structure	hierarchy is a natural, ever-existing inequality; the structure of the organization is multi-level; tendency towards centralization	hierarchy is considered as a temporary division of duties; the structure of the organization is flat; tendency to decentralization	-	-	-	-	flexible management structure; flexible business rules and procedures; priority of horizontal connections; a wide scale of controllability with a small number of levels; one subordinate can have two managers	rigid hierarchical management structure; standard business rules and procedures; the priority of vertical connections with a large number of levels; one subordinate should not have two managers	-	-
HR policy	inequality and privilege are recognized as the norm; deference and unavailability of management	minimal inequality among employees; equality and availability of leadership	-	-	-	-	-	-	-	-
Communication system	-	-	high importance of the context of communications; feedback communication through opening yourself to others	low importance of the communications context; feedback communications through self-realization	an important verbal aspect; directness and openness; inability to listen	non-verbal aspect is important; prudence; ability to listen	low importance of context; the importance of listening skills	high importance of context; strong non-verbal aspect	peer-to-peer communication; communication is more formalized; low context	storage of hierarchy levels during communication; communication is more informal; high context
Regulation of personnel activities	-	-	-	-	-	-	a small number of flexible rules and procedures that depend on the situation	a significant number of clear rules and procedures; having an emotional need for staff in the rules, even if they don't work	-	-
Organizational values	the organizational values declared by the management do not coincide with the values of the staff	the organizational values declared by the management coincide with the values of the staff	the interests of the organization prevail over their own interests	own interests prevail over the interests of the organization	-	-	-	-	-	-

Continuation of Table 3.21

Element / Cultural dimension	power distance		individualism versus collectivism		masculinity versus femininity		uncertainty avoidance		time orientation	
	large	small	collectivism	individualism	masculinity	femininity	low level	high level	short-term	long-term
Subsurface level of organizational culture										
Identification of oneself in the organization	-	-	moral involvement; emphasis on belonging to the organization	prudent engagement; emphasis on individual initiative and achievements	-	-	as part of the general; identifying subordinates is a management problem	as special; subordinates are required to identify themselves to management using formal symbols (cards)	-	-
Power characteristics	power is centralized, the basis of power - strength and charisma; advantage of the personal basis of power; delegation of authority through decentralization	official basis of power; basis of power - legality and competence; power goes to the one on whose side the law is	particularism; mainly status sources of power; the relationship prevails over the task	universalism; mainly personal sources of power; tasks take precedence over relationships	-	-	manager for a subordinate; subordinates are ready to protest against the wrong decision of the manager	subordinate for the manager; subordinates remain silent when they disagree with the manager's decision	respect for rights is the basis of power	respect for formal status in the basis of power
Leadership style	authoritarian style of management and the principle of "strong hand"; a significant composition of management and controlling specialists; senior management is unreachable; existing paternalism and oligarchic leadership; the leader demonstrates maximum power, which corresponds to reality	democratic management style; the composition of management and controlling specialists is small; in senior management is always available pluralistic leadership based on the choice of the majority; the leader gives the impression that he has less power than he actually has	management of a group of individuals; the ideal is to be a member of the organization	personality management in the group; the ideal is to be a leader	respect for strength, speed of decisions, scale of approaches, determination and rigidity; the importance of expert knowledge	respect for the ability to organize conflict-free group work, achieve consensus, develop fair motivation; the importance of relationships	the leader is usually respected or valued; the leader's desire to do the right thing	the leader is loved or hated; a leader strives to do the right thing	-	-

Continuation of Table 3.21

Element / Cultural dimension	power distance		individualism versus collectivism		masculinity versus femininity		uncertainty avoidance		time orientation	
	large	small	collectivism	individualism	masculinity	femininity	low level	high level	short-term	long-term
Management style	-	-	-	-	-	-	a slight difference in competence between the manager and subordinates; preference is given to democratic management; employees want to obey the manager; participation in management is considered as assuming certain obligations	a large difference in competence between the manager and subordinates; rigid leadership is preferred; subordinates more depend on the manager and accept it as the norm; subordinates' pessimism regarding the effectiveness of participation in management	-	-
Staff relations with management	agree with all decisions and instructions of employees who are at higher levels of this system	readiness to follow the instructions of the manager, if they consider his actions to be correct or when these actions are in their own interests; hidden harmony between levels of power; the dependence of subordinates on managers is limited by both	similar to family relationships, the leader must take care of the subordinate in exchange for loyalty	have a contractual basis, wages are paid according to the work performed	-	-	-	-	treating the manager as a partner	treatment of the manager as senior in level

Continuation of Table 3.21

Element / Cultural dimension	power distance		individualism versus collectivism		masculinity versus femininity		uncertainty avoidance		time orientation	
	large	small	collectivism	individualism	masculinity	femininity	low level	high level	short-term	long-term
Staff relations among themselves	-	-	relations with others as members of their group; the employee must focus on the interests of the group, which may not coincide with his personal needs; ethical model of mutual relations - based on the principles of morality; conflicts - the reason for the destruction of the group; compromise - a way to resolve the conflict	working relationships are exclusively business in nature; practical model of mutual relations - on a rational basis	fierce competition; resolution of conflicts by force methods (in a dispute, in a fight)	opportunity for communication and mutual assistance; conflict resolution through negotiations and compromise	relations with colleagues: confidentiality, colleagues remain friends when there is a difference of opinion; conflicts are allowed on an equal basis for constructive use; a small number of flexible rules and procedures that depend on the situation; the staff's attitude to risk and uncertainty is a positive, calm attitude to situations of uncertainty and risk	relations with colleagues: suspicion, differences in opinion only increase mistrust; conflicts are avoided or resolved by force, because conflict causes aggression; a significant number of clear rules and procedures, the presence of an emotional need for staff in the rules, even if they do not work; staff's attitude to risk and uncertainty is negative, fear of risk and uncertainty	-	-
Staff development	-	-	taking into account the opinion of the group; career progression procedures are informal and subject to change	consideration of individual abilities and skills; career advancement procedures are formalized	-	-	personal achievements are the basis of career growth; high level of staff creativity, ability to create new ideas	the existence of unwritten rules regarding promotion with age; not a high level of creativity of the staff, but there is a nobility to the introduction of new ideas	-	-
Features of motivation	a large difference in privileges and salary levels of employees of different ranks, differentiation of pay due to direct payments and privileges	the difference in the salary level is small, the differentiation of payment due to social benefits	the reward is proportional to the team's achievements	reward is proportional to personal achievement	the basis of the motivation system: material motivation, career growth	the basis of the motivation system: intangible motivation, a good atmosphere in the team	motivation for achievement, self-respect and participation prevails; diligent work on demand without internal motivation for constant activity	motivation for safety, self-respect and complicity prevails; the desire to work hard and always be busy with something	-	-

Continuation of Table 3.21

Element / Cultural dimension	power distance		individualism versus collectivism		masculinity versus femininity		uncertainty avoidance		time orientation	
	large	small	collectivism	individualism	masculinity	femininity	low level	high level	short-term	long-term
Deep level of organizational culture										
Values that should be represented in the organizational culture of the organization	-	-	training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work (ventilation, lighting, sufficient space, etc.); use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work	personal time, because work should leave enough time for personal life; freedom as the presence of a certain freedom in choosing one's own approach to work; interesting work as an opportunity to get a sense of self-realization while doing work	earnings as an opportunity for high earnings; self-realization as a desire for work that will give a sense of self-realization; promotion as an opportunity for professional growth, performance of more complex work; interesting work as work, during the performance of which you can feel personal achievements; life for work	relations as having a good relationship with management; cooperation as work with people who willingly cooperate with each other, a friendly team; place of residence as an opportunity to live in a place that is pleasant for you and your family; employment guarantee as an opportunity to work in your organization as long as you wish; work for life	-	-	interest in finding the truth; expectation of a quick result; willingness to obey with knowledge of the matter	patience; saving face; feeling ashamed

These aggregated recommendations determine the actions to adjust (if necessary) the components of the organizational culture mechanism in a multinational organization in accordance with the requirements of the national culture of the country in which this organization operates. The list of recommendations makes it possible to determine the influence of national culture on the components of the organizational culture mechanism in a multinational organization: organizational structure; HR policy; communication system; regulation of personnel activities; identification of oneself in the organization; power characteristics; leadership style; management style; staff relations with management; staff relations among themselves; staff development and features of motivation and the values of the organizational culture in a multinational organization.

We have formed a specific list of recommendations to adjust (if necessary) the components of the organizational culture mechanism in a multinational organization according to the requirements of the national culture of the country in which this organization operate, according to the manifestation of each of the cultural variables in a specific national culture.

Table 3.22 defines recommendations for the development of the organizational culture mechanism in a multinational organization, taking into account the national content, which functions in the conditions of Chinese national culture.

Table 3.22

**Development of mechanism of organizational culture in
Chinese multinational organizations: national content**

Element	Influence of Chinese national culture
Surface level of organizational culture	
Organizational structure	hierarchy is a natural, ever-existing inequality; flexible management structure; flexible business rules and procedures; priority of horizontal connections; a wide scale of controllability with a small number of levels; one subordinate can have two managers
HR policy	inequality and privilege are recognized as the norm; deference and unavailability of management
Communication system	high importance of the context of communications; feedback communication through opening yourself to others; an important verbal aspect; the importance of listening skills; storage of hierarchy levels during communication; communication is more informal
Regulation of personnel activities	a small number of flexible rules and procedures that depend on the situation
Subsurface level of organizational culture	
Organizational values	the organizational values declared by the management do not coincide with the values of the staff; the interests of the organization prevail over their own interests
Identification of oneself in the organization	moral involvement; emphasis on belonging to the organization; as part of the general; identifying subordinates is a management problem

Continuation of Table 3.22

Element	Influence of Chinese national culture
Power characteristics	power is centralized, the basis of power - strength and charisma; advantage of the personal basis of power; delegation of authority through decentralization; particularism; mainly status sources of power; the relationship prevails over the task; manager for a subordinate; subordinates are ready to protest against the wrong decision of the manager; respect for formal status in the basis of power
Leadership style	authoritarian style of management and the principle of "strong hand"; a significant composition of management and controlling specialists; senior management is unreachable; existing paternalism and oligarchic leadership; the leader demonstrates maximum power, which corresponds to reality; management of a group of individuals; the ideal is to be a member of the organization; respect for strength, speed of decisions, scale of approaches, determination and rigidity; the importance of expert knowledge; the leader is usually respected or valued; the leader's desire to do the right thing
Management style	a slight difference in competence between the manager and subordinates; employees want to obey the manager; participation in management is considered as assuming certain obligations
Staff relations with management	agree with all decisions and instructions of employees who are at higher levels of this system; similar to family relationships, the leader must take care of the subordinate in exchange for loyalty; treatment of the manager as senior in level
Staff relations among themselves	relations with others as members of their group; the employee must focus on the interests of the group, which may not coincide with his personal needs; ethical model of mutual relations - based on the principles of morality; conflicts - the reason for the destruction of the group; compromise - a way to resolve the conflict; fierce competition; resolution of conflicts by force methods (in a dispute, in a fight); relations with colleagues: confidentiality, colleagues remain friends when there is a difference of opinion; conflicts are allowed on an equal basis for constructive use; a small number of flexible rules and procedures that depend on the situation; the staff's attitude to risk and uncertainty is a positive, calm attitude to situations of uncertainty and risk
Staff development	taking into account the opinion of the group; career progression procedures are informal and subject to change; personal achievements are the basis of career growth; high level of staff creativity, ability to create new ideas
Features of motivation	a large difference in privileges and salary levels of employees of different ranks, differentiation of pay due to direct payments and privileges; the reward is proportional to the team's achievements; the basis of the motivation system: material motivation, career growth; motivation for achievement, self-respect and participation prevails; diligent work on demand without internal motivation for constant activity
Deep level of organizational culture	
Values that should be represented in the organizational culture of the organization	training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work (ventilation, lighting, sufficient space, etc.); use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work; earnings as an opportunity for high earnings; self-realization as a desire for work that will give a sense of self-realization; promotion as an opportunity for professional growth, performance of more complex work; interesting work as work, during the performance of which you can feel personal achievements; life for work; patience; saving face; feeling ashamed

So, it is very important for multinational organizations operating in the conditions of Chinese national culture to use the following competitive advantages created by Chinese national culture:

1) combination of masculinity, collectivism and low level of uncertainty avoidance gives the following advantages of the Chinese style of leadership: harmony of relations and efficiency of interaction at all levels of management and between them with practically no distortion of information; proportionality and coordination of all divisions development as a result of the leader's development, allowing to avoid an imbalance in the development of the company; staff cohesion and efficiency as a

result of high moral principles that the leader transmits to his subordinates; constant self-improvement of leaders brings new ideas for the company's development.

2) combination of large power distance, masculinity and collectivism creates an "exemplary leadership" characteristic. Managers of Chinese companies often become the founders of the organizational culture in their organization. Since the communication style of these leaders, their behavior and morals principles become a model for their subordinates to follow, at the same time employees voluntarily accept their style of behavior as a model; as a result, these leaders form a unique organizational culture in such organizations. Therefore, Chinese leaders should demonstrate a model of behavior that will increase the effectiveness of multinational personnel organizations.

3) the combination of collectivism and low level of uncertainty avoidance creates a condition of teamwork only. All team members work closely in cooperation and close interaction with each other, make joint decisions and consult with each other, listen to the opinions of others, listen to relevant thoughts before making decisions, associate their tasks with the tasks of others, take on different roles and regularly evaluate the effectiveness of the whole team, their strengths and weaknesses in teamwork.

Table 3.23 determines recommendations for the development of the organizational mechanism culture in a multinational organization, taking into account the national content, functioning in the conditions of Ukrainian national culture.

Table 3.23

**Development of mechanism of organizational culture
in Ukrainian multinational organizations: national content**

Element	Influence of Ukrainian national culture
	Surface level of organizational culture
Organizational structure	hierarchy is a natural, ever-existing inequality; the structure of the organization is multi-level; tendency towards centralization; rigid hierarchical management structure; standard business rules and procedures; the priority of vertical connections with a large number of levels; one subordinate should not have two managers
HR policy	inequality and privilege are recognized as the norm; deference and unavailability of management
Communication system	high importance of the context of communications; feedback communication through opening yourself to others; non-verbal aspect is important; prudence; ability to listen; storage of hierarchy levels during communication; communication is more informal
Regulation of personnel activities	a significant number of clear rules and procedures; having an emotional need for staff in the rules, even if they don't work

Continuation of Table 3.23

Element	Influence of Ukrainian national culture
Subsurface level of organizational culture	
Organizational values	the organizational values declared by the management do not coincide with the values of the staff; the interests of the organization prevail over their own interests
Identification of oneself in the organization	moral involvement; emphasis on belonging to the organization; as special; subordinates are required to identify themselves to management using formal symbols (cards)
Power characteristics	power is centralized, the basis of power - strength and charisma; advantage of the personal basis of power; delegation of authority through decentralization; particularism; mainly status sources of power; the relationship prevails over the task; subordinate for the manager; subordinates remain silent when they disagree with the manager's decision; respect for formal status in the basis of power
Leadership style	authoritarian style of management and the principle of "strong hand"; a significant composition of management and controlling specialists; senior management is unreachable; existing paternalism and oligarchic leadership; the leader demonstrates maximum power, which corresponds to reality; management of a group of individuals; the ideal is to be a member of the organization; respect for the ability to organize conflict-free group work, achieve consensus, develop fair motivation; the importance of relationships; the leader is loved or hated; a leader strives to do the right thing
Management style	a large difference in competence between the manager and subordinates; rigid leadership is preferred; subordinates more depend on the manager and accept it as the norm; subordinates' pessimism regarding the effectiveness of participation in management
Staff relations with management	agree with all decisions and instructions of employees who are at higher levels of this system; similar to family relationships, the leader must take care of the subordinate in exchange for loyalty; treatment of the manager as senior in level
Staff relations among themselves	relations with others as members of their group; the employee must focus on the interests of the group, which may not coincide with his personal needs; ethical model of mutual relations - based on the principles of morality ; opportunity for communication and mutual assistance; conflict resolution through negotiations and compromise; relations with colleagues: suspicion, differences in opinion only increase mistrust; conflicts are avoided or resolved by force, because conflict causes aggression; a significant number of clear rules and procedures, the presence of an emotional need for staff in the rules, even if they do not work; staff's attitude to risk and uncertainty is negative, fear of risk and uncertainty
Staff development	taking into account the opinion of the group; career progression procedures are informal and subject to change; the existence of unwritten rules regarding promotion with age; not a high level of creativity of the staff, but there is a nobility to the introduction of new ideas
Features of motivation	a large difference in privileges and salary levels of employees of different ranks, differentiation of pay due to direct payments and privileges; the reward is proportional to the team's achievements; the basis of the motivation system: intangible motivation, a good atmosphere in the team; motivation for safety, self-respect and complicity prevails; the desire to work hard and always be busy with something
Deep level of organizational culture	
Values that should be represented in the organizational culture of the organization	training as an opportunity to improve one's qualifications and acquire new skills while working; good working conditions as having good physical conditions at work (ventilation, lighting, sufficient space, etc.); use of competences and abilities as an opportunity to fully use one's knowledge, skills and abilities at work; relations as having a good relationship with management; cooperation as work with people who willingly cooperate with each other, a friendly team; place of residence as an opportunity to live in a place that is pleasant for you and your family; employment guarantee as an opportunity to work in your organization as long as you wish; work for life; patience; saving face; feeling ashamed

Thus, it is very important for multinational organizations functioning in the conditions of Ukrainian national culture to use the following competitive advantages created by Ukrainian national culture:

1) a combination of femininity, collectivism and a high level of uncertainty avoidance, gives the following advantages of the Ukrainian style of leadership: high readiness to take risks and in conditions of uncertainty; creativity and innovation, lack of stereotypes when making decisions; speed of decisions, simplicity, directness,

accessibility and openness in communication; charisma and ability to establish social connections; desire for development and developed intuition.

2) the combination of large power distance and collectivism creates such characteristic as strong individualism of the manager, leaders concentrate decision-making powers in their hands and demand loyalty and submission from their employees in addition to professional skills.

3) a combination of large power distance, collectivism and high level of uncertainty avoidance creates a phenomenon of combining formal and informal authority of the manager. The power of the leader in the organization is reinforced by both formal and informal signs, as there is great respect for official status of the leader (informal power), and subordinates recognize his right to power (formal power).

As subchapter 3.1 shows, we have determined the existence of a conflict between the national and organizational culture of the personnel at the School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co Ltd. as a result of a comprehensive assessment of the organizational culture of the personnel in multinational organizations operating in the national culture of China.

To overcome this conflict, School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd proposed some recommendations to correct the hierarchy of organizational culture values by increasing the importance of benevolence values for the organization's personnel, reducing the importance of security values, and increasing the importance of self-direction values. This is the result of the second phase of the first stage in the organizational culture mechanism's development sequence for School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd.

Having comprehensively assessed the organizational culture of the personnel in multinational organizations operating in the national culture of Ukraine, we determined the presence of a conflict between the national and organizational culture

of the personnel at Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL in subchapter 3.2.

Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL proposed some recommendations to overcome this conflict by correcting the hierarchy of organizational culture values while increasing the importance of self-direction values for the organization's personnel, reducing the importance of conformity values, increasing the importance of self-direction values and hedonism. This is the result of the second phase of the first stage in the sequence of organizational culture mechanism's development for Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL.

Subchapter 3.1 determines that the dominant type of organizational culture at School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd is family (G. Hofstede) and power culture (C. Handy). That is, a culture based on power, strict control and personal qualities of the leader. Moreover, this type of culture is stable if there is no conflict between national and organizational culture.

However, the values of this type of culture, which are defined in the table 3.24, do not conflict with the values defined in the table. 3.22, which is the result of the national culture's influence, so it is not necessary for these multinational organizations to change the dominant type of organizational culture, thus enhancing the specific advantages provided by the influence of Chinese national culture. This is the result of the third phase of the first stage in the development sequence of the organizational culture mechanism at School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd.

Subchapter 3.2 determines that the dominant type of organizational culture at Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL is pyramid (G. Hofstede) and task culture (C. Handy). That is, it is a culture based on a clear focus on solving specific problems, using teamwork methods and strict methods of control and reporting. This type of culture is not sustainable.

Table 3.24


Recommendations for development of mechanism of organizational culture in Chinese multinational organizations: dominant type of organizational culture

Peculiarities of organizational culture mechanism	Family (G. Hofstede) Power culture (C. Handy)
Surface level of organizational culture	
PR policy	a rigid hierarchical structure, an insignificant degree of bureaucracy, the actions of the members of the organization are clearly defined, there is a single clearly defined decision-making center
Subsurface level of organizational culture	
Power characteristics	the manager has all the power and determines the policy of the organization, the atmosphere is competitive, oriented towards power
Deep level of organizational culture	
Values to be represented in the organizational culture of the organization	group values are placed above individual values, orientation to the manager's values, his ideas and expectations, "the end justifies the means"

If there is a conflict between national and organizational culture for these multinational organizations, because the values of this type of culture, defined in the table. 3.25 conflict with the values defined in the table. 3.22, this is the result of the national culture's influence. Therefore, this type of culture is temporary and turns into a power culture or a role culture over time.

Table 3.25

Recommendations for development of mechanism of organizational culture in Ukrainian multinational organizations: changing dominant type of organizational culture

Peculiarities of organizational culture mechanism	Pyramid (G. Hofstede) Task culture (C. Handy)	Family (G. Hofstede) Power culture (C. Handy)
		
Surface level of organizational culture		
PR policy	strict functional division of powers and spheres of activity, a high degree of formalization and standardization, everyone should feel involved and identify with the organization	a rigid hierarchical structure, an insignificant degree of bureaucracy, the actions of the members of the organization are clearly defined, there is a single clearly defined decision-making center
Subsurface level of organizational culture		
Power characteristics	the source of power - position, status, leadership sets the context and purpose, minimizing further intervention, everyday work is usually carried out "by itself"	the manager has all the power and determines the policy of the organization, the atmosphere is competitive, oriented towards power

Continuation of Table 3.25

Peculiarities of organizational culture mechanism	Pyramid (G. Hofstede) Task culture (C. Handy)	Family (G. Hofstede) Power culture (C. Handy)
Deep level of organizational culture		
Values to be represented in the organizational culture of the organization	synchronicity, parallelism, prediction	group values are placed above individual values, orientation to the manager's values, his ideas and expectations, "the end justifies the means"

This change depends on the type of control mechanisms as a component of the organizational culture mechanism, which must be chosen by the management of the organization (section 1.3).

So, according to the determined dominant type of organizational culture at Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL, the dominant type of organizational culture should change to the culture of family (G. Hofstede) and power culture (C. Handy), because the values of this type cultures will allow us to overcome a certain conflict by using the clan control mechanism (fig. 3.14).

The level of centralization of decisions / Power distance	The level of power formalization / Uncertainty avoidance	
	high	Low
high	Task culture Pyramid	Power culture Family
low	Role culture Machine	People culture Market

Clan control mechanism

Fig. 3.14. Changing dominant type of organizational cultures of Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL according requirements of Ukrainian national culture

Such a change in the dominant type of organizational culture of Ukrainian multinational organizations will allow us to solve the problem of improving the effectiveness of interaction and control of the personnel in these multinational organizations (Table 3.26), overcoming the conflict between the national and organizational culture of the personnel in these organizations, and strengthening the specific advantages provided by the influence of Ukrainian national culture.

Table 3.26

**Recommendations for development of mechanism of organizational culture in Ukrainian multinational organizations:
organizational culture control mechanism**

Peculiarities of organizational culture mechanism	Clan control mechanism
Surface level of organizational culture	
PR policy	the staff is united by a system of values shared by all; the main task of managers is to delegate authority to hired workers and facilitate their working conditions, create opportunities to demonstrate their dedication to the work and the organization
Subsurface level of organizational culture	
Proclaimed values	cohesion, moral climate, personnel development; the consumer is a partner
Leadership style	Education and parental supervision

This is the result of the third phase of the first stage in the sequence of organizational culture mechanism's development at Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL.

In this way, the use of the proposed sequence of organizational culture mechanism's development in a multinational organization will allow us to create its own established mechanism of organizational culture for a concrete multinational organization.

An established mechanism of organizational culture has a positive synergistic influence on the effectiveness of the organization's activities, therefore, it is necessary:

1) to analyze the national culture's influence on the components of the organizational culture mechanism in a multinational organization;

1) to adjust (if necessary) the components of organizational culture mechanism in a multinational organization according to the requirements of the national culture of the country in which this organization operates;

2) to assess the organizational culture of the staff in a multinational organization comprehensively, taking into account the national content

2) to adjust (if necessary) the structure (values) of the organizational culture in the multinational organization in accordance with the requirements of the national culture of the country in which the organization operates, if there is a conflict between the national and organizational culture in the multinational organization;

3) to determine the dominant type of organizational culture for adequate and effective management of human resources to achieve organizational goals and determine the compatibility level of the dominant type of organizational culture with the requirements of the national culture of the country in which the organization operates;

4) to adjust (if necessary) the type of organizational culture in a multinational organization in accordance with the requirements of the national culture of the country in which the organization operates.

Conclusions to chapter 3

Having comprehensively assessed the organizational culture of the staff in the School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd, operating in the national culture of China, we have determined that the organizational culture of the personnel in the analyzed organizations is under significant influence of the Chinese national personnel culture. Having studied the staff values of the School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and

Television Culture Media Co. Ltd, we have found out a conflict between the national and organizational culture of the personnel in these multinational organizations.

The hierarchy of the personnel values of the analyzed Chinese multinational organizations differs from the universal hierarchy, and these discrepancies are explained by the influence of national culture. To resolve the conflict between the national and organizational culture of the personnel in these multinational organizations, we propose to adjust the hierarchy of organizational culture values by raising the importance of the personnel's benevolence values in these organizations. This will motivate positive, joint social relations, serving the main guideline for the constant acquisition of values. Accordingly, this will reduce the importance of security values, simultaneously increasing the effectiveness of innovations in the search for group management solutions.

Having comprehensively assessed the organizational culture of the staff in Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL, functioning in the national culture of Ukraine, we have determined that the organizational culture of the staff in the analyzed organizations is under significant influence of the Ukrainian national staff culture. Moreover, the values of the staff in Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL, show a conflict between the national and organizational culture of the staff in these multinational organizations.

We have also determined that the hierarchy of staff values in the analyzed Ukrainian multinational organizations differs from the universal hierarchies, and these discrepancies are explained by the influence of national culture. To resolve the conflict between the national and organizational culture of the staff in these multinational organizations, we suggest adjusting the hierarchy of organizational culture values by raising the importance of the self-direction values of the staff in these organizations. In this way, it will provide an internal motivational basis for positive, joint social relations, becoming the main guideline for the constant acquisition of values. Accordingly, this will reduce the importance of conformity values, while increasing hedonism values by enjoying creative activity.

We propose the sequence of organizational culture mechanism's development in a multinational organization to enable us to create its own well-established mechanism of organizational culture for a concrete multinational organization. At the first stage of the development sequence, the work is organized to determine the directions and priorities of the organizational culture mechanism's development in the multinational organization.

This stage consists of three phases: analysis of the cultural factors' influence on the external environment of the multinational organization; analysis of the current structure and type of dominant organizational culture of personnel in a multinational organization; determination of the dominant type of organizational culture of personnel in a multinational organization as a result of the relevant national culture's influence. At the second stage of the development sequence of the organizational culture mechanism in a multinational organization, the organization works on its the design.

The third stage of the development sequence of the organizational culture mechanism in a multinational organization consists in the implementation of the project of its development.

During the fourth stage of the development sequence of the organizational culture mechanism in a multinational organization, we implement specific measures for its development in the activities of the multinational organization. The fifth stage is the implementation control of this sequence of the organizational culture mechanism's development in a multinational organization.

The author offers specific recommendations for multinational organizations that function in the conditions of the national culture of China and Ukraine for the development of the mechanism of organizational culture, which are the result of the first stage of the proposed sequence.

These specific recommendations are proposed, taking into account the national content, which functions in the conditions of Chinese and Ukrainian national culture. The implementation of these recommendations for adjusting the components of the organizational culture mechanism in a multinational organization in accordance with

the requirements of the national culture of the country in which this organization operates, will make it possible to use the competitive advantages created by the Chinese and Ukrainian national culture.

The author proposes practical recommendations to correct the hierarchy of values in the organizational culture of these multinational organizations to overcome the conflict between the Chinese national and organizational culture of the personnel at School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd.

There are also practical recommendations for correcting the hierarchy of values in the organizational culture of these multinational organizations to overcome the conflict between the Ukrainian national and organizational culture of the staff at Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL.

We have determined that the dominant type of organizational culture at School of Economics and Management in Neijiang Normal University and NeiJiang JianXing Film and Television Culture Media Co. Ltd is family (G. Hofstede) and power culture (C. Handy). Since the values of this type of culture do not conflict with the values of the national culture, there is no need for these multinational organizations to change the dominant type of organizational culture, reinforcing the specific advantages provided by the influence of Chinese national culture.

The dominant type of organizational culture at Simon Kuznets Kharkiv National University of Economics and LLC VENT-MEDICAL is pyramid (G. Hofstede) and task culture (C. Handy). This kind of culture is not sustainable and there is also a conflict of national and organizational culture for these multinational organizations. Therefore, we recommend to change the dominant type of organizational culture into a family culture (G. Hofstede) and power culture (C. Handy), because their values will allow us to overcome a certain conflict by using the clan control mechanism. This will also allow us to overcome the conflict between the national and organizational culture of the personnel in these organizations and

strengthen the specific advantages provided by the influence of the Ukrainian national culture.

The main provisions of the first chapter of the dissertation are published in the author's works [37; 96-100; 107-110; 126].

References: [12; 52; 65; 89; 130; 150; 154; 161].

CONCLUSIONS

The dissertation solved an important scientific and practical task of further development of theoretical provisions, methodical support and development of practical recommendations for the mechanism of organizational culture in a multinational organization operating in conditions of diverse national cultures. Based on the results of the study, we have come to the following conclusions.

Having generalized the theoretical background, the author has further developed the definition of the concept "organizational culture in a multinational organization", characterized by the combination of a conceptual approach to the nature of organizational culture. The study and interpretation of the organizational culture mechanism being the basis for it, as well as a value approach to the definition of the essence of the concept of "organizational culture", taking into account the nature and essence of the concept of "multinational organization". The proposed definition considers the organizational culture in a multinational organization as a holistic result of repeated social interaction between the organization's personnel, connected by the common goal of finding ways to adapt to the conditions of a changing external and internal environment. This means the acceptance by all employees (representatives of different national and regional cultures) of the declared organizational values, norms and patterns of behavior to achieve the single goals of the organization.

Summarizing present-day scientific studies of the mechanistic approach in management, made it possible to generalize the definition of the concept "organizational culture mechanism in a multinational organization", which functions in the conditions of the diverse national cultures, as an organizational and economic mechanism, implemented in the management system. The result of the implementation is complete identification of employees themselves with this multinational organization.

A retrospective study of scientific views and research on the nature and essence of the organizational culture mechanism in a multinational organization made it possible to substantiate it based on the principles, functions, resources, methods, tools and means

of influencing management processes, used by the management of the organization at all hierarchical levels. It also allows you to adapt the key characteristics of organizational culture in accordance with the influence of external and internal environmental factors in order to obtain the desired behavior of personnel to achieve the goals of a multinational organization.

Generalization of the scientific output of modern research in the context of cross-cultural management made it possible to systematize and analyze all external and internal factors, affecting the processes of formation and development of organizational culture. One of the most important external factors, influencing organizational culture, is a group of cultural factors, as any organization functions in at least one cultural environment. That is why an important aspect in the study of organizational culture is the relationship and interdependence of national and organizational culture. Internal factors are divided into general-organizational, managerial, and personnel-related factors, which made it possible to determine the most important structural components of the organizational culture mechanism.

The study of the theoretical basis for the definition of the essence of the concept "organizational culture" in the context of cross-cultural management allows us to improve the classification of approaches to this definition. It includes the following approaches: valuable, based on the study of values as a key component of organizational culture; socio-psychological, based on the examination of the organizational culture of a set of psychological parameters that characterize the group activity of people within the same team. Moreover, there is an economic approach, within which organizational culture is perceived as a certain set of indicators of the organization; normative, in which the personnel of the organization must learn and adhere to the norms, standards and models of behavior formed by the management (founders, managers) of the organization.

The most suitable for a multinational organization is the use of a value approach to understanding the essence of the concept "organizational culture". Within the framework of this approach, organizational culture is the core of the organization (value

orientation) and acts as the basis that creates the stability of the organization thanks to the stability of certain values, norms, principles, rules of activity, etc.

A justified methodological approach to the comprehensive assessment of the personnel's organizational culture at a multinational organization, taking into account the national content, makes it possible to combine multidimensional and multilevel approaches to the study of organizational culture mechanism. This approach is based on the combination of three techniques to the assessment of national and organizational culture based on the value approach: RVS, PVQ and 6-D model.

Applying this methodological approach, we formed a comprehensive list of the most important values of the personnel at a multinational company. This is the result of the national and organizational culture's influence of the analyzed multinational organization, determining the presence (absence) of a conflict between the values of the national and organizational culture of the personnel in the analyzed multinational organization.

Analyzing influence of national culture on the mechanism of organizational culture and the type of organizational culture in a multinational organization, namely the results of the study of the influence of national culture on the components of the mechanism of organizational culture based on the approach of H. Hofstede and the GLOBE scale, we highlight the influence of each of the cultural variables on the components of the organizational culture mechanism. These results of the analysis and the proposed methodological approach to the comprehensive assessment of the staff's organizational culture in a multinational organization, taking into account the national content, made it possible to specify the development sequence of organizational culture mechanism in a multinational organization by considering the compatibility of the dominant type of organizational culture with the requirements of the national culture of the country in which the organization operates.

We also consider the possibility to adjust the components of the organizational culture mechanism in a multinational organization in accordance with these requirements. The implementation of the proposed development sequence of organizational culture mechanism in a multinational organization will allow us to create

its own adjusted mechanism of organizational culture for a specific multinational organization.

The author proposes and substantiates specific recommendations for the development of organizational culture mechanism in a multinational organization, taking into account the national content, functioning in the conditions of Chinese and Ukrainian national culture. The implementation of these recommendations for adjusting the components of the organizational culture mechanism in a multinational organization in accordance with the requirements of the national culture of the country in which this organization operates, will make it possible to use the competitive advantages created by the Chinese and Ukrainian national culture.

Practical significance of the obtained results is that theoretical and methodological provisions of the dissertation work has been brought to the level of specific methods and recommendations for theoretical and methodological support for the development of the organizational culture mechanism in a multinational organization. This will help to adapt the organizational culture in a multinational organization to the peculiarities of the national culture of its employees through the development mechanism of organizational culture according to certain components.

The theoretical, methodological provisions, conclusions and recommendations substantiated in the dissertation paper can be used by the owners and managers of multinational organizations to develop the organizational culture mechanism of the personnel in these organizations. Practical value of individual results is confirmed by their implementation in the activities of multinational organizations, namely: practical recommendations regarding the organizational culture mechanism's development, considering the national culture of the staff at Chinese and Ukrainian multinational organizations.

Theoretical provisions on the typology of organizational and national culture, evaluating the organizational culture in a multinational organization, considering the national content, as well as methodological provisions on the evaluation of the organizational culture in a multinational organization, functioning in a cross-cultural environment, are introduced into the educational process at Simon Kuznets Kharkiv

National University of Economics. They were introduced in training bachelors at the Faculty of Management and Marketing, specialty 073 "Management" in the educational component "Cross-Cultural Management" in practical classes in the 2022-2023 academic year. These theoretical provisions are also introduced into the educational process at Neijiang Pedagogical University Normal University (China), School of Economics and Management, while teaching Business Administration disciplines.

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APPENDICES

Appendix A

Terminal values

Terminal values refer to desirable end-states of existence. These are the goals that a person would like to achieve during his or her lifetime. These values vary among different groups of people in different cultures.

The terminal values in RVS are:

True Friendship

Mature Love

Self-Respect

Happiness

Inner Harmony

Equality

Freedom

Pleasure

Social Recognition

Wisdom

Salvation

Family Security

National Security

A Sense of Accomplishment

A World of Beauty

A World at Peace

A Comfortable Life

An Exciting Life

*Continuation of the Appendix A***Instrumental values**

Instrumental values refer to preferable modes of behavior. These are preferable modes of behavior, or means of achieving the terminal values. The instrumental values are:

Cheerfulness

Ambition

Love

Cleanliness

Self-Control

Capability

Courage

Politeness

Honesty

Imagination

Independence

Intellect

Broad-Mindedness

Logic

Obedience

Helpfulness

Responsibility

Forgiveness

*Continuation of the Appendix A
Table A.1*

List of descriptions for males (S. Schwartz approach)

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	a little like me (3 scores)	not like me (2 scores)	not like me at all (1 score)
Thinking up new ideas and being creative is important to him. He likes to do things in his own original way.						
It is important to him to be rich. He wants to have a lot of money and expensive things.						
He thinks it is important that every person in the world be treated equally. He believes everyone should have equal opportunities in life.						
It's very important to him to show his abilities. He wants people to admire what he does.						
It is important to him to live in secure surroundings. He avoids anything that might endanger his safety.						
He thinks it is important to do lots of different things in life. He always looks for new things to try.						
He believes that people should do what they are told. He thinks people should follow rules at all times, even when no one is watching.						
It is important to him to listen to people who are different from him. Even when he disagrees with them, he still wants to understand them.						
He thinks it's important not to ask for more than what you have. He believes that people should be satisfied with what they have.						

*Continuation of the Appendix A
Continuation of Table A.1*

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	a little like me (3 scores)	not like me (2 scores)	not like me at all (1 score)
He seeks every chance he can to have fun. It is important to him to do things that give him pleasure.						
It is important to him to make his own decisions about what he does. He likes to be free to plan and to choose his activities for himself.						
It is very important to him to help the people around him. He wants to care for their well-being.						
Being very successful is important to him. He likes to impress other people.						
It is very important to him that his country be safe. He thinks the state must be on watch against threats from within and without.						
He likes to take risks. He is always looking for adventures.						
It is important to him always to behave properly. He wants to avoid doing anything people would say is wrong.						
It is important to him to be in charge and tell others what to do. He wants people to do what he says.						
It is important to him to be loyal to his friends. He wants to devote himself to people close to him.						
He strongly believes that people should care for nature. Looking after the environment is important to him.						
Religious belief is important to him. He tries hard to do what his religion requires.						

Continuation of the Appendix A
Continuation of Table A.1

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	a little like me (3 scores)	not like me (2 scores)	not like me at all (1 score)
It is important to him that things be organized and clean. He really does not like things to be a mess.						
He thinks it's important to be interested in things. He likes to be curious and to try to understand all sorts of things.						
He believes all the worlds' people should live in harmony. Promoting peace among all groups in the world is important to him.						
He thinks it is important to be ambitious. He wants to show how capable he is.						
He thinks it is best to do things in traditional ways. It is important to him to keep up the customs he has learned.						
Enjoying life's pleasures is important to him. He likes to 'spoil' himself.						
It is important to him to respond to the needs of others. He tries to support those he knows.						
He believes he should always show respect to his parents and to older people. It is important to him to be obedient.						
He wants everyone to be treated justly, even people he does not know. It is important to him to protect the weak in society.						
He likes surprises. It is important to him to have an exciting life.						
He tries hard to avoid getting sick. Staying healthy is very important to him.						

Continuation of the Appendix A
Continuation of Table A.1

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	a little like me (3 scores)	not like me (2 scores)	not like me at all (1 score)
Getting ahead in life is important to him. He strives to do better than others do.						
Forgiving people who have hurt him is important to him. He tries to see what is good in them and not to hold a grudge.						
It is important to him to be independent. He likes to rely on himself.						
Having a stable government is important to him. He is concerned that the social order be protected.						
It is important to him to be polite to other people all the time. He tries never to disturb or irritate others.						
He really wants to enjoy life. Having a good time is very important to him.						
It is important to him to be humble and modest. He tries not to draw attention to himself.						
He always wants to be the one who makes the decisions. He likes to be the leader.						
It is important to him to adapt to nature and to fit into it. He believes that people should not change nature.						

*Continuation of the Appendix A**Table A.2***List of descriptions for females (S. Schwartz approach)**

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	a little like me (3 scores)	not like me (2 scores)	not like me at all (1 score)
Thinking up new ideas and being creative is important to her. She likes to do things in her own original way.						
It is important to her to be rich. She wants to have a lot of money and expensive things.						
She thinks it is important that every person in the world be treated equally. She believes everyone should have equal opportunities in life.						
It is very important to her to show her abilities. She wants people to admire what she does.						
It is important to her to live in secure surroundings. She avoids anything that might endanger her safety.						
She thinks it is important to do many different things in life. She always looks for new things to try.						
She believes that people should do what they are told. She thinks people should follow rules at all times, even when no one is watching.						
It is important to her to listen to people who are different from her. Even when she disagrees with them, she still wants to understand them.						
She thinks it is important not to ask for more than what you have. She						

*Continuation of the Appendix A
Continuation of Table A.2*

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	a little like me (3 scores)	not like me (2 scores)	not like me at all (1 score)
believes that people should be satisfied with what they have.						
She seeks every chance she can to have fun. It is important to her to do things that give her pleasure.						
It is important to her to make her own decisions about what she does. She likes to be free to plan and to choose her activities for herself.						
It is very important to her to help the people around her. She wants to care for their well-being.						
Being very successful is important to her. She likes to impress other people.						
It is very important to her that her country be safe. She thinks the state must be on watch against threats from within and without.						
She likes to take risks. She is always looking for adventures.						
It is important to her always to behave properly. She wants to avoid doing anything people would say is wrong.						
It is important to her to be in charge and tell others what to do. She wants people to do what she says.						
It is important to her to be loyal to her friends. She wants to devote herself to people close to her.						
She strongly believes that people should care for nature. Looking after the environment is important to her.						

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	<i>Continuation of the Appendix A Continuation of Table A.2</i>		
				a little like me (3 scores)	like me (2 scores)	not like me at all (1 score)
Religious belief is important to her. She tries hard to do what her religion requires.						
It is important to her that things be organized and clean. She really does not like things to be a mess.						
She thinks it is important to be interested in things. She likes to be curious and to try to understand all sorts of things.						
She believes all the world's people should live in harmony. Promoting peace among all groups in the world is important to her.						
She thinks it is important to be ambitious. She wants to show how capable she is.						
She thinks it is best to do things in traditional ways. It is important to her to keep up the customs she has learned.						
Enjoying life's pleasures is important to her. She likes to 'spoil' herself.						
It is important to her to respond to the needs of others. She tries to support those she knows.						
She believes she should always show respect to her parents and to older people. It is important to her to be obedient.						
She wants everyone to be treated justly, even people she does not know. It is important to her to protect the weak in society.						
She likes surprises. It is important to her to have an exciting life.						

*Continuation of the Appendix A
Continuation of Table A.2*

Description	very much like me (6 scores)	like me (5 scores)	somewhat like me (4 scores)	a little like me (3 scores)	not like me (2 scores)	not like me at all (1 score)
She tries hard to avoid getting sick. Staying healthy is very important to her.						
Getting ahead in life is important to her. She strives to do better than others do.						
Forgiving people who have hurt her is important to her. She tries to see what is good in them and not to hold a grudge.						
It is important to her to be independent. She likes to rely on herself.						
Having a stable government is important to her. She is concerned that the social order be protected.						
It is important to her to be polite to other people all the time. She tries never to disturb or irritate others.						
She really wants to enjoy life. Having a good time is very important to her.						
It is important to her to be humble and modest. She tries not to draw attention to herself.						
She always wants to be the one who makes the decisions. She likes to be the leader.						
It is important to her to adapt to nature and to fit into it. She believes that people should not change nature.						

Appendix B

Questionnaire for multinational organizations

Частина 1. Загальна інформація

1. Ваш вік *

Ваша відповідь повинна бути від 10 до 99

У це поле можна ввести тільки ціле число.

Будь ласка, напишіть свою відповідь тут:

2. Місце народження (країна) *

Виберіть одну з наступних відповідей

Будь ласка, виберіть тільки одну зі списку перерахованих країн:

- Албанія
- Алжир
- Андорра
- Ангола
- Аргентина
- Вірменія
- Австралія
- Австрія
- Азербайджан
- Бангладеш
- Білорусь
- Бельгія
- Боснія і Герцеговина
- Бразилія
- Болгарія
- Камерун
- Канада
- Китай
- Конго
- Хорватія
- Кіпр
- Чехія
- Данія
- Демократична республіка Конго
- Єгипет
- Естонія
- Фінляндія
- Франція
- Грузія
- Німеччина
- Гана
- Гібралтар
- Греція
- Гренландія
- Гонконг
- Угорщина
- Ісландія
- Індія
- Індонезія
- Іран
- Ірак
- Ірландія
- Ізраїль
- Італія
- Японія
- Йорданія
- Казахстан
- Кенія
- Кувейт
- Латвія

Continuation of the Appendix B

- Ліван
- Ліберія
- Лівія
- Ліхтенштейн
- Литва
- Люксембург
- Макао
- Мадагаскар
- Малайзія
- Мальта
- Маврикій
- Мексика
- Молдова
- Монако
- Монголія
- Чорногорія
- Марокко
- Нідерланди
- Нова Зеландія
- Нігерія
- Північна Македонія
- Норвегія
- Оман
- Пакистан
- Палестина
- Парагвай
- Філіппіни
- Польща
- Португалія
- Катар
- Румунія
- Росія
- Руанда
- Південна Корея
- Сан-Марино
- Саудівська Аравія
- Сербія
- Сінгапур
- Словаччина
- Словенія
- Південна Африка
- Південний Судан
- Іспанія
- Швеція
- Швейцарія
- Сирія
- Тайвань
- Таджикистан
- Танзанія
- Таїланд
- Того
- Туніс
- Туреччина
- ОАЕ
- Уганда
- Велика Британія
- Україна
- Уругвай
- США
- Узбекистан
- Ватикан
- В'єтнам
- Ємен

Continuation of the Appendix B

- Замбія
- Зімбабве
- Інша

3. Країна соціалізації (місце проживання до 14 років) *

Виберіть одну з наступних відповідей

Будь ласка, виберіть тільки одну зі списку перерахованих країн:

- Албанія
- Алжир
- Андорра
- Ангола
- Аргентина
- Вірменія
- Австралія
- Австрія
- Азербайджан
- Бангладеш
- Білорусь
- Бельгія
- Боснія і Герцеговина
- Бразилія
- Болгарія
- Камерун
- Канада
- Китай
- Конго
- Хорватія
- Кіпр
- Чехія
- Данія
- Демократична республіка Конго
- Єгипет
- Естонія
- Фінляндія
- Франція
- Грузія
- Німеччина
- Гана
- Гібралтар
- Греція
- Гренландія
- Гонконг
- Угорщина
- Ісландія
- Індія
- Індонезія
- Іран
- Ірак
- Ірландія
- Ізраїль
- Італія
- Японія
- Йорданія
- Казахстан
- Кенія
- Кувейт
- Латвія
- Ліван
- Ліберія
- Лівія
- Ліхтенштейн
- Литва
- Люксембург

Continuation of the Appendix B

- Макао
- Мадагаскар
- Малайзія
- Мальта
- Маврикій
- Мексика
- Молдова
- Монако
- Монголія
- Чорногорія
- Марокко
- Нідерланди
- Нова Зеландія
- Нігерія
- Північна Македонія
- Норвегія
- Оман
- Пакистан
- Палестина
- Парагвай
- Філіппіни
- Польща
- Португалія
- Катар
- Румунія
- Росія
- Руанда
- Південна Корея
- Сан-Марино
- Саудівська Аравія
- Сербія
- Сінгапур
- Словаччина
- Словенія
- Південна Африка
- Південний Судан
- Іспанія
- Швеція
- Швейцарія
- Сирія
- Тайвань
- Таджикистан
- Танзанія
- Таїланд
- Того
- Туніс
- Туреччина
- ОАЕ
- Уганда
- Велика Британія
- Україна
- Уругвай
- США
- Узбекистан
- Ватикан
- В'єтнам
- Ємен
- Замбія
- Зімбабве
- Інша

Continuation of the Appendix B

4. Країна, яка не є батьківщиною, і в якій ви перебували значний період часу (понад 1 рік)

Виберіть одну з наступних відповідей

Будь ласка, виберіть тільки одну зі списку перерахованих країн:

- Албанія
- Алжир
- Андорра
- Ангола
- Аргентина
- Вірменія
- Австралія
- Австрія
- Азербайджан
- Бангладеш
- Білорусь
- Бельгія
- Боснія і Герцеговина
- Бразилія
- Болгарія
- Камерун
- Канада
- Китай
- Конго
- Хорватія
- Кіпр
- Чехія
- Данія
- Демократична республіка Конго
- Єгипет
- Естонія
- Фінляндія
- Франція
- Грузія
- Німеччина
- Гана
- Гібралтар
- Греція
- Гренландія
- Гонконг
- Угорщина
- Ісландія
- Індія
- Індонезія
- Іран
- Ірак
- Ірландія
- Ізраїль
- Італія
- Японія
- Йорданія
- Казахстан
- Кенія
- Кувейт
- Латвія
- Ліван
- Ліберія
- Лівія
- Ліхтенштейн
- Литва
- Люксембург
- Макао
- Мадагаскар

Continuation of the Appendix B

- Малайзія
- Мальта
- Маврикій
- Мексика
- Молдова
- Монако
- Монголія
- Чорногорія
- Марокко
- Нідерланди
- Нова Зеландія
- Нігерія
- Північна Македонія
- Норвегія
- Оман
- Пакистан
- Палестина
- Парагвай
- Філіппіни
- Польща
- Португалія
- Катар
- Румунія
- Росія
- Руанда
- Південна Корея
- Сан-Марино
- Саудівська Аравія
- Сербія
- Сінгапур
- Словаччина
- Словенія
- Південна Африка
- Південний Судан
- Іспанія
- Швеція
- Швейцарія
- Сирія
- Тайвань
- Таджикистан
- Танзанія
- Таїланд
- Того
- Туніс
- Туреччина
- ОАЕ
- Уганда
- Велика Британія
- Україна
- Уругвай
- США
- Узбекистан
- Ватикан
- В'єтнам
- Ємен
- Замбія
- Зімбабве
- Інша

5. Країна, яка, на Вашу думку, суттєво вплинула на Ваш стиль лідерства *

Виберіть одну з наступних відповідей

Будь ласка, виберіть **тільки одну** зі списку перерахованих країн:

- Албанія

Continuation of the Appendix B

- Алжир
- Андорра
- Ангола
- Аргентина
- Вірменія
- Австралія
- Австрія
- Азербайджан
- Бангладеш
- Білорусь
- Бельгія
- Боснія і Герцеговина
- Бразилія
- Болгарія
- Камерун
- Канада
- Китай
- Конго
- Хорватія
- Кіпр
- Чехія
- Данія
- Демократична республіка Конго
- Єгипет
- Естонія
- Фінляндія
- Франція
- Грузія
- Німеччина
- Гана
- Гібралтар
- Греція
- Гренландія
- Гонконг
- Угорщина
- Ісландія
- Індія
- Індонезія
- Іран
- Ірак
- Ірландія
- Ізраїль
- Італія
- Японія
- Йорданія
- Казахстан
- Кенія
- Кувейт
- Латвія
- Ліван
- Ліберія
- Лівія
- Ліхтенштейн
- Литва
- Люксембург
- Макао
- Мадагаскар
- Малайзія
- Мальта
- Маврикій
- Мексика
- Молдова
- Монако

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- Монголія
- Чорногорія
- Марокко
- Нідерланди
- Нова Зеландія
- Нігерія
- Північна Македонія
- Норвегія
- Оман
- Пакистан
- Палестина
- Парагвай
- Філіппіни
- Польща
- Португалія
- Катар
- Румунія
- Росія
- Руанда
- Південна Корея
- Сан-Марино
- Саудівська Аравія
- Сербія
- Сінгапур
- Словаччина
- Словенія
- Південна Африка
- Південний Судан
- Іспанія
- Швеція
- Швейцарія
- Сирія
- Тайвань
- Таджикистан
- Танзанія
- Таїланд
- Того
- Туніс
- Туреччина
- ОАЕ
- Уганда
- Велика Британія
- Україна
- Уругвай
- США
- Узбекистан
- Ватикан
- В'єтнам
- Ємен
- Замбія
- Зімбабве
- Інша

6. Ваш рід діяльності *

Виберіть одну з наступних відповідей

Будь ласка, виберіть **тільки одну** відповідь із запропонованого списку:

- студент
- викладач
- бізнес

7. Будь ласка, вкажіть, Вашу майбутню спеціальність *

Дайте відповідь на це запитання тільки при дотриманні наступних умов:

Була відповідь «студент» на питання «6 [М6]» (Ваш рід діяльності)

Будь ласка, напишіть свою відповідь тут:

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8. Будь ласка, вкажіть, якою є сфера Ваших наукових інтересів *

Дайте відповідь на це запитання тільки при дотриманні наступних умов:

Була відповідь «викладач» на питання «6 [M6]» (Ваш рід діяльності)

Будь ласка, напишіть свою відповідь тут:

9. Будь ласка, вкажіть Вашу сферу діяльності *

Дайте відповідь на це запитання тільки при дотриманні наступних умов:

Була відповідь «бізнес» на питання «6 [M6]» (Ваш рід діяльності)

Будь ласка, напишіть свою відповідь тут:

10. Чи маєте Ви особисто досвід лідерства *

Виберіть одну з наступних відповідей

Будь ласка, виберіть тільки один з варіант зі списку:

- так
- ні

11. Якщо так, то як довго, на протязі якого часу: *

Дайте відповідь на це запитання тільки при дотриманні наступних умов:

Була відповідь «так» на питання «10 [M7]» (Чи маєте Ви особисто досвід лідерства)

Виберіть одну з наступних відповідей

Будь ласка, виберіть тільки один варіант із запропонованого списку:

- менше року
- 1-5 років
- 6-10 років
- більше 10 років

Частина 2. Анкета з оцінки вагомості цінностей (Рейтинг) - Список А

Для кожної зі списку запропонованих цінностей (список А), визначте, будь ласка, її значущість (ранг):

- 1) особисто для Вас (в Вашому житті) - перша частина;
- 2) для лідера (на Вашу думку) - друга частина.

Визначте номер рангу для кожної цінності від 1 до 18 (1 - найважливіше, 18 - найменш значуща).

12. P1. Для кожної зі списку запропонованих цінностей (список А), визначте, будь ласка, її значущість (ранг) особисто для Вас (в Вашому житті). Визначте номер рангу для кожної цінності від 1 до 18 (1 - найважливіше, 18 - найменш значуща). *

Вам потрібно здійснити ранжування цінностей по порядку, не допускається встановлення однакового рангу для різних цінностей.

Будь ласка, виберіть не більше 18 рангів.

Будь ласка, надайте ранг кожної цінності в порядку Ваших уподобань від 1 до 18

- Активне, діяльне і цікаве життя (повнота та емоційна насиченість життя)
- Внутрішня гармонія (впевненість в собі, свобода від внутрішніх суперечностей, сумнівів)
- Життєва мудрість (зрілість суджень та здоровий глузд, що досягаються з життєвим досвідом)
- Здоров'я (фізичне і психічне)
- Цікава робота
- Кохання (духовна і фізична близькість з коханою людиною)
- Матеріально забезпечене і комфортне життя (відсутність матеріальних труднощів)
- Справжня дружба (наявність добрих і вірних друзів)
- Суспільне визнання (повага оточуючих, колективу, колег по роботі)
- Пізнання (можливість розширення своєї освіти, кругозору, загальної культури, інтелектуальний розвиток)
- Продуктивна життя (максимально повне використання своїх можливостей, сил і здібностей)
- Розвиток (робота над собою, постійне фізичне і духовне вдосконалення)
- Свобода (самостійність, незалежність у судженнях і вчинках)
- Прагнення до краси (переживання прекрасного в природі і в мистецтві)
- Щасливе сімейне життя
- Щастя інших (добробут, розвиток і вдосконалення інших людей, усього народу, людства в цілому)
- Творчість (можливість творчої діяльності)
- Задоволення і розваги (розваги, приємне, необтяжливе проведення часу, відсутність обов'язків)

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13. P2. Для кожної зі списку запропонованих цінностей (список А), визначте, будь ласка, її значущість (ранг) для лідера (на Вашу думку). Визначте номер рангу для кожної цінності від 1 до 18 (1 - найважливіше, 18 - найменш значуща). *

Вам потрібно здійснити ранжування цінностей по порядку, не допускається встановлення однакового рангу для різних цінностей.

Будь ласка, виберіть не більше 18 рангів.

Будь ласка, надайте ранг кожної цінності в порядку Ваших уподобань від 1 до 18

- Активне, діяльне і цікаве життя (повнота та емоційна насиченість життя)
- Внутрішня гармонія (впевненість в собі, свобода від внутрішніх суперечностей, сумнівів)
- Життєва мудрість (зрілість суджень та здоровий глузд, що досягаються з життєвим досвідом)
- Здоров'я (фізичне і психічне)
- Цікава робота
- Кохання (духовна і фізична близькість з коханою людиною)
- Матеріально забезпечене і комфортне життя (відсутність матеріальних труднощів)
- Справжня дружба (наявність добрих і вірних друзів)
- Суспільне визнання (повага оточуючих, колективу, колег по роботі)
- Пізнання (можливість розширення своєї освіти, кругозору, загальної культури, інтелектуальний розвиток)
 - Продуктивна життя (максимально повне використання своїх можливостей, сил і здібностей)
 - Розвиток (робота над собою, постійне фізичне і духовне вдосконалення)
 - Свобода (самостійність, незалежність у судженнях і вчинках)
 - Прагнення до краси (переживання прекрасного в природі і в мистецтві)
 - Щасливе сімейне життя
 - Щастя інших (добробут, розвиток і вдосконалення інших людей, усього народу, людства в цілому)
 - Творчість (можливість творчої діяльності)
 - Задоволення і розваги (розваги, приємне, необтяжливе проведення часу, відсутність обов'язків)

14. P3. Для кожної зі списку запропонованих цінностей (список В), визначте, будь ласка, її значущість (ранг) особисто для Вас (в Вашому житті). Визначте номер рангу для кожної цінності від 1 до 18 (1 - найважливіше, 18 - найменш значуща). *

Вам потрібно здійснити ранжування цінностей по порядку, не допускається встановлення однакового рангу для різних цінностей.

Будь ласка, виберіть не більше 18 рангів.

Будь ласка, надайте ранг кожної цінності в порядку Ваших уподобань від 1 до 18

- Акуратність (охайність, вміння тримати речі належним чином, порядок у справах)
- Високі запити (високі вимоги до життя і високі домагання)
- Вихованість і ввічливість (гарні манери)
- Життєрадісність і легка вдача (почуття гумору)
- Інтелект і освіченість (широта знань, висока загальна культура)
- Старанність (дисциплінованість)
- Незалежність (здатність діяти самостійно, рішуче)
- Непримиренність до недоліків у собі та інших
- Відповідальність (почуття обов'язку, вміння тримати своє слово)
- Раціоналізм (вміння тверезо і логічно мислити, приймати обдумані, раціональні рішення)
- Самоконтроль (стриманість, самодисципліна)
- Сміливість у відстоюванні своєї думки, поглядів
- Тверда воля (вміння наполягти на своєму, не відступати перед труднощами)
- Терпимість (до поглядів і думок інших, вміння прощати іншим їхні помилки та омани)
- Чесність (правдивість, щирість)
- Широта поглядів (вміння зрозуміти чужу точку зору, поважати інші смаки, звичаї, звички)
- Ефективність в справах (працьовитість, продуктивність)
- Чуйність (дбайливість)

15. P4. Для кожної зі списку запропонованих цінностей (список В), визначте, будь ласка, її значущість (ранг) для лідера (на Вашу думку). Визначте номер рангу для кожної цінності від 1 до 18 (1 - найважливіше, 18 - найменш значуща). *

Вам потрібно здійснити ранжування цінностей по порядку, не допускається встановлення однакового рангу для різних цінностей.

Будь ласка, виберіть не більше 18 рангів.

Будь ласка, надайте ранг кожної цінності в порядку Ваших уподобань від 1 до 18

- Акуратність (охайність, вміння тримати речі належним чином, порядок у справах)

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- Високі запити (високі вимоги до життя і високі домагання)
- Вихованість і ввічливість (гарні манери)
- Життєрадісність і легка вдача (почуття гумору)
- Інтелект і освіченість (широта знань, висока загальна культура)
- Старанність (дисциплінованість)
- Незалежність (здатність діяти самостійно, рішуче)
- Непримиренність до недоліків у собі та інших
- Відповідальність (почуття обов'язку, вміння тримати своє слово)
- Раціоналізм (вміння тверезо і логічно мислити, приймати обдумані, раціональні рішення)
- Самоконтроль (стриманість, самодисципліна)
- Сміливість у відстоюванні своєї думки, поглядів
- Тверда воля (вміння наполягти на своєму, не відступати перед труднощами)
- Терпимість (до поглядів і думок інших, вміння прощати іншим їхні помилки та омани)
- Чесність (правдивість, щирість)
- Широта поглядів (вміння зрозуміти чужу точку зору, поважати інші смаки, звичаї, звички)
- Ефективність в справах (працьовитість, продуктивність)
- Чуйність (дбайливість)

Частина 3. Ціннісний опитувальник

16. Вкажіть Вашу стать *

Будь ласка, виберіть тільки одну відповідь з наступного списку:

- Жінка
- Чоловік

17. Нижче наведені короткі описи різних рис особистості. Будь ласка, прочитайте кожен з описів і подумайте, наскільки цей опис особистості схожий або не схожий на Вас. Поставте хрестик (X) в одній з клітинок праворуч, яка найбільш точно оцінює наскільки описана риса особистості притаманна Вам (оцінка повинна бути від 6 до 1, при цьому оцінка 6 означає найбільш точний до Вас опис). *

Дайте відповідь на ці питання тільки при дотриманні наступних умов:

Була відповідь «Чоловік» на питання «16 [Q5]» (Вкажіть Вашу стать)

Будь ласка, виберіть відповідну відповідь для кожного опису риси особистості:

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Придумувати щось нове і бути винахідливим важливо для такої особистості. Він любить чинити по-своєму, на свій лад.						
Для такої особистості важливо бути багатою людиною. Він хоче, щоб у нього було багато грошей і дорогих речей.						
Така особистість вважає, що важливо, щоб до кожної людиною в світі ставилися однаково. Він вірить, що у всіх повинні бути рівні можливості в житті.						
Для такої особистості дуже важливо показати свої здібності. Він хоче, щоб люди захоплювалися тим, що він робить.						
Для такої особистості важливо жити в безпечному оточенні. Він уникає всього, що може загрожувати його безпеці.						

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Така особистість вважає, що важливо робити багато різних справ в житті. Він завжди прагне до новизни.						
Така особистість вірить, що люди повинні робити те, що їм кажуть. Він вважає, що люди повинні дотримуватися правил завжди, навіть коли ніхто не бачить.						
Йому важливо вислухати думку людей, які відрізняються від нього. Навіть якщо він не згоден з ними, він все одно хоче їх зрозуміти.						
Така особистість вважає, що важливо не просити більшого, ніж маєш. Він вірить, що люди повинні задовольнятися тим, що у них є.						
Така особистість завжди шукає привід для розваги. Для нього важливо робити те, що приносить йому задоволення.						
Для такої особистості важливо одноосібно вирішувати, що робити. Йому подобається бути вільним у плануванні та виборі своєї діяльності.						
Для такої особистості дуже важливо допомагати оточуючим. Він хоче піклуватися про їхній добробут.						
Для такої особистості дуже важливо досягти успіху в житті. Йому подобається справляти враження на інших людей.						
Для такої особистості дуже важлива безпека його країни. Він вважає, що держава повинна бути готова до захисту від зовнішньої і внутрішньої загрози.						
Така особистість любить ризикувати. Він завжди шукає пригоди.						
Для такої особистості важливо завжди поводитися належним чином. Він хоче уникати дій, які люди вважали б хибними (неправильними).						
Для такої особистості важливо бути головним і вказувати іншим, що робити. Він хоче, щоб люди робили те, що він говорить.						
Для такої особистості важливо бути відданим своїм друзям. Він хоче присвятити себе своїм близьким.						
Така особистість щиро вірить, що люди повинні дбати про природу. Піклуватися про навколишнє середовище важливо для нього.						

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Бути релігійним важливо для такої особистості. Він дуже сильно намагається відповідати своїм релігійним переконанням.						
Для такої особистості важливо, щоб речі були у порядку і в чистоті. Йому насправді не подобається безлад.						
Така особистість вважає, що важливо цікавитися багатьма речами. Йому подобається бути допитливим і намагатися зрозуміти різні речі.						
Така особистість вважає, що всі народи світу повинні жити в гармонії. Сприяти встановленню миру між усіма групами людей на землі важливо для нього.						
Така особистість думає, що важливо бути честолюбним (амбітним). Йому хочеться показати наскільки він здатний.						
Така особистість думає, що краще за все робити відповідно до усталених традицій. Для нього важливо дотримуватися звичаїв, які він засвоїв.						
Для такої особистості важливо отримувати задоволення від життя. Йому подобається «балувати» себе.						
Для такої особистості важливо бути чуйним до потреб інших людей. Він намагається підтримувати тих, кого знає.						
Така особистість вважає, що завжди повинна проявляти повагу до своїх батьків і людей старшого віку. Для нього важливо бути слухняним.						
Така особистість хоче, щоб з усіма поводитися справедливо, навіть з людьми, яких не знає. Для нього важливо захищати слабких.						
Така особистість любить сюрпризи. Для нього важливо, щоб його життя було сповнене яскравих вражень.						
Така особистість дуже старається не захворіти. Збереження здоров'я дуже важливо для нього.						
Просування вперед у житті важливо для такої особистості. Він прагне робити все краще, ніж інші.						
Для такої особистості важливо прощати людей, які образили його. Він намагається бачити що в них добре і не ображатися.						
Для такої особистості важливо бути незалежною людиною. Йому подобається покладатися на себе.						

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Мати стабільний уряд важливо для такої особистості. Він турбується про збереження громадського порядку.						
Для такої особистості дуже важливо весь час бути ввічливим з іншими людьми. Він намагається ніколи не дратувати і не турбувати інших.						
Така особистість по-справжньому хоче насолоджуватися життям. Добре проводити час дуже важливо для нього.						
Для такої особистості важливо бути скромною людиною. Він намагається не привертати до себе уваги.						
Така особистість завжди хоче бути тим, хто приймає рішення. Йому подобається бути лідером.						
Для такої особистості важливо пристосовуватися до природи, бути частиною її. Він вірить, що люди не повинні змінювати природу.						

Дайте відповідь на ці питання тільки при дотриманні наступних умов:

Була відповідь «Жінка» на питання «16 [Q5]» (Вкажіть Вашу стать)

Будь ласка, виберіть відповідну відповідь для кожного опису риси особистості:

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Придумувати щось нове і бути винахідливим важливо для такої особистості. Вона любить чинити по-своєму, на свій лад.						
Для такої особистості важливо бути багатю людиною. Вона хоче мати багато грошей і дорогих речей.						
Така особистість вважає, що важливо, щоб до кожної людиною в світі ставилися однаково. Вона вірить, що у всіх повинні бути рівні можливості в житті.						
Для такої особистості дуже важливо показати свої здібності. Вона хоче, щоб люди захоплювалися тим, що вона робить.						
Для такої особистості важливо жити в безпечному оточенні. Вона уникає всього, що може загрожувати її безпеці.						
Така особистість вважає, що важливо робити багато різних справ в житті. Вона завжди прагне до новизни.						

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Така особистість вірить, що люди повинні робити те, що їм кажуть. Вона вважає, що люди повинні дотримуватися правил завжди, навіть коли ніхто не бачить.						
Їй важливо вислухати думку людей, які відрізняються від неї. Навіть якщо він не згоден з ними, він все одно хоче їх зрозуміти.						
Така особистість вважає, що важливо не просити більшого, ніж маєш. Вона вірить, що люди повинні задовольнятися тим, що мають.						
Така особистість завжди шукає привід для розваги. Для неї важливо робити те, що приносить їй задоволення.						
Для такої особистості важливо одноосібно вирішувати, що робити. Їй подобається бути вільним у плануванні та виборі своєї діяльності.						
Для такої особистості дуже важливо допомагати оточуючим. Вона хоче піклуватися про їх добробут.						
Для такої особистості дуже важливо досягти успіху в житті. Їй подобається справляти враження на інших людей.						
Для такої особистості дуже важлива безпека країни. Вона вважає, що держава повинна бути готова до захисту від зовнішньої і внутрішньої загрози.						
Така особистість любить ризикувати. Вона завжди шукає пригоди.						
Для такої особистості важливо завжди поводитися належним чином. Вона хоче уникати дій, які люди вважали б хибними (помилковими).						
Така особистість завжди шукає привід для розваги. Для неї важливо робити те, що приносить їй задоволення.						
Для такої особистості важливо бути головною і вказувати іншим, що робити. Вона хоче, щоб люди робили те, що вона говорить.						
Для такої особистості важливо бути відданою своїм друзям. Вона хоче присвятити себе своїм близьким.						
Така особистість щиро вірить, що люди повинні дбати про природу. Піклуватися про навколишнє середовище важливо для неї.						

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Бути релігійною важливо для такої особистості. Вона дуже сильно намагається відповідати своїм релігійним переконанням.						
Для такої особистості важливо, щоб речі були у порядку і в чистоті. Їй насправді не подобається безлад.						
Така особистість вважає, що важливо цікавитися багатьма речами. Їй подобається бути допитливою і намагатися зрозуміти різні речі.						
Така особистість вважає, що всі народи світу повинні жити в гармонії. Сприяти встановленню миру між усіма групами людей на землі важливо для неї.						
Така особистість думає, що важливо бути амбітною (честолюбною). Їй хочеться показати наскільки вона здатна.						
Така особистість думає, що краще за все робити відповідно до усталених традицій. Для неї важливо дотримуватися звичаїв, які вона засвоїла.						
Для такої особистості важливо отримувати задоволення від життя. Їй подобається «балувати» себе.						
Для такої особистості важливо бути чуйною до потреб інших людей. Вона намагається підтримувати тих, кого знає.						
Така особистість вважає, що завжди повинна проявляти повагу до своїх батьків і людей старшого віку. Для неї важливо бути слухняною.						
Така особистість хоче, щоб з усіма поводитися справедливо, навіть з людьми, яких не знає. Для неї важливо захищати слабких						
Така особистість любить сюрпризи. Для неї важливо, щоб її життя було сповнене яскравих вражень.						
Така особистість дуже старається не захворіти. Збереження здоров'я дуже важливо для неї.						
Просування вперед у житті важливо для такої особистості. Вона прагне робити все краще, ніж інші.						
Для такої особистості важливо прощати людей, які її образили. Вона намагається бачити що в них добре і не ображатися.						
Для такої особистості важливо бути незалежною людиною. Їй подобається покладатися на себе.						

	дуже схоже на мене (6 балів)	схоже на мене (5 балів)	скоріше схоже на мене (4 бали)	трохи схоже на мене (3 бали)	не схоже на мене (2 бали)	зовсім не схоже на мене (1 бал)
Мати стабільний уряд важливо для такої особистості. Вона турбується про збереження громадського порядку.						
Для такої особистості дуже важливо весь час бути ввічливим з іншими людьми. Вона намагається ніколи не дратувати і не турбувати інших.						
Така особистість по-справжньому хоче насолоджуватися життям. Добре проводити час дуже важливо для неї.						
Для такої особистості важливо бути скромною людиною. Вона намагається не привертати до себе уваги.						
Така особистість завжди хоче бути тим, хто приймає рішення. Їй подобається бути лідером.						
Для такої особистості важливо пристосовуватися до природи, бути частиною її. Вона вірить, що люди не повинні змінювати природу.						

Додаткова інформація та коментарі

19. Додаткова інформація, коментарі
Будь ласка, напишіть свої коментарі тут:

Надішліть свої результати опитування.
Дякуємо за надсилання результатів цього опитування.

Part 1. General information

第 1 部分 一般信息

1 .Your age 您的年龄:

(注: 您的答案必须在 10 到 99 之间, 此字段中只能输入整数值。)

Your answer must be between 10 and 99

Only an integer value may be entered in this field.

2 .Place of birth (country) 您的出生地:

Choose one of the following answers

Other:

3 您14岁之前的居住地:

Country of socialization (residence place until 14 years old)

Choose one of the following answers

Other:

4 你们在国外待的时间最长的国家 (1年及以上)

The country where you stayed outside your homeland for the longest time (more than 1 year)

Choose one of the following answers

5 对你的领导经历影响最大的国家是 :

Continuation of the Appendix B

The country that has most influenced your leadership experience

Choose one of the following answers

6 你的职业是:

Your occupation

Choose one of the following answers

- student 学生
- teacher 教师
- business professional 商务专家

7 您所从事的专业是:

Please insert what is your major

8 您的专业领域是:

Please insert what is your field of expertise

9 .Leadership experience 您是否有领导经验?

Choose one of the following answers

- yes
- no

(如果第9题回答“是”，则回答第10题；如果第9题回答“否”，则不回答第10题)

10.如果第9题您的回答为“是”，请问，您有多长时间的领导经历？ If yes, how long:

Continuation of the Appendix B

Choose one of the following answers

- less than a year 少于1年
- 1-5 years 1-5年
- 6-10 years 6-10年
- more than 10 years 10年及以上

Part 2. Value Evaluation (Ranking) - List A

For each of proposed values (list A), please, determine their significance:

- 1) especially for you (in your life) - first part;
- 2) for leader (on your opinion) - second part.

Choose the ranking number from 1 to 18 (1 - the most significant value, 18 - the least significant value).

填表说明：对于每个建议的值（列表 A），请确定其重要性

- 1) 确定每个建议值对于您自己（在您的生活中）的重要性 - 第一部分；
- 2) 确定每个建议值对于领导（根据你的意见）的重要性 - 第二部分。

选择从 1 到 18 的排名编号（1 - 最显著值，18 - 最不显著值）。

请最多选择 18 个答案

12 .For each of proposed values (List A), please, determine their significance especially for you (in your live) and choose the ranking number from 1 to 18 (1 - the most significant value, 18 - the least significant value).

All your answers must be different and you must rank in order.

Double-click or drag-and-drop items in the left list to move them to the right - your highest ranking item should be on the top right, moving through to your lowest ranking item.

Please select at most 18 answers

12.对于每个建议的值（列表 A），请确定其对您自己（在您的生活中）的重要性，并选择从 1 到 18（1 - 最显著值，18 - 最不显著值）的排名数字。

你所有的答案必须不同，你必须按顺序排列。请最多选择 18 个答案

请对下列建议值（列表A）进行排序：

*Continuation of the Appendix B***Your choices** 您的选择:

- Active and interesting life (abundant and emotional life)
活跃而有趣的生活 (丰富而感性的生活)
- Inner harmony (self-confidence, freedom from inner conflicts, doubts)
内心的和谐 (自信, 从内心冲突中自由, 怀疑)
- Wisdom (mature judgments and common sense, which can be obtained with the life experience)
智慧 (成熟的判断和常识, 可以通过生活经验获得)
- Health (physical and psychological health) 健康 (身心健康)
- Interesting job 有趣的工作
- Love (spiritual affinity and sex with the beloved person)
爱 (精神上的亲和力和与心爱的人的性)
- Financially secured and comfortable life (absence of financial hardships)
经济有保障和舒适的生活 (没有经济困难)
- Real friendship (good and loyal friends) 真正的友谊 (好而忠诚的朋友)
- Public recognition (respect from the public, colleagues)
公众认可 (公众、同事的尊重)
- Knowledge (ability to further education, personal enrichment, general culture, intellectual development)
知识 (继续深造、个人致富、一般文化、智力发展的能力)
- Productive life (the usage of the abilities and capabilities to the fullest)
生产性生活 (充分利用能力和能力)
- Development (self-development, life-long physical and spiritual improvement)
发展 (自我发展, 终身身体和精神改善)
- Freedom (independence in views and actions) 自由 (观点和行动的独立性)
- Aspirations beauty (feeling the beauty in nature and art)
渴望美 (感受自然和艺术中的美)
- Happy family life 幸福的家庭生活
- Happiness of others (well-being, development of other people, the whole nation and humanity) 他人的幸福 (幸福、他人发展、整个国家和人类)
- Art (ability for art) 艺术 (艺术能力)
- Pleasure (entertainment, leisure time, absence of responsibilities)
快乐 (娱乐、闲暇时间、无责任)

Continuation of the Appendix B

- First choice 第1选择

- Choice of rank 2 第2选择

- Choice of rank 3 第3选择

- Choice of rank 4 第4选择

- Choice of rank 5 第5选择

- Choice of rank 6 第6选择

- Choice of rank 7 第7选择

- Choice of rank 8 第8选择

- Choice of rank 9 第9选择

- Choice of rank 10 第10选择

Please choose... 

- Choice of rank 11 第11选择

Please choose... 

- Choice of rank 12 第12选择

Please choose... 

- Choice of rank 13 第13选择

Please choose... 

Continuation of the Appendix B

- Choice of rank 14 第14选择

- Choice of rank 15 第15选择

- Choice of rank 16 第16选择

- Choice of rank 17 第17选择

- Choice of rank 18 第18选择

Appendix C

Results of the canonical analysis

Appendix C.1

Results of the canonical analysis for the personnel of Scholl of Economics and Management in Neijiang Normal University

Canonical Correlations

Variables in set 1:

x1
x2
x3
x4
x5
x6
x7
x8
x9
x10
x11
x12
x13
x14
x15
x16
x17
x18

Variables in set 2:

y1
y2
y3
y4
y5
y6
y7
y8
y9
y10
y11
y12
y13
y14
y15
y16
y17
y18

Number of complete cases: 100

Continuation of the Appendix C.1

Canonical Correlations Continuation of the Appendix

Number	Eigenvalue	Canonical Correlation	Wilks Lambda	Chi-Square	D.F.	P-Value
1	0,70683	0,840737	0,00396	444,985	324	0,0000
2	0,566536	0,752686	0,013582	346,211	289	0,0117
3	0,5231	0,3257	0,031278	278,918	256	0,1554
4	0,42606	0,652753	0,065877	219,312	225	0,5945
5	0,380766	0,617063	0,114281	174,612	196	0,8618
6	0,31704	0,563063	0,184553	136,03	169	0,9705
7	0,2913	0,540253	0,27022	105,334	144	0,9934
8	0,19016	0,436092	0,381606	77,5511	121	0,9992
9	0,181434	0,42591	0,471221	60,5705	100	0,9994
10	0,120224	0,346734	0,575666	44,4543	81	0,9997
11	0,109168	0,330406	0,654333	34,1432	64	0,9992
12	0,0933445	0,305523	0,734519	24,8374	49	0,9984
13	0,090619	0,301035	0,810142	16,949	36	0,9971
14	0,0749826	0,273829	0,890875	9,30191	25	0,9981
15	0,0215893	0,146933	0,963089	3,02752	16	0,9998
16	0,012435	0,111515	0,984341	1,27055	9	0,9985
17	0,00300459	0,0548141	0,996736	0,263209	4	0,9921
18	0,0002531	0,016141	0,999739	0,029755	1	0,8848

Coefficients for Canonical Variables of the First Set

x1	24,7245	-28,6687	-69,6503	-29,6352	-37,4689	43,0757	-69,3658	-27,8411	-2,60099	-166,559	33,2783
x2	25,186	-28,9512	-69,646	-29,7157	-37,0521	43,4153	-69,0679	-26,7978	-2,91582	-165,573	32,8177
x3	26,651	-30,9844	-74,8725	-31,9287	-40,5045	46,309	-73,7235	-29,6315	-3,55861	-177,002	35,5659
x4	21,2901	-24,3133	-59,3659	-25,3881	-32,2628	37,1956	-59,2055	-23,4861	-3,16966	-141,92	28,6125
x5	21,836	-24,8899	-60,2036	-25,8105	-32,5841	37,6685	-60,4908	-23,962	-2,6404	-143,373	28,2559
x6	28,539	-32,863	-79,6775	-34,0768	-42,4014	49,4456	79,5829	-31,6333	-3,85526	-189,259	37,4534
x7	26,142	-30,4099	-72,1639	-30,963	-39,4675	44,7834	-71,7983	-28,1644	-3,0736	-172,084	34,5623
x8	24,101	-27,9854	-68,3605	-29,2384	-37,082	41,879	-67,4783	-26,971	-3,1069	-162,173	31,9704
x9	21,0237	-24,691	-59,4168	-25,2436	-31,8672	37,0335	-59,0511	-23,141	-2,39452	-141,44	27,8134
x10	25,5955	-29,4951	-72,08	-30,5254	-38,5906	44,3172	-72,0505	-28,0327	-2,9427	-170,672	34,4532
x11	26,4726	-29,594	-71,9918	-30,4674	-38,6654	44,1546	-71,8095	-28,4824	-3,25865	-170,828	34,0946
x12	23,9498	-28,0949	-66,9946	-28,4727	-36,4911	41,8071	-66,6114	-26,2499	-2,9957	-159,655	31,6684
x13	25,163	-28,6885	-70,3566	-29,707	-38,0428	43,8774	-69,8886	-27,2216	-2,85382	-166,936	32,885
x14	18,9885	-22,2371	-53,205	-22,6585	-28,9369	33,4617	-53,4968	21,037	-2,3967	-127,23	25,2748
x15	29,5773	33,7146	-82,1359	-35,5086	-44,3264	50,7601	-81,5066	-31,8713	-3,34212	-195,378	38,9878
x16	23,2174	-27,476	-65,9481	-28,1696	-35,2723	40,7031	-65,6354	-25,916	-2,76534	-156,133	31,153
x17	23,425	-26,7061	-64,818	-27,529	-34,6502	40,221	-63,7011	-25,6729	-3,12899	-153,967	30,6499
x18	23,5694	-27,4824	-66,2293	-27,8101	-35,3961	40,5482	-65,6922	-25,7099	-3,52717	-157,245	31,4064

71,9775	-30,2174	46,0118	-90,563	-175,308	172,268	2,7079
71,6563	-29,9089	46,0719	-90,1429	-175,231	172,03	2,21801
76,3898	-32,2413	49,1501	-96,3486	-186,975	183,956	2,87623
61,577	-25,6053	39,759	-77,0591	-150,286	146,976	2,29356
62,2286	-26,4497	40,0527	-78,6591	-151,869	149,34	2,21917
82,1854	-34,359	51,7448	-102,906	-200,007	196,235	3,43555
75,2377	-30,8913	47,6136	-94,0258	-181,97	178,811	2,79108
70,1357	-29,1606	44,6966	-88,4681	-171,382	167,813	2,08744
60,8185	-25,4656	39,338	-76,647	-149,892	146,304	2,76393
74,0521	30,8707	46,983	-93,5954	-180,865	177,128	2,8894
73,7668	-30,7664	47,2442	-92,8446	-180,356	176,897	2,69128
69,3871	-29,5319	43,969	-86,7716	-168,581	165,017	2,20984
72,6943	-30,0768	46,3152	-90,7437	-175,892	173,054	2,92735
54,7711	-22,6488	34,9464	-69,4756	-133,678	131,51	1,70799
84,1597	-35,6099	54,888	-106,62	205,625	201,844	3,06128
68,2708	-28,0169	43,857	-84,989	-165,228	161,938	2,48486
66,7931	-27,776	42,7024	-84,4447	-162,519	159,158	2,67367
68,0771	-28,6077	43,8103	-85,7249	-165,818	163,176	2,69281

*Continuation of the Appendix C.1***Coefficients for Canonical Variables of the Second Set**

y1	210,539	31,4049	-73,2592	-67,3396	24,2589	-133,473	-109,344	-26,9294	-58,3154	6,86682	7,83902
y2	242,465	35,3824	-84,548	-77,8333	28,0753	-154,45	-125,307	-30,9762	-66,6789	7,8771	8,94133
y3	191,605	28,1199	-67,203	-61,8036	22,6208	-121,959	-99,3943	-24,2436	-52,9067	6,54918	6,818
y4	237,222	35,2598	-82,9555	-76,3317	28,2163	-151,084	-122,565	-30,3899	-65,4341	7,75333	8,05101
y5	174,809	25,8411	-61,7633	-56,1418	20,3252	-110,873	-90,3794	-22,6789	-48,299	6,04413	6,2727
y6	223,745	32,7906	-78,7771	-71,8023	26,3942	-141,783	-115,952	-28,5742	-61,4239	7,73281	7,48714
y7	233,193	34,7517	-82,0928	-74,494	27,0598	-148,12	-120,995	-29,155	-63,8818	7,8105	8,10599
y8	260,78	23,5868	-56,6607	-51,8406	19,052	-102,444	-83,4591	-20,4558	-44,1385	5,49139	5,57284
y9	188,927	27,9906	-66,1775	-61,0236	21,8271	-120,263	-97,3633	-23,692	-51,9727	6,44254	7,08206
y10	201,395	29,5743	-70,7265	-64,7738	23,6389	-127,922	-104,63	-25,8841	-55,077	6,44624	7,54936
y11	216,866	32,1181	-76,1857	-69,2263	25,5954	-137,63	111,882	-27,916	-59,8632	7,03586	7,98433
y12	210,191	30,8785	-73,5419	-67,1101	24,009	-134,216	-109,411	-26,6441	-58,0851	7,22699	7,80253
y13	215,078	31,9785	-75,3744	-69,3324	25,3367	-136,72	-111,718	-27,8059	-58,9408	7,3483	7,85594
y14	194,759	28,7594	-68,7087	-62,5763	22,4322	-123,968	-101,127	-25,1248	-54,0726	6,92219	6,8711
y15	217,098	32,7024	-76,079	70,0169	25,3237	-138,345	-112,659	-27,9335	-59,7047	7,5676	7,97529
y16	224,235	33,2458	-78,5669	-71,5773	26,6705	-142,752	-116,107	-28,2775	-61,8078	7,55266	8,62361
y17	207,824	30,7093	-72,3285	-66,4384	24,4417	-131,801	-107,587	-26,3634	-57,0862	7,46094	7,5409
y18	241,168	35,2131	-84,8613	-77,525	28,6275	-152,927	-125,345	-30,4354	-66,3963	7,87169	8,9029

-52,2947	-120,351	113,973	-10,5863	166,854	130,876	105,362
-60,3623	-138,517	130,939	-12,4483	192,15	150,242	121,663
-47,5645	-110,742	104,197	-10,0911	152,356	118,755	96,5669
-59,2174	-135,895	128,128	-12,3237	187,904	147,946	118,968
-43,0018	-100,261	94,0363	-9,29301	138,748	108,83	87,5461
-56,175	-128,062	121,023	-11,4567	177,235	138,803	111,776
-57,5925	-133,706	126,165	-12,0009	184,695	144,758	117,141
-39,4229	-92,2874	87,332	-8,04569	127,354	100,174	80,0934
-47,1269	-108,34	102,162	-9,53479	149,669	117,964	94,7245
-50,2164	-115,746	109,278	-10,8001	159,133	125,202	100,962
-53,6476	-124,293	117,043	-10,6323	171,37	134,633	108,881
-52,641	-121,312	113,791	-10,7245	166,786	130,942	105,684
-53,4695	-123,077	116,616	-11,023	171,184	133,998	108,52
-48,1675	-111,77	105,851	-10,2539	154,032	121,529	98,3529
-53,9264	-124,326	117,327	-11,0025	171,958	134,499	108,86
-55,8015	-128,262	121,623	-11,6868	177,945	139,252	112,109
-50,9805	-119,169	112,274	-10,791	163,974	129,441	104,77
-59,8713	-137,941	129,844	-12,3492	190,793	149,974	120,947

The StatAdvisor

This procedure finds the linear combinations of two sets of variables which have the highest correlation between them. In this case, 18 sets of linear combinations have been formed. The first set of linear combinations is

$$24.725x_1 + 25.109x_2 + 26.655x_3 + 21.291x_4 + 21.836x_5 + 28.539x_6 + 26.194x_7 + 24.171x_8 + 21.024x_9 + 25.596x_{10} + 26.473x_{11} + 23.949x_{12} + 25.163x_{13} + 18.989x_{14} + 29.577x_{15} + 23.217x_{16} + 23.413x_{17} + 23.569x_{18}$$

and

$$210.539y_1 + 242.465y_2 + 191.605y_3 + 237.222y_4 + 174.809y_5 + 223.745y_6 + 233.193y_7 + 260.78y_8 + 188.927y_9 + 201.395y_{10} + 216.866y_{11} + 210.191y_{12} + 215.078y_{13} + 194.759y_{14} + 217.098y_{15} + 224.235y_{16} + 207.824y_{17} + 241.168y_{18}$$

where the variables have first been standardized by subtracting their means and dividing by their standard deviations. The table shows the estimated correlation between each set of canonical variables. Since two of the P-values are less than 0,05, those sets have statistically significant correlations at the 95,0% confidence level.

Continuation of the Appendix C.1

Plot of Canonical Variables #1

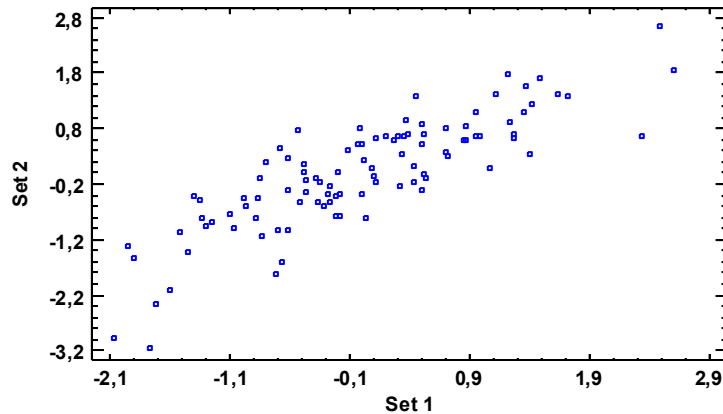


Table of Canonical Variables

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
1	1,47705	1,70607	0,145009	0,0542813	-1,26166	-0,342468	-2,25264
2	-0,88692	-0,811275	-1,02306	-0,247869	-0,411408	0,760153	0,95944
3	-0,622589	-0,293238	0,440794	-0,966052	-0,71382	-0,450295	0,899829
4	0,274375	0,605449	0,116642	0,407562	0,717117	0,840916	0,0473461
5	1,71925	1,3751	-0,423106	0,946716	-0,765886	-2,25	-0,708995
6	-1,09209	-0,752467	-2,00562	-0,667819	0,898003	0,741089	0,483457
7	0,116184	0,613903	-1,44007	-0,197795	1,19268	0,842976	0,127779
8	-0,191342	-0,78556	0,304678	1,04677	-0,501693	-0,542564	0,861873
9	-1,30305	-0,95911	1,39022	0,827021	1,04582	0,378601	0,744435
10	0,370478	0,94572	-0,932709	-1,55126	-0,410719	-1,09855	-0,786929
11	0,377288	0,687987	0,0576018	-0,77914	0,500256	-0,956462	1,00575
12	0,0369538	-0,819756	1,34648	1,5965	0,366569	0,901171	1,61769
13	-1,45703	-1,42529	-0,018471	0,314174	-1,26934	-1,38715	0,962504
14	-0,865487	-0,451338	-1,38138	-0,675987	0,338656	0,0688638	-0,06847
15	-0,270633	-0,238301	-1,45349	-2,36485	-0,229232	-0,05667	0,306592
16	-0,53895	0,789612	-1,04839	-0,937234	-0,327041	0,374923	1,112
17	0,20044	0,652215	-0,466303	-0,250326	0,027281	0,859701	-1,46591
18	0,715295	0,31475	0,0433785	0,492453	-0,387617	-1,86249	-1,44257
19	0,292305	0,663048	0,299636	0,257727	-1,03872	-1,23946	-0,70202
20	0,455143	1,39988	1,25935	1,52255	-1,23797	-1,48792	-1,08264
21	1,07284	0,10379	-1,79681	-1,32058	0,763914	1,03139	-1,3195
22	-1,51155	-1,0706	-0,536114	-0,588859	-0,39504	0,385246	-1,45678
23	-0,192862	0,030195	0,262666	0,719345	1,26757	1,44669	-0,372566
24	0,957854	0,676451	3,32039	2,88549	-1,48267	-1,39976	-0,762817
25	0,522469	0,686787	2,51238	2,53494	-0,532428	0,78297	-1,85042
26	-0,355648	-0,161392	1,54447	-0,994275	-0,481937	0,803955	0,50673
27	2,47849	2,63339	2,38844	2,20073	0,815979	0,48157	0,516297
28	-0,0226433	0,820049	0,756812	0,924038	1,51384	2,20958	0,554781
29	0,843227	0,592577	0,146126	0,302667	0,50602	0,30438	1,78213
30	-0,482769	0,149239	0,211791	0,054167	-0,90894	-0,34233	1,51272
31	-0,96699	-0,601612	1,26497	1,04824	0,00969012	-0,467441	1,67924
32	0,496476	0,883703	-1,26306	-1,77495	1,33745	0,773057	-0,767837
33	0,86895	0,57952	-0,465175	-0,151288	-0,0254273	-0,243659	0,439342
34	0,116045	-0,165408	-0,922551	-2,0356	-1,42659	-0,853946	0,509506
35	-0,793947	0,195058	0,544361	-0,722616	0,0809856	-0,025872	0,61855
36	0,701487	0,375049	1,02264	2,12683	1,38319	0,687235	-1,94788

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
37	-1,89992	-1,54664	0,82116	0,946606	-1,05514	-0,79424	-1,21234
38	-0,510962	-0,510031	-0,458215	-0,478965	-0,08187	0,296588	-0,0155995
39	-1,76597	-3,13641	1,11636	1,17808	-1,10428	0,119536	-0,646081
40	2,60587	1,85983	0,239264	0,150124	-1,03361	0,0535482	0,104399
41	1,27481	0,621606	-1,52759	-0,505646	2,65395	0,94759	0,291922
42	-0,689009	0,43951	-0,0148691	-0,167634	-0,6692	-1,00597	-0,265375
43	-1,07283	-1,00896	-0,342167	0,0624589	-0,357056	-0,260196	-0,481892
44	-0,610666	0,262475	0,145754	-0,951294	-0,0953362	-0,930489	-1,06752
45	-0,842604	-0,082085	0,345119	0,161604	-0,057252	0,26369	-1,15798
46	-0,000337335	0,517272	1,7143	1,58544	0,247735	0,83938	-0,0222308
47	0,531229	-0,0936303	-0,745352	-1,48186	0,986654	-0,397308	0,11748
48	-1,40653	-0,410186	-0,166662	0,124165	-0,118905	0,285497	-1,11254
49	0,943182	1,08347	0,103348	-0,612301	-0,124033	0,305749	-0,511881
50	-1,72301	-2,36824	0,100538	0,497126	-0,698492	0,041893	-0,372417
51	-1,60299	-2,09115	-0,085623	1,24447	0,937355	-0,012051	0,60635
52	0,504186	-0,323763	1,76919	0,190004	0,962264	0,55957	0,698706
53	0,078937	0,0776168	-0,987115	-0,74009	0,855542	0,929424	-1,73056
54	-1,95047	1,32712	1,86659	0,440025	1,3868	0,880277	0,726764
55	1,35301	1,0843	-1,58841	-1,56003	-0,174296	-0,399028	-0,71902
56	-0,980497	-0,439949	-1,41233	-0,309647	0,558217	1,24605	1,57992
57	1,21372	1,77408	-0,080914	0,192141	-1,07929	-0,419969	0,701799
58	1,24054	0,921452	-0,94796	-0,200153	-1,24586	-1,26545	0,404421
59	1,37382	1,57184	-0,385434	-0,894656	-0,173199	0,144211	0,237376
60	-0,208511	-0,411325	-1,23014	-0,991335	-0,0305008	-0,49071	0,030984
61	-0,283308	-0,373653	1,85287	0,957195	2,29597	1,74924	-2,00158
62	-0,223745	-0,7771	-0,814041	0,309857	-0,0657354	-0,301489	-0,291039
63	0,497293	0,534819	-0,028271	1,14548	-1,03584	-1,63242	-2,32388
64	1,39608	0,350194	0,235996	-0,46353	-0,102073	0,0484644	0,837448
65	-0,609447	-1,03834	0,592518	0,311628	-1,12131	-1,80744	1,24324
66	1,11251	1,43556	-0,066577	0,211519	1,52712	-0,148904	0,959765
67	-0,178565	-0,37067	-1,13413	-1,66832	1,79332	1,81453	-1,08316
68	0,982379	0,675074	0,281231	0,131136	-0,441992	-0,735463	1,18827
69	-1,2574	-0,883567	-1,51491	-0,90921	-1,19563	-1,33888	-1,01563
70	-0,3611	-0,531577	0,42178	-0,0005543	-1,28528	-0,714099	0,189836
71	0,522262	-0,010748	-0,116705	-0,757946	-2,1618	-1,36895	-0,6568
72	0,866164	0,838792	0,263472	0,147186	1,18847	0,115656	0,42291
73	-0,265358	-0,537641	0,479031	-0,37321	0,84963	0,131556	-0,168663
74	1,42176	1,2398	-0,854378	-0,397972	-0,735445	-0,856569	0,265137
75	2,34056	0,680104	0,643807	-0,967123	-0,0253522	0,891153	-0,160967
76	0,434875	0,13798	-0,622996	0,106483	0,729248	1,08589	0,318321
77	-0,69404	-1,04462	0,777262	1,48449	-0,417712	1,81525	-0,31543
78	-0,386409	-0,0966581	-0,75143	-1,14843	-0,516645	-0,517853	-0,05237
79	-0,832412	-1,12706	0,433564	0,669886	-1,72085	-2,30927	-1,6152
80	-1,3359	-0,799902	0,0781013	0,194846	-0,500064	-0,77618	0,743843
81	-0,324167	0,591567	-0,927266	-0,423244	-0,798834	-0,933273	0,797173
82	-0,109738	0,403011	0,709947	1,50959	0,471857	-0,493743	0,502043
83	-0,473567	-0,341105	-0,244118	-0,563019	-0,824418	1,3421	0,355258
84	-1,35279	-0,47628	0,881372	-0,154205	-0,0275944	1,30865	1,1258
85	0,346251	0,661061	-0,103406	-0,212816	-0,797675	-0,366941	0,674676
86	-0,47166	-0,127959	-0,252984	-0,242508	1,23076	1,31325	-1,29314
87	0,341431	0,32609	-0,485989	-0,840655	1,15931	1,16193	-0,697084
88	0,00424078	-0,389664	-1,14601	-0,727204	0,300631	1,13073	1,19086
89	-0,723716	-1,80656	-0,0264014	-0,433512	-1,33735	-1,91068	-0,414939
90	0,0159914	0,218387	1,22648	0,921817	0,437026	1,16957	0,912169
91	-0,034729	0,537543	0,709754	0,076107	1,01734	0,64267	-0,534479

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
92	-0,475547	0,0111387	0,323937	1,17128	0,4609	-0,190297	1,49797
93	1,27392	0,684813	-0,526796	0,123348	-0,98041	-0,333142	1,51655
94	-2,0705	-2,97102	0,738893	0,341852	1,13796	-0,250638	0,42755
95	0,70258	0,820601	-0,229335	-1,14776	0,37507	0,644038	0,44258
96	1,64045	1,42929	1,30975	1,80522	0,635752	1,13379	1,42113
97	-0,674033	-1,6147	0,218897	-0,942161	2,83117	2,06132	-1,96601
98	0,319063	-0,24831	-0,588975	0,343677	1,39694	1,15371	1,16921
99	0,430292	-0,168288	-0,124574	-1,21029	-1,52408	-1,36294	0,793033
100	0,0960084	0,0648961	-0,98485	-0,292601	-0,66169	-0,313528	0,23676

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
1	-1,68109	-0,345798	-0,596107	-0,576179	0,433082	0,614856	-0,37161
2	1,68017	0,27459	0,108969	0,188566	-0,592432	0,667384	-0,278721
3	0,442085	0,800996	-0,206221	0,57123	0,140192	-0,540018	-1,00694
4	0,387288	-1,09638	-0,781465	0,666057	1,28726	0,731296	0,462399
5	-0,866731	0,647084	0,760382	1,23663	2,04314	-0,514207	0,010869
6	0,380178	0,633673	1,05978	-0,03355	-0,838821	2,61243	2,21849
7	0,980993	0,769541	-0,0426874	1,1473	-0,121303	0,91372	0,632148
8	-0,687686	-0,126679	-1,25893	0,876785	1,56296	0,28307	0,255903
9	0,736759	-2,3047	-0,594104	-0,75976	-0,0286758	-1,1841	-2,6464
10	-1,31964	-0,286599	0,343115	-0,920421	-1,22233	3,17125	1,05389
11	0,0695405	0,439823	-0,4517	0,330468	2,4252	-0,318865	0,499064
12	2,10889	1,70282	0,853118	0,306562	-0,0880436	0,699772	1,4713
13	1,64742	0,441149	-0,04858	1,43261	2,7581	0,0971143	-0,787407
14	0,168553	-0,77266	-0,135982	-0,516572	-1,83086	-0,10471	-0,634914
15	1,52368	0,427947	0,4159	0,670742	-0,412787	0,224318	0,632031
16	0,865509	0,52141	1,02983	-0,275179	-1,39161	-1,87868	-0,01586
17	-1,1749	1,30599	1,6261	-0,46776	1,91149	0,227139	0,676026
18	-0,56711	0,104332	0,26337	0,621098	-1,40795	1,38385	-0,45851
19	-0,196388	-0,709368	-0,715788	-0,456123	-0,72198	1,01336	0,264058
20	-1,14212	1,54345	1,06333	1,00602	0,34579	-0,129275	0,45036
21	-0,522461	-0,972326	-1,32614	1,59802	1,29224	0,00753181	0,584025
22	-2,3614	-1,03067	-0,0729872	0,362738	0,161211	0,800679	0,57185
23	-0,283463	2,22247	2,5551	0,381468	0,064012	0,212182	-0,199758
24	-0,742821	-0,388913	-1,65567	-1,60143	-1,39023	0,102146	0,683399
25	-1,32256	-0,361141	-0,136538	-0,892104	-0,317234	1,3254	1,10716
26	0,69474	-0,0963921	0,19969	-0,55377	0,914335	0,92733	1,09619
27	-0,763324	-0,195124	0,873841	-0,38111	0,434247	0,592395	-0,594469
28	-0,41341	-0,99137	-0,976371	0,48269	-0,656206	-0,100748	-0,822148
29	1,51673	-0,12891	0,303518	-2,17074	-1,53911	2,02237	1,18778
30	-0,879639	-0,432908	-1,34865	0,553788	-0,356439	-0,0547531	0,937073
31	0,661169	-0,0145315	-0,871862	-0,522742	-0,226257	-0,811904	1,21813
32	-1,28668	-0,0532779	-0,975438	-1,53248	-0,897596	-1,12168	-0,147201
33	1,5864	0,0464266	0,803676	0,430289	0,521781	-0,13356	0,302291
34	-0,47946	0,712463	-0,809954	0,794871	0,0218073	1,15447	1,07788
35	1,00212	1,07106	-0,61656	1,36648	0,465522	-0,0808397	-0,56098
36	-0,666505	2,63166	0,209111	-0,20083	-1,27248	0,0113417	-1,21628
37	-0,77289	-0,616513	-1,52685	0,856098	1,34131	-0,851358	-0,770736
38	0,662845	-1,13612	0,00215445	0,0407851	0,01483	0,779352	-0,612603
39	0,123378	-0,599712	-0,276591	0,369742	0,29767	0,766786	0,785436
40	1,02241	0,210105	-0,728839	0,73058	1,02443	-0,907329	-1,14237
41	0,887606	-1,0302	-0,783587	0,827269	1,43859	-1,23522	-1,04162
42	0,92291	-0,861905	0,415041	2,00778	0,269773	-0,636763	1,63633
43	0,706174	-1,48786	-2,56054	-0,101388	0,150349	0,874387	0,791423

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
44	0,023733	1,23461	-0,2236	0,612524	-0,29585	-1,92746	-1,95155
45	-0,659359	-0,553887	-1,50748	-1,50665	-1,74657	-0,176858	-1,40019
46	0,061262	-0,00542161	0,747393	2,15898	0,708717	1,13884	0,041991
47	0,20138	0,540745	1,04164	-0,480663	-1,01283	-0,55198	-1,27594
48	-0,828912	-1,69054	0,7491	-1,49202	-1,87969	0,0872675	0,510779
49	0,393839	-0,37685	1,03085	-1,04545	-0,04197	-0,26058	0,579078
50	-1,55542	0,205044	-0,775695	-1,25356	-1,31118	-0,35359	1,06279
51	-0,607982	0,541788	-0,141598	-1,31256	-0,801964	-1,65766	-0,99894
52	-0,142887	-0,232393	0,0544052	2,16008	0,965852	-0,594784	-0,779591
53	-2,05353	-1,46886	-1,12019	-0,541608	0,849899	-0,775856	-0,0271805
54	0,722793	0,551805	1,84405	0,451298	1,75111	0,25353	-1,39712
55	-1,03632	1,1114	0,650137	-1,37108	-0,0145388	0,31525	-0,00452322
56	0,421321	0,23951	0,103642	0,130499	0,96901	-0,37664	-1,38069
57	0,196543	0,693708	1,03563	-1,14552	-0,334884	-0,150648	-1,14094
58	0,13857	-0,0963945	0,464095	-0,816054	-0,258382	-1,22517	-1,4981
59	-0,830739	0,00856196	-0,275491	1,13852	1,19311	1,16497	1,91205
60	0,272	-0,47301	0,277767	-0,637721	0,675458	-0,532704	0,422085
61	-1,51071	-0,37485	0,109798	-0,0106758	-0,969914	-2,58211	-0,225344
62	-0,480136	-2,09071	-1,34772	-0,561365	0,520632	-1,84882	-0,755323
63	-0,826125	1,16657	1,09709	0,163067	-0,646617	-1,6806	-0,984165
64	1,12504	-1,14639	-0,649414	0,95887	0,100868	0,304774	-1,6328
65	1,93382	0,621854	0,619872	-1,50969	0,15126	1,1497	-0,771443
66	0,0382603	-0,923366	-1,53652	1,79121	0,881993	1,93206	1,25448
67	-0,243615	0,41141	-0,196908	0,588739	0,91034	0,96621	1,03795
68	0,846022	-1,15509	0,025525	-0,145087	-1,33214	0,610131	1,38991
69	-1,87765	0,866772	1,4693	0,0231728	0,864465	1,53346	0,057093
70	1,45982	-1,5181	-0,87699	-0,0682555	-1,33172	0,7362	0,204168
71	0,00323292	-1,06981	-0,642753	-1,24982	-0,547242	-0,872586	1,24361
72	0,417916	-0,061436	0,0242178	-0,744041	-0,78692	0,0447181	0,835261
73	0,503049	-0,397615	-1,10819	-1,96336	-0,566891	0,741883	0,978679
74	-0,31351	0,851854	-0,29228	-0,272653	-0,0193253	-0,320951	0,602694
75	-0,636744	1,85882	2,8256	-0,32916	-0,78878	-0,650755	0,8036
76	-1,23308	-1,29932	-1,35329	0,482671	-0,678626	-0,521159	-1,23038
77	-1,08787	0,974767	1,78052	2,40918	1,43817	0,099439	-0,494909
78	-1,49911	-0,179499	-0,134076	0,335657	-0,874097	-1,20312	-1,91871
79	-1,0342	0,715671	1,6606	0,254644	-0,435866	0,154767	0,418498
80	0,554984	1,01292	1,06876	-0,413042	0,402517	-1,49576	-0,34688
81	-0,32579	-0,320246	-0,992075	-0,175949	-0,574863	-0,119978	0,540795
82	1,59844	-1,38396	-1,26534	1,95503	1,12374	0,0215735	0,906359
83	1,23369	-0,189694	-1,08529	0,284152	0,707	-0,399745	-1,30758
84	0,369998	1,51151	-0,158875	-0,977062	-0,375913	1,29938	0,266348
85	1,24613	-0,0662491	0,345192	0,748922	-0,291745	-2,07082	-0,656874
86	0,198448	2,06983	1,48812	0,185727	1,03836	0,181161	0,225906
87	-0,157984	-1,04331	-0,0748641	-0,633215	-0,603978	-0,108993	-0,89988
88	-0,243572	2,67491	1,61651	-0,30785	-1,49727	-0,977674	-0,118599
89	-0,720472	-1,2113	-0,205255	1,34639	1,03184	0,463034	1,5962
90	2,05045	0,533989	-0,46156	-3,01347	-1,44448	0,31859	1,79426
91	-0,247264	-0,70472	-0,155822	0,289334	1,02858	0,563269	1,61386
92	1,10881	0,801659	0,852304	-0,966361	0,489837	-0,96856	-0,11266
93	1,27748	0,119102	-0,0579158	-0,85991	-0,5432	-0,614745	-2,14632
94	-0,513736	1,76874	2,44973	-0,291684	0,0473888	0,851045	0,248024
95	-0,0891461	-0,225027	0,173055	0,0412924	1,07804	-0,76058	-0,4696
96	-0,0949985	-0,74117	-0,623151	0,0938494	0,0611681	0,521271	0,49421
97	-1,39737	-0,184445	-1,50663	-0,0260533	-0,07059	0,377482	-0,122483
98	1,56155	-0,502927	-0,0529246	-0,941895	-1,68422	0,712943	0,799109

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
99	0,641086	-1,01567	0,45205	0,674002	-0,397401	-0,524782	0,224532
100	0,669348	0,756767	-0,22746	-0,149736	-0,83589	-1,33757	-0,83827

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
1	-1,07205	-0,723212	-0,944033	-0,945697	-0,451089	0,159926	-1,06159
2	-1,27197	0,380869	0,327852	1,66894	-1,74601	-1,08575	1,46979
3	-0,853046	-1,00299	-0,618667	-0,06503	-0,492891	0,265062	0,535884
4	-0,732967	0,327549	-1,43683	-1,73478	2,88839	1,85361	0,93199
5	-0,586533	-0,148128	0,204618	-1,76296	-0,291555	-0,984657	-1,17094
6	-0,01732	-1,08323	0,45922	-1,49421	-0,0948728	-0,607861	-0,67304
7	-1,41849	-0,292308	-2,43216	1,59836	0,846066	-1,7112	0,799161
8	1,22308	-0,531772	0,0196148	1,88369	0,804249	-0,205168	-0,05532
9	-0,284688	0,572329	-1,38875	0,112423	0,8702	-0,362348	0,851167
10	0,1156	0,910344	1,98382	0,427148	0,923818	0,398989	1,16305
11	-0,61152	-1,58423	1,01482	1,34269	0,248349	-1,13378	0,829766
12	1,27281	1,04733	0,714644	1,4703	0,800953	-0,583171	-0,31831
13	1,31031	1,5063	0,30741	-1,0556	-1,4822	-0,621724	-1,2954
14	0,36188	-0,941506	0,576128	-0,775179	-0,335983	-1,98292	1,33879
15	1,12487	1,30521	-0,506655	-0,240618	0,668137	-0,002743	-0,388249
16	-0,075528	-0,416916	0,0726053	0,388272	-0,269185	0,436603	0,50353
17	0,203848	0,71656	1,47925	1,71742	0,484733	-0,989094	2,04835
18	0,716243	0,362939	0,0705463	1,43895	-1,61332	-0,502543	-0,706786
19	-0,345923	-0,086982	1,14631	0,094549	0,365193	0,853562	0,777559
20	-0,245981	-1,03097	-2,24493	-1,16326	1,1683	0,908082	1,35294
21	-0,148647	0,864819	-0,801861	-0,417074	0,205632	0,975735	-0,615231
22	-0,749292	-0,368603	0,923633	1,44892	-1,72842	-0,456153	1,72586
23	1,89938	1,58596	0,265858	-0,372053	-0,437245	0,301955	1,31145
24	-0,361201	-2,26679	-0,596909	-0,945062	-1,0324	-0,987425	0,656857
25	1,78834	0,596307	0,0462167	0,519244	-2,57537	-1,65694	0,694518
26	-0,306595	-1,37061	-0,246745	0,293742	-0,251723	0,43906	0,874971
27	0,052487	0,72808	2,01108	0,247726	2,18393	-0,0721731	0,956104
28	-0,576991	-1,56396	2,45149	0,61079	-0,838347	1,06168	-2,51
29	-1,43973	0,735171	-0,645317	-0,330241	0,07048	0,118327	0,157019
30	0,338562	1,96943	0,275964	-0,123049	-1,2649	-1,5482	-1,00192
31	0,292282	1,02375	-0,604511	-0,992119	0,621964	1,01709	-0,75887
32	0,446307	0,484533	-0,136751	-0,167103	-0,834299	0,998529	0,669704
33	-1,10603	-0,0997449	1,03033	-0,148031	0,276769	0,974812	-0,57331
34	0,185309	-0,151204	-1,64318	-1,85096	0,535397	0,618683	-0,08886
35	-1,15852	1,08916	0,651473	-0,893726	-1,15264	-0,578421	1,67008
36	-1,32128	0,00857718	-0,264953	-0,911289	-0,738666	-0,414754	-0,244926
37	-0,0457803	-0,618316	1,29061	0,813873	-0,15028	-1,05756	0,811784
38	-1,11812	-1,46395	-0,482755	-0,559058	0,241682	0,498663	-0,675205
39	0,502192	0,365152	1,1131	-0,655252	0,539585	2,14168	0,499653
40	-0,627158	-0,30208	0,0581668	-0,258274	0,525414	-0,224585	-1,33259
41	1,85143	1,71554	0,385321	-0,404467	-1,56782	-1,79972	0,015121
42	0,409093	-1,71999	0,479052	0,227684	0,791825	0,634199	-0,31768
43	-0,223134	-0,677096	0,12204	-0,0761691	1,38175	-0,494874	-0,510387
44	2,25729	0,672432	1,50044	1,91941	0,562222	-0,0917661	-1,08273
45	-0,4899	1,02887	-0,917886	1,09357	-0,536577	-0,840312	-0,990637
46	1,14044	1,77794	-1,17106	-0,568551	1,05819	1,58465	1,1843
47	1,05736	-1,21301	0,666302	-0,358428	0,277638	1,46326	0,268212
48	1,07221	1,42	-0,704554	0,452489	1,81134	0,0662173	-0,650762
49	0,529801	1,07531	-0,69036	-0,805501	-0,181236	1,1284	-0,98825
50	-0,74409	0,81143	0,257185	1,10615	0,907282	0,532521	-0,4554

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
51	0,220736	0,160265	0,24158	-0,229816	1,28854	0,042882	1,08055
52	-0,555107	-1,15736	-0,747603	1,60417	0,26876	0,93263	0,53665
53	0,253863	0,35509	-0,744327	-0,0355933	1,48502	0,587857	-1,33505
54	-0,973258	0,508813	-0,317733	0,249829	-0,997749	-1,64772	-0,966527
55	-1,1324	-0,0411567	-0,539556	-0,502522	-0,290496	0,739117	-0,634545
56	1,11433	-1,21697	0,22822	-1,45919	0,251552	0,12237	-0,0476614
57	0,91853	0,509744	-0,224168	1,96528	-0,741432	1,00899	-0,00487879
58	2,75638	1,56999	0,732065	1,59893	-0,141575	1,05105	0,41454
59	-0,121962	0,69019	1,10079	0,592494	-0,660311	-0,10517	-0,505456
60	-2,12488	-1,22245	0,902972	0,909459	-0,83104	0,855149	0,507374
61	-1,01121	-0,83613	0,91935	-0,888048	-0,570475	-0,66033	1,3584
62	0,879685	1,55482	0,507742	0,939037	-0,743196	0,838963	0,379918
63	-0,6879	-0,580053	0,123519	1,14085	-0,156049	1,35429	-0,2547
64	0,266576	-0,695444	1,0675	0,485883	1,28305	1,56903	0,10044
65	-1,76708	0,032157	-0,288995	-0,325535	-0,596588	-0,533591	1,43569
66	1,02163	-0,691096	-0,49451	0,157402	-0,492153	-1,23636	1,5243
67	-1,08037	-1,00571	1,39889	0,997338	0,997779	0,0917549	-0,467108
68	-0,744234	-0,183787	1,17473	-0,209364	-3,12133	-1,72992	0,580269
69	0,426421	0,317925	0,0227113	0,144712	0,91493	-0,012031	-0,0190122
70	1,44214	0,895074	-0,0503358	-0,36934	0,603714	0,576784	-0,51777
71	-0,531525	-0,107089	-1,15916	-0,523472	0,57773	-0,168411	1,43557
72	0,192215	1,49021	-2,15485	-1,67736	0,812957	-0,177934	-1,60177
73	-0,595215	0,098622	1,13993	1,78956	0,833568	1,02058	-1,1241
74	2,14641	2,19443	-0,1395	-0,130797	-0,70735	0,068326	1,7759
75	-0,322062	-0,477546	1,28333	-0,291941	1,72232	-2,19316	-0,138797
76	-1,59058	0,632174	0,993025	-0,75146	0,196919	0,682101	0,207482
77	0,980187	0,0943791	-0,697733	-1,18071	0,37344	0,561567	0,204929
78	-0,794102	0,615799	-0,364624	0,117496	0,853674	-1,14027	-1,14087
79	-0,595733	-0,932235	-0,284609	0,569149	0,959729	-1,45532	-1,65833
80	-0,992749	-0,697015	0,465912	-1,10847	0,354956	0,983832	1,03945
81	-0,653455	-3,02164	-0,265829	0,004957	-0,0649429	0,35663	0,357733
82	-1,28507	-0,328459	-0,07977	0,40329	1,11452	2,01908	-0,121857
83	0,239847	-0,241177	0,355689	-0,147654	-0,738456	-2,01716	-1,50942
84	1,46401	0,839454	1,36384	0,340985	1,41269	1,71214	-2,0988
85	-1,20173	0,6876	1,15215	0,74891	0,150178	0,502579	0,486489
86	-1,27036	-1,12517	0,98966	0,584821	-0,739871	0,713726	-1,93065
87	1,63684	-1,10224	-0,841538	-0,988582	-0,936513	-0,411642	-0,91177
88	-0,172115	-0,01629	-1,54922	-0,491767	-0,385782	0,986943	-0,294594
89	0,591405	1,88615	-0,346409	-1,04532	-1,20056	-0,996154	-0,723401
90	1,81352	0,380985	-0,262569	-0,29257	0,11879	0,133984	1,11261
91	0,45947	0,0939318	-2,72637	-2,62793	-1,61086	-0,179101	0,207752
92	-0,228693	-1,41989	-0,201727	-0,314235	-0,262456	-1,30625	1,15014
93	-0,150516	-1,01484	-1,40101	-1,83027	0,137141	0,277371	0,667524
94	-0,449812	-0,554744	-1,4178	-0,112766	-1,46506	0,956662	-0,985075
95	-0,0668625	-0,621678	-2,22384	0,260534	-0,971706	-1,07266	-0,764905
96	-1,09234	-0,284205	0,368804	2,20961	-0,272525	0,995233	-1,43984
97	1,19817	0,0640025	-0,734404	0,11409	0,053629	-0,071353	2,11299
98	-0,28453	0,0675908	0,563942	1,37324	0,038191	-1,05092	-0,614579
99	0,0483859	-0,350968	-0,156951	0,640358	-0,942315	-0,668934	0,24533
100	0,18744	0,234302	0,036007	-0,798954	0,845496	-1,34192	-0,50648

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-11	1-12	2-12	1-13	2-13	1-14	2-14
1	-2,50756	-1,14132	0,573778	1,22655	0,725727	0,443789	0,20534
2	0,585336	0,654085	0,729472	-0,12361	0,385143	0,55662	0,127598

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
3	0,729481	-0,585674	-0,576891	0,375548	0,989863	2,0391	1,98838
4	0,604541	0,614757	0,317857	0,40876	0,334692	-0,680027	1,19026
5	0,371033	-1,34612	-1,5044	-0,410685	-0,731994	1,42893	-0,013447
6	-1,19532	0,0129211	-1,02586	-1,2782	0,789113	0,909943	0,049779
7	0,225902	0,368974	-0,526605	0,615353	-0,668436	0,923385	0,741575
8	-0,86495	-1,75267	-0,16899	-1,25687	-0,182129	-0,960019	0,451572
9	-0,79476	-1,84085	-0,217879	0,969653	0,265587	-0,907828	-0,739661
10	0,942162	0,821999	-0,49984	0,913462	0,576521	-0,709667	0,0360177
11	-0,159473	0,0826939	0,63366	1,34046	1,2865	-0,770419	-0,899231
12	0,96562	1,9455	0,673032	-0,83401	-0,221333	1,44947	0,839289
13	0,633067	0,785789	-1,16889	0,298714	-0,00129833	-0,833705	0,368551
14	1,12666	0,627877	-1,12969	0,405836	0,130687	0,377777	-0,400758
15	0,745961	0,0899321	0,130611	-1,43485	-0,323374	0,715071	-1,32431
16	0,75718	-0,431613	0,115541	-0,740538	-0,834483	0,590079	-1,338
17	0,176193	0,709162	0,793146	0,923246	-0,229679	-1,69172	-0,590165
18	0,79229	0,629497	0,678659	1,85106	1,23319	0,999337	-0,542674
19	0,57986	-0,67729	-1,24527	-0,92266	-2,34701	1,02229	1,68163
20	2,07035	0,186244	0,663719	0,888562	-0,0650655	-1,36554	-0,303197
21	-0,158892	0,965698	-0,528834	0,828819	1,1731	0,819904	0,10616
22	1,59684	0,26554	1,23928	-0,985005	1,21605	0,522777	1,47919
23	-0,914191	-0,399318	-1,73362	1,61384	0,846741	0,840303	0,491952
24	-0,309958	2,34587	0,017331	-0,0991833	-0,740727	1,90494	1,06743
25	-0,352564	-0,648284	-0,11191	-2,19463	-1,44056	-1,0051	-1,23214
26	0,677417	-1,99395	0,988558	-1,53135	0,446106	1,22105	0,712011
27	2,30901	1,95495	1,18659	-0,273841	-0,115099	-0,0407097	-1,67073
28	-0,0433414	-2,03518	-0,506022	0,0583143	0,210704	-0,707107	1,57549
29	-1,27944	-0,920459	1,14739	0,187923	-0,692975	-0,578807	-1,03085
30	1,79184	0,566797	0,605088	0,231117	-1,73543	-0,474162	-0,218882
31	-1,87279	1,04979	-0,153034	0,079922	1,02953	1,1136	1,24982
32	-1,35409	0,516342	-0,634804	-1,29185	-3,58558	1,47699	1,09559
33	-0,289349	0,108186	0,221149	-0,531712	-0,0868953	-0,489899	1,7312
34	-0,556812	0,68201	-0,867088	-0,298326	-0,504265	0,408175	-1,09811
35	0,100004	-0,273621	1,80847	0,025592	-1,27691	-0,150992	-1,73805
36	-0,446276	-0,0724444	0,707972	-0,397028	1,47436	0,869497	-0,669685
37	-1,32952	-0,448357	-0,92778	0,118416	-0,166546	0,337652	0,347217
38	-0,610116	-1,04515	0,309501	0,719098	1,04786	0,0518217	-3,2469
39	1,73669	0,074268	1,62736	-0,068212	-0,0660725	1,22174	-0,033598
40	-2,1128	-0,042856	1,0584	0,130412	-1,22215	0,79465	-0,641881
41	0,404971	-0,107143	0,986927	-1,32418	-0,423789	1,02021	-0,244892
42	-0,456561	0,277546	2,21059	-0,259072	-0,582915	0,796986	-0,289517
43	-0,572093	0,35897	0,315545	-2,17722	0,551143	0,734613	1,09119
44	-0,0140398	-0,194099	-0,155017	-0,222302	0,462266	-0,635051	-0,102932
45	0,0484239	0,992766	0,231965	0,360562	0,0466339	-0,494667	-0,120989
46	-0,545103	-0,259586	-0,743315	-0,635874	1,62893	0,493331	-1,15625
47	-0,246157	-1,58513	-0,802291	0,284087	-0,681928	0,185601	-0,413393
48	-1,53382	1,08374	1,51728	-0,400162	-0,971103	1,34737	0,387923
49	1,35496	-0,643447	0,932688	2,12231	-0,0780093	1,56377	1,07284
50	-0,278962	-1,25158	-0,0738001	1,63677	1,95819	0,250427	0,698286
51	1,23994	-2,07391	-2,07858	0,730508	1,01506	0,935538	-0,584774
52	1,05566	1,42631	-1,08157	0,0703238	0,347476	1,6832	1,79902
53	-0,574302	0,788118	-0,451548	-1,10614	0,270527	0,815697	0,780834
54	1,01513	-1,09798	-1,12351	-0,780302	0,151453	1,15603	0,698458
55	0,485162	0,69324	-0,0844522	1,1749	0,815025	0,279168	0,644543
56	-0,565463	2,34918	1,52922	-0,429558	-1,03582	0,178199	-0,613492
57	0,369663	-0,70626	0,679319	-0,148109	0,66394	0,257798	0,82568

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
58	-0,803512	1,88869	0,467637	-1,18286	0,402801	-0,358824	0,3041
59	0,955846	0,091458	-1,51698	1,13098	1,87117	1,01299	-0,687815
60	-0,209389	0,430263	-0,174718	0,119445	1,10302	0,00404575	0,655344
61	-0,640606	0,0116036	0,615416	0,0993662	1,36047	-0,177374	-1,33293
62	0,47568	1,191	-0,411437	1,74194	0,255605	-0,487433	-2,1797
63	0,56587	-0,769975	-1,38654	-0,242085	-1,17713	-0,256443	0,455516
64	-0,824392	0,557814	-0,55721	-0,638869	0,549409	-1,44708	-0,135973
65	-0,30307	0,926193	1,58966	-1,00932	-0,440312	0,303852	-0,616402
66	-0,11771	-0,970959	0,456334	1,40543	0,314658	-0,629616	1,48362
67	-0,37658	-0,503358	-0,354044	1,35698	-0,148297	-0,368535	-0,520339
68	-1,04298	0,217803	-1,1591	-1,2015	0,686871	-1,31411	0,0554435
69	0,0390185	-1,16142	-1,43524	-1,56865	-2,09916	0,053002	0,0916883
70	0,487041	-1,59704	0,077586	1,12571	-0,512212	-1,02429	0,95802
71	2,75128	-0,335225	1,80057	-1,62939	0,39681	-0,0885299	-0,127136
72	-0,989288	0,884644	0,752178	-0,823292	0,797608	-2,61052	0,943409
73	-0,366466	0,232689	0,461138	-0,222468	-0,14018	-0,778724	-0,782074
74	-0,827079	-1,40474	1,35042	0,195198	0,790353	-0,364132	0,969074
75	0,161623	-1,96633	0,151554	-1,12793	-1,0015	0,54772	0,975907
76	0,718029	0,743561	1,42958	0,0305742	-1,01407	-0,32134	2,25831
77	-1,58022	0,584225	-0,57976	1,5088	-0,603752	-0,0717831	0,485259
78	-1,37478	-0,907379	-0,703884	-0,53641	-0,733803	0,520315	0,82806
79	-0,864714	0,847705	0,167953	-0,120778	0,691421	-2,71945	-0,645155
80	0,329734	0,580446	-1,69428	-1,59409	-0,645468	-1,22277	0,289113
81	1,45892	0,554828	1,47139	1,17156	0,0714173	-1,1175	-2,10692
82	0,62584	-0,760006	-1,26441	0,88745	-2,17603	-1,05934	-1,51057
83	-0,580285	1,09992	-1,40756	1,32493	-0,108082	-1,6035	-0,567075
84	-1,52157	0,249465	0,992094	0,121649	1,53279	0,90881	-0,402266
85	-1,18163	0,245016	0,137748	0,302001	1,21414	-1,02368	-0,308553
86	-0,296155	1,70863	0,31807	0,230293	-0,598835	-1,43764	0,285154
87	0,06064	0,702911	-0,26316	-0,0140686	1,35726	-0,569947	0,269211
88	0,926674	0,007042	0,492651	-1,57735	0,314136	-2,86895	-1,55218
89	-0,536288	-0,380186	0,771653	0,279636	-0,940183	-0,691698	-0,816315
90	0,851652	-1,41377	2,58519	2,07546	-0,177565	-0,34870	-0,329498
91	0,909915	-1,07758	-0,696297	-0,386536	1,4854	-1,0221	-0,100842
92	0,552851	1,2189	1,80167	1,13019	0,58666	0,981125	1,83299
93	0,977509	-0,311445	1,13607	0,118997	0,0597611	-0,056799	0,0452928
94	-1,44991	0,814684	1,47184	0,542179	-1,9077	0,09639	0,354184
95	-0,252183	0,307997	0,0623156	-0,560788	-0,434443	0,63956	-0,182282
96	-0,813636	-1,32142	-0,864564	-1,74292	-1,0417	0,0486605	-1,70878
97	1,82867	0,424724	0,977635	-1,00076	-1,70778	-1,6927	-0,02465
98	-0,0827056	-0,598731	-0,609345	1,22665	-0,54337	-0,161283	-0,164983
99	-1,37549	0,672457	-0,760568	1,36164	0,31603	0,0645197	-0,122473
100	0,178204	-0,599664	0,806651	1,02972	0,942844	0,476452	0,674202

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-15	2-15	1-16	2-16	1-17	2-17	1-18
1	0,657606	0,13704	0,249581	-0,99601	-0,588824	-0,257001	-2,22622
2	-0,407803	0,366089	-0,60563	-0,98676	1,00511	-0,37678	-0,10858
3	0,31144	-0,651109	-1,12463	0,314379	0,417747	0,934201	1,1074
4	-0,81593	0,608775	-0,286739	-1,40822	0,692686	0,458718	1,33564
5	-0,37668	0,07106	0,008299	0,329234	0,130695	-1,92591	-0,671271
6	0,56349	0,418192	-0,190312	0,72182	-0,854194	-0,0282574	0,925087
7	0,469264	0,779957	-0,364714	0,627452	1,25368	-0,769911	0,788752
8	-1,17425	0,601046	1,18215	-0,663594	-0,377708	2,04369	-0,0374973
9	0,4247	0,492749	-0,98996	-2,07558	0,302605	-0,081624	0,277702

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-15	2-15	1-16	2-16	1-17	2-17	1-18
10	0,691884	0,034456	-0,971071	0,7468	1,38595	1,97708	-1,3042
11	0,123253	-0,27488	0,905455	0,732763	-0,505457	-0,743971	-0,03036
12	0,160497	0,589317	0,469375	-0,10571	0,35144	0,479375	-0,452454
13	0,489516	-0,90382	-0,495833	0,894154	0,202594	-1,50447	0,813322
14	-1,59323	0,615033	1,4564	-0,979946	0,254343	0,238982	0,657446
15	-0,879955	-0,159602	0,30104	-2,30588	-0,593862	0,0352994	-0,461035
16	-0,971607	-2,49675	-0,623322	-0,607592	1,47363	0,684067	-0,02158
17	-1,32579	0,277148	1,74199	0,383431	-0,980259	-0,676609	0,547522
18	0,481658	0,66908	0,122288	0,950511	-0,726184	-1,09354	1,62828
19	0,917945	0,450519	0,642202	-1,54663	-2,51304	0,545761	1,34899
20	0,885461	-0,730102	0,2113	-1,5907	0,262112	0,012478	0,78636
21	-0,42593	0,220347	0,264822	0,620722	1,61813	0,528769	0,450321
22	-2,41703	-0,783291	0,134818	-0,45153	-0,22806	-0,78916	0,15681
23	-0,664657	0,267515	-0,280574	1,84917	-1,4017	1,35321	1,21869
24	-2,40633	-0,510356	-0,322352	-0,641501	1,28241	-1,94064	-0,576688
25	2,47252	1,28416	-1,67306	0,0402248	2,33341	2,77923	-0,007505
26	0,520695	-1,44765	-0,246574	-0,14972	-0,580796	-0,0447529	0,470125
27	-0,164032	-1,64475	-0,858048	0,323508	0,835062	0,192668	0,250492
28	1,1721	0,905205	0,251087	0,269189	1,56452	-0,815362	-1,31528
29	1,42751	-1,78905	2,1898	2,33789	-0,398822	0,482076	1,05796
30	-0,27304	1,83174	0,093445	0,0493093	-0,464065	-0,388452	0,463641
31	-0,155494	-0,0448396	0,735181	1,3189	-0,446008	1,05682	0,0133871
32	-0,334033	-1,21564	-0,258733	0,141369	0,042033	0,43077	0,49669
33	-0,284324	1,1378	0,585351	-0,18682	-0,887936	0,665528	-2,00137
34	1,35748	1,03656	0,0286452	0,289373	0,468911	-0,694203	-1,27033
35	-0,143844	1,66745	-1,22561	-0,415098	-0,101247	1,00656	-0,62817
36	0,142229	0,0177085	1,4457	-0,799824	-0,475162	0,384009	-0,72271
37	-0,515017	-1,34082	1,36596	0,427811	0,806172	1,81489	0,994831
38	-1,02556	-0,584479	1,00514	0,777182	0,342615	-0,952484	0,490983
39	0,348443	0,88685	0,736706	-1,15429	0,632316	0,450208	2,30114
40	-0,195022	-0,0234758	-1,15969	0,195779	1,67673	1,18775	1,55116
41	1,78862	-1,26695	-0,864308	-1,94346	-0,197608	-0,39025	-0,765547
42	-0,908706	-0,340337	-0,062946	2,28912	0,1146	-0,740982	-1,0657
43	-0,116401	0,681643	-1,20366	0,702216	-1,8488	-0,363064	-0,451099
44	1,75163	0,0410279	0,958706	0,210896	0,437876	-0,818223	2,74299
45	-0,678889	-0,427049	2,89481	-0,185721	-0,354225	0,0137583	-0,254665
46	-0,707272	-1,0609	0,0410241	-0,146947	-0,270496	-1,28697	-1,93709
47	-2,22911	-0,146281	-0,004163	-0,336925	0,239567	-0,341827	0,194931
48	1,39732	-1,01386	-0,803191	0,124958	1,24587	-1,30118	1,18628
49	0,801933	0,5527	1,04944	-0,89636	-0,670368	1,86806	0,789392
50	0,123427	-0,651847	-1,57877	0,161875	0,640481	0,154384	-0,87187
51	0,656632	-1,36265	0,202542	0,00222	1,22618	0,831844	-0,978373
52	1,13503	-0,648936	-0,726731	-0,761919	-1,31488	1,04045	-1,11839
53	-0,204772	1,54396	1,07453	-0,556665	0,906016	-1,21338	-0,252304
54	-1,79215	1,17535	-0,116263	1,02561	0,907574	-0,476145	-0,711492
55	0,152187	0,53154	-1,7246	0,778206	0,790498	-0,0472042	0,519626
56	-0,385541	0,877653	0,107492	0,423314	0,0251985	1,89566	0,003535
57	-0,35957	-0,688053	0,52204	-0,12774	-1,67513	-0,134035	-0,358737
58	0,518856	0,203401	-0,569425	-0,344528	-0,282179	-1,47693	-1,60945
59	0,603286	-0,670037	2,16719	-0,648261	0,359836	1,3202	-0,532707
60	2,502	0,603079	-0,513969	-1,47269	1,35601	-1,03378	2,02538
61	1,88601	1,66115	-0,554756	-0,308651	-2,39017	-0,256554	0,0944493
62	-0,721159	1,25206	-1,93817	1,57781	-0,651666	0,885516	-0,66714
63	-1,58959	1,46185	-0,311053	1,00241	-0,194241	0,640689	0,587264
64	-0,739415	-0,644624	-0,05194	-0,276446	0,870788	-0,770483	1,64112

Continuation of the Appendix C.1

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-15	2-15	1-16	2-16	1-17	2-17	1-18
65	0,463939	0,544732	0,183387	1,71637	0,007085	-0,342104	0,149405
66	0,112672	0,583607	-1,42779	-0,290049	0,92971	0,129406	0,016262
67	-0,060997	0,760695	-0,972498	-1,07394	0,846109	0,629595	0,242367
68	0,005972	-0,833544	-0,8845	-0,576044	-0,68382	0,243224	1,43576
69	1,0121	1,371	-1,37908	-0,843555	-1,02862	-0,60533	-0,48244
70	0,292746	0,994607	1,57943	2,53091	1,03858	-0,473728	-1,49469
71	0,662927	-1,26522	0,103972	1,69716	-0,980585	1,16671	-0,502339
72	-0,673843	-0,33317	0,2509	-0,175175	-0,238385	0,981504	1,67842
73	-1,98349	0,591766	-1,40503	-0,130668	1,05962	0,301703	0,23981
74	-1,23621	-0,636496	1,13558	-0,42088	1,34186	0,0288822	-0,983947
75	-0,668747	0,189404	-0,384715	0,566589	-0,222273	-0,547362	0,245563
76	-0,335833	-0,899884	-0,637331	0,426792	-1,55782	-2,38829	-0,100853
77	1,30524	0,207889	-0,147958	0,392281	-1,64817	-1,04143	1,45786
78	-0,214547	-1,02244	-0,285484	-0,06599	-0,50083	1,12763	0,289072
79	0,131404	-0,0202073	-1,09964	-1,49447	-0,196738	0,700248	-1,46085
80	1,12491	1,78029	1,91812	-0,341531	2,66147	-0,773419	-0,038698
81	1,09712	-0,128748	0,449528	0,146458	-1,82986	0,129323	0,251905
82	-0,463293	-1,22307	-0,371878	-0,0719068	-1,1875	1,25003	-1,12613
83	-0,554402	-2,08398	-1,18052	-1,40009	-1,30481	-0,513041	-0,992419
84	0,51125	0,351086	-0,557295	-0,927327	-1,12609	-0,947607	0,764977
85	0,968219	0,829593	0,401451	1,47714	-0,132977	0,0455907	-0,66927
86	-0,487735	-2,98134	0,28348	0,127775	0,45575	-0,341984	-1,07333
87	-1,74149	0,249983	0,022319	0,581647	0,239378	2,06457	0,311303
88	0,0192736	0,633124	-0,535503	-0,28246	0,0677789	-0,264292	0,327161
89	-0,759888	-2,15537	1,23028	-0,313598	-0,377895	-0,0842	0,970347
90	-0,259456	0,250252	-1,61282	1,3632	-0,810457	-2,71573	-0,420967
91	-1,06372	-0,240086	-1,3466	0,47816	-0,0307436	-0,72236	1,7541
92	1,17629	0,163149	0,87887	0,121358	-0,164212	0,839197	-0,38789
93	0,227184	1,24374	0,0498566	-0,773669	0,230944	0,439171	-0,410802
94	-0,797468	-1,21159	-0,488724	-0,80445	0,774235	0,52824	-1,15869
95	0,881094	1,83385	1,39197	1,31824	-1,87234	-0,501538	0,297926
96	-0,604688	0,236521	0,63472	0,579686	0,270272	-1,21169	0,874167
97	1,73033	-0,633982	1,7179	2,54746	0,534151	-1,25203	-1,69633
98	-0,08296	0,405075	1,83803	-0,976548	-0,822797	-0,153758	0,486702
99	0,679415	1,1063	0,797867	-1,364	1,4279	-0,47039	-1,37682
100	-0,385261	-1,08725	-1,48774	1,41322	0,474403	0,0892147	0,07122

	Set-Variable
Row	2-18
1	-0,22086
2	0,02152
3	0,20121
4	0,50932
5	0,12915
6	1,09019
7	-0,3212
8	-0,41659
9	-1,46702
10	0,43696
11	-2,0663
12	-1,0776
13	1,23039
14	-0,8676
15	1,40385
16	-0,33267

Continuation of the Appendix C.1

17	2,86803
18	0,0818889
19	-1,66632
20	0,012463
21	-0,769309
22	0,47275
23	-1,28919
24	0,606135
25	-0,500113
26	-1,8387
27	-1,59278
28	-0,237891
29	0,154422
30	0,46384
31	-1,48211
32	-0,46564
33	0,159745
34	0,2836
35	1,19687
36	0,9713
37	1,43115
38	-2,65265
39	-0,72436
40	-0,715268
41	0,813115
42	-0,02146
43	0,574731
44	0,611293
45	-1,02805
46	0,906262
47	0,06469
48	1,70542
49	0,96445
50	0,222291
51	0,720278
52	0,00963
53	-0,947499
54	-1,52206
55	0,635497
56	1,30778
57	-0,15308
58	-0,24811
59	1,20554
60	0,27399
61	0,401506
62	1,26441
63	-0,58317
64	2,31117
65	0,187061
66	-0,94314
67	0,378012
68	1,87795
69	-0,959
70	-0,081211
71	0,917572
72	-1,13983
73	0,630533
74	-0,76771
75	0,296583

Continuation of the Appendix C.1

76	-0,392437
77	-0,869563
78	1,21999
79	-0,282813
80	-0,286503
81	0,107512
82	0,947105
83	-0,14627
84	-0,12327
85	-0,00343
86	-2,00614
87	1,06297
88	0,166818
89	0,391008
90	0,622391
91	1,49663
92	0,603565
93	0,454491
94	1,24862
95	0,66494
96	1,9978
97	-0,75923
98	0,469641
99	0,275194
100	-0,11033

The StatAdvisor

This table shows the values of each canonical variable when evaluated for each row of the data file. You can plot these values by selecting Canonical Variables Plot from the list of Graphical Options.

Appendix C.2

Results of the canonical analysis for the personnel of NeiJiang JianXing Film and Television Culture Media Co. Ltd

Canonical Correlations

Variables in set 1:

x1
x2
x3
x4
x5
x6
x7
x8
x9
x10
x11
x12
x13
x14
x15
x16
x17
x18

Variables in set 2:

y1
y2
y3
y4
y5
y6
y7
y8
y9
y10
y11
y12
y13
y14
y15
y16
y17
y18

Number of complete cases: 20

Canonical Correlations

		<i>Canonical</i>	<i>Wilks</i>			
<i>Number</i>	<i>Eigenvalue</i>	<i>Correlation</i>	<i>Lambda</i>	<i>Chi-Square</i>	<i>D.F.</i>	<i>P-Value</i>
1	0,900228	0,948886	0,000005823	391,101	323	0,0063
2	0,857131	0,925991	0,000059596	316,152	288	0,1316
3	0,796432	0,892489	0,000176431	252,877	257	0,5444
4	0,739543	0,85973	0,00205143	201,156	224	0,8758
5	0,610356	0,781726	0,00787447	157,437	195	0,9862
6	0,599763	0,775444	0,0021252	126,788	168	0,9975
7	0,552793	0,743459	0,0505068	97,0379	143	0,9988
8	0,4343872	0,650339	0,1129579	70,874	120	0,9999
9	0,379196	0,616222	0,19970688	52,355	101	1,0000
10	0,3083041	0,555184	0,3220118	36,829	82	1,0000

Continuation of the Appendix C.2

		Canonical	Wilks			
Number	Eigenvalue	Correlation	Lambda	Chi-Square	D.F.	P-Value
11	0,236117	0,4868134	0,46554	24,84165	63	1,0000
12	0,1191	0,437038	0,6101615	16,05529	48	1,0000
13	0,12764	0,357274	0,754221	9,167328	35	1,0000
14	0,076974	0,277482	0,86459	4,72144	25	1,0000
15	0,040271	0,200796	0,936643	2,126555	15	1,0000
16	0,01774	0,121563	0,975954	0,7903863	9	0,9928
17	0,0084667	0,091471	0,990163	0,306347	4	0,9914
18	0,0009126	0,0306743	0,99057	0,030821	1	0,8611

Coefficients for Canonical Variables of the First Set

x1	98,2162	-92,311	93,827	61,2452	-61,174	-42,954	175,445	-82,606	95,849	-87,241	-202,963
x2	81,3432	-75,9817	77,322	50,629	-50,826	-36,057	144,416	-68,002	79,607	-72,347	-167,174
x3	79,4756	-74,0451	75,104	49,036	-48,652	-34,267	139,977	-65,532	76,237	-69,788	-161,875
x4	58,5967	-55,3081	56,232	36,662	-36,949	-25,573	103,738	-48,927	57,275	-51,259	-120,926
x5	72,4922	-67,9625	68,903	45,074	-44,891	-32,025	129,514	-60,496	70,425	-63,673	-149,875
x6	93,3456	-87,5076	88,236	58,123	-57,796	-40,358	165,237	-77,974	90,744	-82,644	-192,482
x7	80,6813	-76,2385	76,417	50,063	-49,618	-35,392	144,187	-68,014	78,745	-71,43	-166,698
x8	79,2219	-75,1254	75,609	49,976	-49,696	-34,914	141,643	-66,067	77,614	-70,232	-163,712
x9	90,6022	-85,3634	85,862	56,338	-56,537	-39,108	161,026	-75,181	88,728	-80,486	-186,506
x10	72,2201	-67,5996	68,271	44,835	-44,536	-31,637	128,157	-60,083	70,074	-63,002	-147,825
x11	74,0083	-68,4286	68,681	45,309	-45,218	-32,531	129,321	-61,008	70,977	-64,363	-150,234
x12	73,9827	-69,3885	70,598	45,855	-46,071	-32,013	131,723	-61,254	72,301	-65,307	-152,843
x13	85,1761	-80,1942	81,622	52,597	-52,899	-37,344	151,486	-71,643	83,309	-75,461	-176,245
x14	62,0793	-57,3724	58,081	38,031	-37,828	-26,032	108,919	-50,813	59,861	-54,605	-125,566
x15	93,2778	-87,8342	88,477	57,694	-57,421	-40,721	165,169	-77,075	90,382	-82,688	-190,873
x16	80,4892	-75,4512	76,723	50,714	-49,648	-35,121	143,136	-67,397	79,001	-70,939	-166,682
x17	86,7284	-81,2525	82,225	53,589	-53,405	-37,359	15311	-72,135	84,355	-76,426	-178,099
x18	81,1558	-76,6333	77,312	50,855	-50,727	-35,464	144,762	-68,361	79,561	-71,991	-167,107

182,375	-112,767	-117,388	169,246	28,742	59,429	-92,618
150,423	-92,783	-96,424	140,184	24,015	48,613	-75,481
144,742	-89,757	-93,207	134,914	23,932	47,273	-74,076
108,011	-66,811	-69,778	101,011	17,113	35,874	-55,055
134,557	-82,143	-85,933	125,057	21,457	43,966	-67,463
172,058	-106,478	-110,027	160,399	27,996	55,971	-87,691
149,398	-92,636	-96,266	139,209	24,037	49,004	-75,454
146,683	-91,044	-94,257	136,824	23,907	47,418	-74,794
167,007	-103,812	-107,424	155,153	26,655	54,393	-84,744
133,627	-82,092	-85,152	124,421	20,925	43,638	-66,979
134,535	-82,527	-86,307	125,157	21,538	43,699	-68,279
136,295	-84,599	-88,192	126,797	22,711	44,673	-69,926
157,564	-97,104	-100,577	146,616	25,538	51,263	-80,056
112,574	-69,780	-72,425	105,929	17,958	37,157	-57,801
171,931	-105,963	-110,674	160,046	27,528	55,747	-87,209
149,138	-92,058	-95,953	138,312	23,335	49,015	-75,108
158,729	-98,515	-102,477	149,033	25,704	51,267	-81,158
151,068	-92,327	-96,759	139,444	23,991	49,647	-75,974

Coefficients for Canonical Variables of the Second Set

y1	76,701	63,653	170,292	187,495	-252,178	108,979	107,875	117,068	-35,092	267,282	5,1306
y2	78,733	65,211	174,574	192,878	-260,665	111,336	-111,132	119,623	-35,984	274,478	5,7852
y3	66,033	55,328	146,701	162,086	-218,698	93,207	-92,789	100,544	-30,154	231,451	5,6076
y4	84,601	71,095	189,189	209,607	-281,598	120,526	-120,325	129,453	-39,231	298,082	6,1841
y5	63,248	53,086	140,097	155,034	-208,567	89,487	-89,447	96,585	-29,567	220,741	5,0096

Continuation of the Appendix C.2

y6	56,228	46,338	124,348	137,837	-185,279	79,604	-78,965	85,271	25,431	196,244	5,1553
y7	68,616	57,732	153,434	168,753	-228,331	97,618	-97,317	105,312	-31,594	241,393	5,6733
y8	67,408	55,782	148,977	165,145	-221,208	95,197	-94,368	102,614	-30,773	234,435	5,185
y9	69,148	56,823	153,266	169,295	-228,323	97,375	-97,227	105,601	-31,647	241,616	5,4522
y10	66,087	54,949	145,933	161,267	-217,677	93,325	-92,897	99,899	-30,401	229,757	4,972
y11	76,968	64,202	170,359	188,738	-253,404	108,697	-109,079	117,098	-35,137	268,583	5,908
y12	68,434	56,991	151,973	167,777	-225,619	96,341	-96,266	103,775	-32,111	238,549	5,259
y13	69,907	58,393	155,376	172,019	-232,167	99,459	-98,957	106,667	-32,219	244,809	5,029
y14	85,674	69,785	186,434	206,432	-277,721	118,547	-118,037	128,185	-38,266	294,711	7,169
y15	69,695	57,898	155,625	171,926	231,723	99,597	-99,417	107,145	-32,265	244,626	5,4385
y16	74,011	61,614	163,766	180,877	-243,426	104,377	-103,383	112,933	-33,563	256,634	5,6363
y17	74,583	62,546	165,477	183,089	-246,829	105,268	-105,434	113,382	-34,291	261,446	5,2779
y18	78,322	64,433	171,647	189,038	-254,627	109,047	-109,211	116,711	-35,208	269,053	5,8274

-105,227	-63,909	-39,675	-29,459	-99,853	-78,559	-156,287
-108,634	-65,717	-40,525	-30,247	-102,394	-79,958	-160,618
-91,472	-55,403	-34,209	-25,043	-86,764	-66,857	-136,361
-116,898	-71,247	-44,021	-32,235	-110,813	-86,768	-174,433
-87,743	52,672	-32,418	-23,543	-82,157	-64,496	129,241
-77,517	-46,833	-28,733	-21,304	-73,173	-57,899	-115,118
-95,347	-58,138	-35,791	-26,566	-90,354	-70,867	-141,183
-92,665	-56,787	-35,136	-25,572	-88,026	-68,464	-137,557
-95,062	-57,824	-35,973	-26,516	-89,581	-70,454	-141,641
-89,893	-55,115	-33,661	-24,631	-86,146	-66,923	-134,257
-105,647	-64,361	-39,757	-29,661	-100,388	-78,259	-157,382
-94,147	-56,821	-34,651	-25,927	-89,568	-69,693	-139,824
-96,474	-58,453	-36,973	-26,486	91,361	-71,736	-143,954
-116,443	-70,342	-43,628	-31,497	-110,253	-85,898	-172,114
-96,377	-58,533	-35,837	-26,574	-91,592	-71,373	-143,772
-101,111	-61,476	-38,045	-28,578	-96,345	-75,887	-150,887
-103,312	-62,921	-38,271	-27,923	-97,875	-76,1279	-153,245
-106,011	-64,605	-39,966	-28,808	-100,523	-78,414	-157,475

The StatAdvisor

This procedure finds the linear combinations of two sets of variables which have the highest correlation between them. In this case, 18 sets of linear combinations have been formed. The first set of linear combinations is

$$98.266x_1 + 81.343x_2 + 79.475x_3 + 58.597x_4 + 72.491x_5 + 93.348x_6 + 80.671x_7 + 79.221x_8 + 90.602x_9 + 72.229x_{10} + 74.0081x_{11} + 73.983x_{12} + 85.175x_{13} + 62.078x_{14} + 93.276x_{15} + 80.488x_{16} + 86.726x_{17} + 81.155x_{18}$$

and

$$76.791y_1 + 78.735y_2 + 66.032y_3 + 84.604y_4 + 63.2248y_5 + 56.224y_6 + 68.617y_7 + 67.411y_8 + 69.147y_9 + 66.082y_{10} + 76.969y_{11} + 68.438y_{12} + 69.907y_{13} + 853.676y_{14} + 69.699y_{15} + 74.011y_{16} + 74.587y_{17} + 78.326y_{18}$$

where the variables have first been standardized by subtracting their means and dividing by their standard deviations. The table shows the estimated correlation between each set of canonical variables. Since one of the P-values is less than 0,05, that set has a statistically significant correlation at the 95,0% confidence level.

Continuation of the Appendix C.2

Plot of Canonical Variables #1

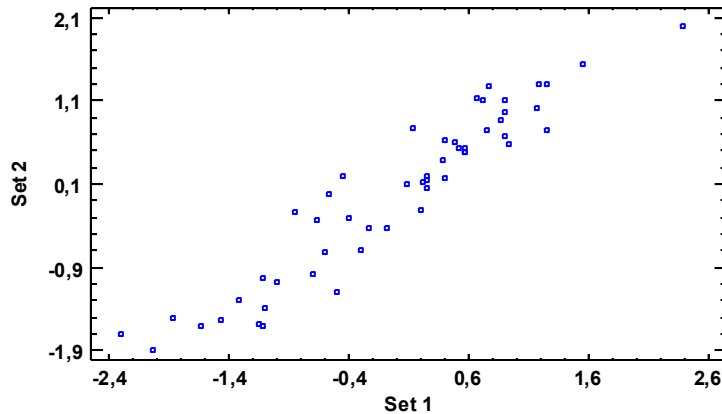


Table of Canonical Variables

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
1	-0,8561719	-0,2300712	-0,0265926	-0,0326686	0,07204146	0,1917634	-0,0642945
2	0,5697488	0,5403844	-0,153811	-0,6302439	-0,9941235	-0,435468	0,9365123
3	0,6606208	1,1243	-0,934049	-0,523762	-2,05695	-1,63258	1,08013
4	-2,302589	-1,700149	-0,4793185	-0,1281701	0,9707323	0,1303109	-0,7375142
5	2,388484	2,005121	-0,2008921	-0,2421259	-1,513249	-1,263029	-0,8466592
6	-1,63391	-1,609253	0,1168343	0,8570372	-0,5933376	0,0963437	0,4551325
7	0,7732573	1,2711641	0,404064	0,416459	0,4624403	0,3627476	-0,074584
8	0,8992115	0,6793579	1,171535	2,005451	0,2920599	-0,1125051	-0,463532
9	-0,6703828	-0,335641	0,1262168	-0,0694066	1,269697	1,435336	-2,000466
10	-0,451406	0,203772	-0,8226977	-0,7362897	0,4395716	-0,2748674	1,3039797
11	1,547328	1,5443864	-1,325997	-0,8951911	0,985229	-0,2535626	1,8049032
12	0,2485368	0,18495896	-1,297799	-1,971157	-0,218677	-0,4373885	-1,6444985
13	0,710498	1,1147048	2,010001	1,4415031	-0,219692	-0,2570885	-1,09419
14	0,2536287	0,1473819	0,494403	0,4903502	-1,215605	-1,20584	0,654362
15	-0,0840184	-0,416023	-1,063482	-1,17855	0,2916856	-0,1162873	0,1729529
16	1,241387	1,289391	1,648342	1,429582	0,5368686	0,536385	-0,500963
17	1,255274	0,7495356	0,5262488	0,838582	1,196366	1,848862	1,098399
18	0,244749	0,047651	0,7276145	-0,362515	-0,667441	-1,225682	-0,141899
19	1,183665	1,304315	0,9154705	0,956599	0,6177318	0,3918685	0,2833939
20	0,487871	0,601404	-1,43348	-0,9417596	0,6115487	0,6748841	-0,811598

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
1	0,3361063	0,5985301	1,352515	0,1897401	0,7845768	0,1584028	0,620024
2	0,06907004	0,017333	0,4612105	-0,233358	-0,6139441	1,350107	1,311382
3	-0,9473264	-0,738282	0,282539	1,003426	0,9412898	-0,069501	-0,133483
4	-0,748434	-1,119049	-0,845349	-1,169518	-1,4001126	-0,951507	-0,45169
5	0,3449656	-0,2192955	1,008553	0,1995306	1,552053	0,3889922	-0,934887
6	0,8001926	-2,05687	-1,666318	0,0384137	-0,4113378	1,322815	0,04172
7	0,450378	0,2869178	0,2664744	-1,202907	-0,8082234	-0,840724	0,1537372
8	-0,9478942	0,494069	0,8106822	0,7245806	-0,6608267	0,4206433	0,24392
9	-2,071794	-2,821658	2,618894	1,380375	0,8730738	1,115861	0,60011
10	1,568909	0,4934481	0,4615052	-0,9226255	0,00394403	1,133548	0,48899
11	1,648481	-0,9683954	-1,096915	1,319583	1,464528	0,430307	0,28651
12	-0,82416	0,115209	-0,160072	1,988242	1,526608	-1,135621	-1,248338
13	-1,869074	0,3711148	0,4318929	0,3714374	0,8595706	-0,8318179	-0,196143

Continuation of the Appendix C.2

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
14	1,663162	-1,016445	-1,205553	0,545753	-0,2633813	0,597052	1,405136
15	-0,4428272	0,5133916	-0,2921622	1,252965	0,7529989	0,8500126	1,707111
16	-0,8413032	0,5528785	-0,7067895	-1,005312	-1,400035	1,25029	0,606281
17	1,354913	-0,1201662	-0,6632889	0,0694877	0,4601166	0,396329	0,6953163
18	0,2543653	0,4721157	0,0161796	-0,0483989	0,3254284	1,030456	0,0564273
19	0,3309549	-1,104966	0,8001471	0,865246	0,818306	1,653512	1,532578
20	-0,756764	-1,489287	-1,460038	-0,748051	-1,236461	0,626748	0,0514567

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
1	-0,0783509	-0,5276176	1,085793	1,7011615	1,2746003	-0,2081647	-1,393023
2	0,415299	0,752903	0,5498457	-1,283062	0,0719538	-0,5006262	-0,949068
3	-1,558305	-0,5032721	-0,907712	-0,3732338	0,5208176	0,513355	0,1618718
4	-0,4957221	-0,3850413	0,5996216	-0,0326232	-0,2467092	-1,054044	-0,2887318
5	0,4056973	0,493245	-0,446506	-1,32724	0,4566783	0,7858401	1,156968
6	0,1011255	-1,159342	0,230306	0,358508	-0,474559	-0,538621	-0,7756474
7	0,366464	-0,376989	1,182236	0,8704639	-0,4765414	1,172977	0,0586946
8	0,0040333	-0,0499776	0,6714726	0,8577717	0,0221366	0,5838616	-0,993048
9	-0,0499925	0,3755138	-0,8121828	-1,463818	-0,1622103	0,8719057	-0,879722
10	-0,4991237	-0,2204269	0,4850051	-0,0585909	0,4039148	1,216005	0,2908045
11	0,7365043	1,041005	-2,546935	0,2672161	1,017908	0,5656175	-1,317868
12	1,202296	0,1955103	-0,3538592	-0,240127	-2,635942	-1,876271	-1,139946
13	0,2926884	1,03283	0,305782	0,6932269	0,8718072	0,3083348	0,5168865
14	-1,627372	-1,154354	0,2888026	0,3505355	1,638789	-0,4946192	-1,767937
15	-2,017665	-0,171049	-0,2654663	-1,18364	-0,1226299	-1,015043	1,16685
16	-0,5945151	-1,08502	-0,7194168	-0,8595151	-1,206564	-0,7636441	0,498506
17	0,6468484	1,23612	0,721231	0,9326011	0,6406988	-0,3777364	1,010459
18	-0,194836	-1,39596	0,9822089	1,979721	0,7053173	0,9948752	0,4553709
19	0,6728233	0,717975	0,8982109	0,6756981	-2,467225	-2,323966	0,156277
20	0,1601036	-0,397188	-2,006917	-1,725095	1,657197	1,670747	2,478144

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-11	1-12	2-12	1-13	2-13	1-14	2-14
1	-0,743144	-1,357783	-0,9047191	0,867882	0,7456798	0,6863777	0,9610781
2	-0,2457129	-0,5767729	-2,460108	0,02177624	0,7441031	0,8866983	-0,3361352
3	-1,213379	-1,647638	-0,1715604	-0,8348683	-1,316815	-0,1858947	-0,0228772
4	0,3556749	-1,753752	-2,398823	-0,4953725	-0,6040582	-0,9747855	-0,323738
5	0,4965955	-0,0774485	-0,9893653	0,9904789	-0,0416356	-0,8903384	1,594598
6	0,3147644	0,0505893	0,3647608	0,9508336	0,00429043	-0,3032617	-1,6655183
7	-0,6958748	0,2942812	0,4599579	2,056526	0,6699545	0,0289177	-1,114618
8	-0,2183512	-0,8719968	-0,5129687	0,9481541	2,313638	0,9657099	1,136567
9	0,1248994	1,002406	-0,6922746	1,140255	-0,150743	-1,533935	-0,164881
10	1,2991001	0,947326	0,7668396	-0,530895	1,026589	0,5532846	1,775993
11	-1,54157	-1,344912	-0,9149953	-0,0198314	-0,4438567	-0,434785	-0,708197
12	0,024277	-0,459819	-0,4033836	0,3318761	-0,0253928	2,202968	-0,0002028
13	0,4993325	-0,624976	-0,2680361	1,082336	2,001143	1,607572	1,382162
14	-0,7937439	2,836093	1,859108	0,06754791	1,0160043	0,1294856	0,5263734
15	0,9233544	-1,358357	-0,480261	-1,490403	0,2735232	-0,1813494	-0,1904133
16	-0,4864914	0,604308	1,399337	0,5483138	-0,4633631	-0,5849204	0,00565932
17	0,7541077	0,0139732	-1,531284	0,0598202	0,2040515	0,2661455	-1,832163
18	2,58932	-1,440274	-0,792541	-0,208261	-0,4215446	-1,260036	-2,202747
19	-0,7205956	1,02251	0,7926463	-1,688924	0,1846086	-0,384968	-1,572886
20	2,4900363	0,0423004	0,5225779	0,1978968	-0,4269783	2,743862	0,0046994

Continuation of the Appendix C.2

	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>
<i>Row</i>	<i>1-15</i>	<i>2-15</i>	<i>1-16</i>	<i>2-16</i>	<i>1-17</i>	<i>2-17</i>	<i>1-18</i>
1	-0,9798233	0,4965115	0,178107	1,6221117	1,309089	0,7463516	-0,400996
2	0,190898	1,407324	-1,537398	-0,1473297	-0,771519	1,716207	1,008936
3	1,5879773	-0,1613733	0,5980635	0,4712433	0,627384	-0,5323052	-1,138256
4	0,778576	-0,4427413	2,497957	0,2841244	-1,930794	-0,3141682	0,9547317
5	0,1232059	0,2809533	1,1909466	1,2955505	-1,220886	-0,0751213	1,575663
6	-1,216404	-0,1546528	-0,258595	0,6676163	-2,359356	0,3040612	0,9511083
7	-0,1437339	1,027334	-0,0304945	-0,728679	-0,057641	-1,788788	0,495423
8	-0,3598012	-0,2602835	0,4386311	0,3248981	0,0428032	0,9998278	-0,7439434
9	0,05041188	-0,8494933	-1,012266	0,9190659	2,072022	0,8592234	-0,8216626
10	-1,2769105	-1,962067	0,236311	-1,4168008	1,287149	1,287101	1,002103
11	0,2693319	0,9061019	-1,234018	-1,553159	-0,4620002	-0,538419	1,470634
12	0,0799385	-1,669201	0,670394	-0,6536217	-0,7276959	-0,8222452	-1,208916
13	0,7177779	0,7670329	-0,1220888	0,6742305	-0,9030985	-0,3161431	-0,096893
14	1,836456	0,8792394	-0,548277	0,5321949	-0,1894095	-0,9017409	-0,103775
15	-1,710745	-0,910875	0,0427586	1,675826	-0,4287689	-0,910546	1,771605
16	0,532954	1,691516	2,851785	0,9466647	0,5227552	-1,321641	2,165718
17	-0,0815538	-1,010527	1,676594	-1,124597	0,5294944	0,4367735	-0,2504265
18	-0,7925922	0,9405585	0,5440032	0,3513838	0,8526733	0,5458846	-0,1467636
19	-0,6114006	0,3782999	1,176023	-0,4101905	2,0422694	0,6329447	-0,1628211
20	-0,6506018	0,6324002	0,520719	0,6914202	1,5990118	0,4740042	0,2811619

	<i>Set-Variable</i>
<i>Row</i>	<i>2-18</i>
1	-1,210941
2	-0,8318418
3	0,0201647
4	0,1055681
5	0,1715574
6	0,5229454
7	0,5396633
8	0,242279
9	-0,843126
10	-0,2026087
11	-0,244961
12	0,5628984
13	1,417317
14	0,9296759
15	-0,2451617
16	-0,924495
17	-0,793553
18	0,8303727
19	1,470151
20	1,578903

The StatAdvisor

This table shows the values of each canonical variable when evaluated for each row of the data file. You can plot these values by selecting Canonical Variables Plot from the list of Graphical Options.

Appendix C.3

Results of the canonical analysis for the personnel of Simon Kuznets Kharkiv National University of Economics

Canonical Correlations

Variables in set 1:

x1
x2
x3
x4
x5
x6
x7
x8
x9
x10
x11
x12
x13
x14
x15
x16
x17
x18

Variables in set 2:

y1
y2
y3
y4
y5
y6
y7
y8
y9
y10
y11
y12
y13
y14
y15
y16
y17
y18

Number of complete cases: 96

Canonical Correlations

		<i>Canonical</i>	<i>Wilks</i>			
<i>Number</i>	<i>Eigenvalue</i>	<i>Correlation</i>	<i>Lambda</i>	<i>Chi-Square</i>	<i>D.F.</i>	<i>P-Value</i>
1	0,737314	0,8587785	0,00042717	438,273	323	0,0000
2	0,688022	0,8305483	0,00164846	362,747	290	0,0026
3	0,64578	0,806165	0,0024593	296,501	255	0,0413
4	0,53388	0,730467	0,0146213	237,916	224	0,2641
5	0,513034	0,769362	0,0317797	194,824	198	0,5121
6	0,44946	0,67024	0,0654804	154,462	167	0,7836
7	0,378959	0,6151621	0,1188942	120,543	144	0,9259
8	0,346362	0,583316	0,191307	93,425	123	0,9743
9	0,315173	0,561624	0,2910232	69,896	101	0,9903
10	0,2331386	0,4820842	0,4237276	48,507	82	0,9924

Continuation of the Appendix C.3

		Canonical	Wilks			
Number	Eigenvalue	Correlation	Lambda	Chi-Square	D.F.	P-Value
11	0,1831084	0,427183	0,552649	33,5104	64	0,9993
12	0,1410316	0,37582	0,67558	22,0815	48	0,9996
13	0,09239119	0,303926	0,787628	13,4924	35	0,9997
14	0,0638188	0,252649	0,867686	8,01384	24	0,9994
15	0,0423462	0,2057575	0,926876	4,29049	15	0,9982
16	0,0269677	0,1642612	0,967871	1,84657	10	0,9936
17	0,0052482	0,072794	0,994643	0,30168	4	0,9895
18	0,0000776	0,0088801	0,999931	0,00472	1	0,9468

Coefficients for Canonical Variables of the First Set

x1	67,178	57,825	134,888	86,489	75,471	-74,248	23,678	82,666	-89,803	95,387	-147,099
x2	60,662	51,818	122,631	78,597	68,753	-68,465	21,131	74,442	-81,541	87,514	-133,589
x3	-60,237	51,987	122,677	78,075	68,463	-67,478	21,568	74,524	-81,069	87,395	-133,387
x4	48,943	41,948	99,421	63,356	54,726	-55,034	17,496	60,861	-66,893	70,892	-107,747
x5	50,965	44,124	103,827	66,032	57,979	-57,877	17,916	63,778	-68,644	73,732	-113,405
x6	62,707	53,492	127,068	80,748	70,373	-70,001	21,678	77,146	-83,748	90,145	-137,429
x7	60,879	52,508	123,273	78,569	69,094	-67,909	21,105	75,442	-81,347	86,622	133,578
x8	61,352	51,796	123,397	78,876	69,489	-68,526	21,182	75,123	-81,679	87,457	-134,635
x9	61,483	52,119	124,508	79,464	70,294	-68,763	21,762	76,089	-82,561	88,381	-134,643
x10	59,377	51,649	120,039	77,062	67,388	-66,416	20,969	73,065	-79,986	85,055	-130,811
x11	53,889	46,435	109,473	69,719	61,251	-61,173	19,023	66,642	-72,602	77,293	-118,891
x12	56,048	47,527	113,539	72,658	63,589	-62,972	20,315	69,439	74,803	80,651	-123,149
x13	62,543	53,345	125,856	79,833	70,336	69,862	21,939	76,889	-83,531	89,629	-136,897
x14	54,174	46,557	110,037	70,743	61,785	-60,451	18,472	67,502	-73,741	77,933	-120,226
x15	47,666	41,318	96,599	61,525	54,551	-53,038	16,475	58,734	-64,279	68,286	-104,889
x16	55,977	47,464	113,723	72,285	62,672	-62,052	20,014	69,275	-75,014	80,066	-122,845
x17	62,595	53,656	127,153	81,132	70,818	-70,508	21,577	77,415	-83,694	90,176	-137,328
x18	52,155	44,929	104,778	67,102	58,769	-57,931	18,167	64,497	-69,617	75,005	-114,674

104,154	-142,411	-17,162	-52,679	-245,693	90,273	19,418
94,632	-129,914	-15,749	-47,457	-223,894	82,197	17,325
94,323	-129,966	-15,557	-48,359	-223,067	82,123	17,806
76,316	-105,368	-13,033	-38,255	-180,783	66,492	14,579
80,445	-109,965	-12,936	-40,182	-189,335	69,936	15,421
97,287	-133,687	-16,207	-49,435	-229,966	85,504	18,258
94,678	-130,921	-15,313	-47,376	-224,224	82,547	17,821
95,029	-130,868	-16,078	-48,372	-224,927	82,552	18,447
95,931	-131,116	-15,816	-48,056	-226,377	83,323	17,975
93,025	-127,423	-15,285	-46,155	-218,992	80,827	17,989
84,553	-115,927	-14,623	-42,797	-199,118	73,562	15,768
86,817	-119,727	-14,122	-44,065	-205,835	75,781	16,797
97,483	-133,914	-15,763	-49,029	-228,939	84,595	18,161
84,967	-116,716	-13,875	-42,984	-200,287	73,942	15,582
74,412	-101,837	-12,116	37,287	-175,207	63,693	14,113
87,032	-119,497	-14,695	-43,168	-205,496	75,841	16,337
98,047	-134,619	-15,938	-49,564	-231,206	84,555	18,712
80,862	-111,079	-14,277	-40,715	-191,268	70,321	15,224

Coefficients for Canonical Variables of the Second Set

y1	212,778	-100,566	-152,929	233,617	-56,587	-74,3372	-48,9761	-107,267	129,688	-202,503	-196,9
y2	176,584	-82,912	-126,902	193,728	-46,465	-62,564	-40,446	-89,084	108,416	-168,201	-164,191
y3	198,509	-93,894	-142,909	218,263	-53,096	-69,875	45,149	-100,762	122,122	-188,899	-185,223
y4	218,701	-103,555	-157,779	240,744	-58,678	-76,989	-50,329	-110,897	134,633	-208,838	-203,838
y5	172,916	-81,761	-124,888	189,935	-46,091	-60,952	-39,841	-88,138	106,284	-164,627	-160,244
y6	182,929	-86,137	-131,347	200,666	-48,315	-64,379	-42,486	-92,951	-112,555	-174,066	-169,465

Continuation of the Appendix C.3

y7	212,319	-100,615	-153,018	233,835	-56,288	-75,059	-49,223	-107,612	130,015	-202,474	-197,617
y8	186,904	-88,879	-134,424	205,184	-49,697	-65,111	-42,978	-94,626	114,999	-177,985	-173,563
y9	173,389	-81,828	-124,913	189,523	-46,187	-61,111	-39,233	-87,542	106,768	-164,488	-161,643
y10	198,483	-92,859	-142,614	217,829	-52,983	-69,456	-45,779	-100,718	121,843	-188,648	-184,205
y11	193,075	-91,525	-138,652	212,211	-51,195	-67,979	-44,211	-98,182	118,359	183,386	-179,872
y12	188,446	-88,929	-135,836	206,707	-49,735	-65,968	-43,257	-96,013	115,999	-179,212	-175,391
y13	187,025	-88,248	-134,575	204,919	-50,183	-66,355	-42,744	-94,981	114,57	-178,134	-173,223
y14	199,147	-94,542	-143,587	219,081	-53,287	-69,844	-45,591	-100,959	121,873	-190,087	-185,235
y15	167,832	-79,006	-120,397	183,707	-44,982	-59,203	-39,106	-84,975	102,768	-160,109	-156,417
y16	200,122	-94,485	-143,501	219,567	-53,113	-70,451	-46,209	-101,579	123,043	-189,928	-185,425
y17	185,692	-87,781	-133,112	204,252	-49,589	-65,413	-42,487	-94,097	114,037	-177,439	-172,636
y18	220,611	103,975	-158,239	242,425	-58,227	-77,638	-50,894	-111,717	135,287	-209,367	-204,897

163,127	9,7352	-6,4364	161,4125	-76,932	46,154	-61,198
135,138	8,3443	-5,7171	134,1528	-63,353	38,868	-50,292
151,949	10,018	-6,3507	150,732	-71,564	43,159	-58,184
168,653	9,9496	-7,6271	166,1041	-78,903	48,105	-63,273
132,781	7,9466	-5,4242	132,2515	-62,391	38,226	-50,715
139,538	8,2841	-6,3591	138,8683	-65,333	39,763	-53,459
163,396	9,9573	-6,1202	161,5724	-76,118	46,235	-61,684
143,803	9,1769	-5,3887	142,8182	-67,372	40,837	-54,363
132,626	7,7911	-5,6069	131,5968	-61,872	38,501	-49,737
152,115	9,4353	-6,0026	150,5402	-71,131	43,153	-56,484
148,224	9,1753	-6,6855	147,1152	-69,257	41,953	-55,869
144,438	8,5895	-5,6647	143,1525	-68,594	40,992	-54,518
143,443	9,1872	-6,7673	141,6334	-66,449	40,821	-54,095
152,254	9,3548	-5,5661	151,4641	-71,466	43,922	-58,046
128,666	7,8614	-5,5952	127,7569	-60,374	36,907	-48,247
152,876	9,069	-6,2689	152,2665	-71,855	42,917	-57,2954
142,756	8,5794	-5,3899	140,8874	-67,276	40,629	-54,166
169,897	10,395	-6,9252	167,0287	-79,142	48,799	-63,337

The StatAdvisor

This procedure finds the linear combinations of two sets of variables which have the highest correlation between them. In this case, 18 sets of linear combinations have been formed. The first set of linear combinations is

$$67.179x_1 + 60.646x_2 + 60.274x_3 + 48.934x_4 + 50.927x_5 + 62.761x_6 + 60.857x_7 + 61.315x_8 + 61.48x_9 + 59.379x_{10} + 53.888x_{11} + 56.0248x_{12} + 62.542x_{13} + 54.179x_{14} + 47.664x_{15} + 55.978x_{16} + 62.539x_{17} + 52.196x_{18}$$

and

$$212.798y_1 + 176.554y_2 + 198.501y_3 + 218.771y_4 + 172.956y_5 + 182.939y_6 + 212.391y_7 + 186.942y_8 + 173.383y_9 + 198.473y_{10} + 193.045y_{11} + 188.442y_{12} + 187.021y_{13} + 199.177y_{14} + 167.882y_{15} + 200.121y_{16} + 185.691y_{17} + 220.613y_{18}$$

where the variables have first been standardized by subtracting their means and dividing by their standard deviations. The table shows the estimated correlation between each set of canonical variables. Since three of the P-values are less than 0,05, those sets have statistically significant correlations at the 95,0% confidence level.

Continuation of the Appendix C.3

Plot of Canonical Variables #1

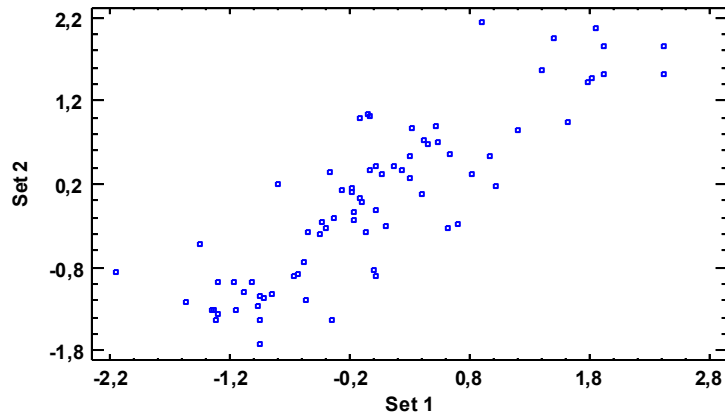


Table of Canonical Variables

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
1	1,8530058	2,0820861	0,4498543	0,0315808	0,8553067	1,000798	0,75679441
2	0,3031713	0,5340664	-0,0763452	0,0555972	0,6511551	0,8189867	0,7666954
3	-0,0345021	1,0221185	-0,8582309	-1,465807	-0,5334542	-0,742942	0,0554559
4	-0,3383995	-0,22219237	1,044782	1,494605	0,9133341	0,2161183	-0,4843122
5	-0,3488628	-1,431323	-0,101307	-0,510807	0,7174279	1,209002	0,04657123
6	1,7795772	1,41344	1,2860069	1,419135	0,03814611	1,0720117	0,9053168
7	0,0176676	-0,1002552	-0,0853912	-0,137251	-0,7462009	-0,4660459	-0,8219728
8	-0,0605564	-0,3683861	-1,178938	-0,4562349	-0,1389352	-1,063037	0,7862828
9	-0,5434487	-0,377644	-0,2691773	-0,07324424	0,4372278	0,08532879	0,3543171
10	0,2265934	0,3635855	-1,704666	-1,255038	0,183178	0,05384323	1,250166
11	-0,2742277	0,1342495	-1,720561	-1,722666	0,6836872	-0,05512429	-0,3854217
12	-0,9441296	-1,71298	-1,2654471	-1,356743	1,405399	0,9635149	-0,6364495
13	-0,1101097	0,03113432	-2,5303331	-1,856861	0,4221477	0,4963276	0,9213067
14	-1,156032	-1,318228	2,3247227	2,539679	0,671643	0,6397032	-2,524073
15	-0,1627502	-0,1473456	-1,429521	-1,016136	0,1022241	0,8387865	0,1701673
16	-0,1667904	-0,2324449	-0,7602226	-0,4870495	-0,689741	0,1565931	-0,919061
17	-1,299169	-1,369534	-0,5829965	-1,178264	-0,6830003	-0,419808	1,415911
18	1,918876	1,531679	-0,315876	-0,2041182	-0,207904	-0,0951036	-0,3380129
19	-0,9111673	-1,179731	0,119487	-0,0173134	-0,00182513	-0,6743175	-0,7237309
20	0,9056867	2,134683	-0,06286276	0,5141243	-0,568777	-0,7175927	-1,033604
21	2,419546	1,847369	0,02259622	-0,2165146	-0,1766776	-0,0215347	0,4564587
22	-0,6740478	-0,9102808	0,1181747	-0,9257677	-1,054552	-0,454667	-0,1534684
23	1,813534	1,478204	-0,8333324	-0,9107972	-0,1679426	-0,307571	-0,093355
24	-0,6335255	-0,8815158	0,4472937	0,5398347	-0,5639667	-0,889998	0,323201
25	-0,4395101	-0,2453251	-0,1822113	-0,2719864	0,8320233	0,9438997	-1,053116
26	0,927354	0,572032	-1,461109	-0,7590692	0,8565156	0,9525966	-0,877153
27	1,169554	1,010204	1,15359	0,978738	1,09617	1,253068	-0,213285
28	0,392557	0,618099	0,9966092	1,06756	0,1827716	0,084055	0,111474
29	-0,979634	-1,073061	1,203008	1,428646	0,38418	-0,021294	-0,74557
30	0,898782	1,118209	0,6563066	0,438753	-1,509498	-1,577083	0,554836
31	-1,091754	-1,381998	-0,77017	-0,674703	-0,41483	-0,53235	-0,30857
32	-1,122115	-1,03771	-1,04019	-1,06233	0,1219285	-0,24201	-1,032671
33	-1,091754	-1,381998	-0,77118	-0,674703	-0,414283	-0,532235	-0,30857
34	1,169554	1,010204	1,15359	0,978738	1,09617	1,253068	-0,213285
35	0,392557	0,618099	0,9966092	1,06756	0,182771	0,084055	0,111474
36	0,867662	0,863328	-1,583173	-1,29195	-0,945211	-1,25266	1,070891

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
37	2,419465	1,563179	0,02296722	-0,2041882	-0,1767736	-0,0913623	0,45648887
38	-0,03445321	0,3763555	-0,8582609	-1,250318	-0,5335422	0,05318323	0,0556759
39	-1,291369	-0,9789463	-0,5829655	-1,053221	-0,683023	0,7438121	1,41636511
40	-0,9712761	-1,253045	-0,1147459	-0,3541393	0,9044716	-0,2921036	-1,253439
41	0,524924	0,9015082	1,452359	0,6442196	2,380-974	2,315495	-0,9004093
42	-0,0426788	1,03912992	0,842047	1,17405539	1,8728976	2,2171191	0,22023812
43	-0,3627193	0,35022159	0,13742536	-1,3163263	0,03178373	-0,43524038	-1,4761295
44	-0,9549669	-1,14010079	1,8784127	1,629799	0,08215707	0,38232016	0,79170064
45	1,3955218	1,5589216	0,1101176	-0,186686	-1,007681	-0,7330325	1,089592
46	-1,328448	-1,3131167	0,8440172	1,873913	0,1459854	-0,3473013	2,285479
47	0,01423984	0,41373349	0,6576105	0,337089	-0,2281523	-0,384683	1,717076
48	-0,008688	-0,8414456	1,647739	0,3513128	-0,44807	0,4025517	0,3460551
49	0,4511427	0,6762354	-0,7445887	0,104329	0,2133524	-1,487519	0,665556
50	-0,9440059	-1,4321466	-0,019026	0,3963128	-1,051284	-1,729692	-0,2714518
51	0,3099346	0,8820171	0,7438575	0,1541038	-2,07711	-1,374734	1,347397
52	-0,1081814	-0,00587827	0,6133766	0,205977	0,6180137	0,4971893	0,4339222
53	-2,154757	-0,8638282	0,1859988	0,8261001	-1,783921	-0,9238997	-1,2711264
54	-0,1788661	0,1588921	-0,7691406	0,4987216	0,7818792	1,006803	0,210012
55	0,9715251	0,5288303	-1,067352	-0,7898864	0,3366738	-1,380113	-0,188712
56	0,6392444	0,5542154	1,487219	1,040922	-0,4213269	-0,002903	0,549279
57	-1,023432	-0,9790463	-1,651141	-1,050321	0,275069	0,7438212	-0,79664
58	1,023232	0,1652238	1,284249	1,332412	0,167346	-0,6993352	0,669155
59	-0,559102	-1,200319	-1,089467	-0,183026	-1,922354	-0,423724	-0,60736
60	0,526476	-0,93214	-0,517702	-0,67721	1,179041	-0,1488567	-1,876078
61	-0,931672	0,339175	0,582458	0,64096	-0,26621	-0,0596618	0,715719
62	-0,141861	0,027054	1,115698	1,053965	-1,04397	0,1655442	1,949859
63	0,239666	-0,42541	-2,100401	0,608495	0,72228	1,087344	1,162089
64	0,135492	1,84988	-0,753213	-1,23993	-0,46923	0,731723	-2,247399
65	0,82666	-0,81643	-1,04282	0,760283	-0,25566	-1,853249	1,273152
66	-0,71277	-0,46988	-0,620983	0,352511	0,263347	0,5231167	1,820356
67	1,619787	-0,735641	-0,459535	-1,54606	0,256188	0,1848065	0,262835
68	2,89938	-0,042484	0,2405941	0,272659	-0,560903	-0,529584	0,5239298
69	-0,95849	-0,652329	0,7433045	0,6715788	1,153371	1,245877	-0,626243
70	1,124211	0,371114	-0,115623	-0,447437	-0,886012	-0,451502	-0,0765303
71	-0,052933	-1,39696	1,5240036	-0,8307787	1,150334	1,455259	0,087619
72	-0,98894	-1,490515	-1,348979	-0,7568943	1,303312	0,077034	-0,400106
73	1,115588	0,1037597	1,557888	-1,09287	-0,5349218	-2,483184	-0,13159
74	0,6863857	1,801089	0,5054267	0,802378	-0,1051505	-0,13964	0,056865
75	-0,351963	-2,051993	-0,1044605	-0,681229	-0,079729	-0,056165	-1,38297
76	0,239666	-0,42541	-2,100401	0,608495	0,72228	1,087344	1,162089
77	0,135492	1,84988	-0,753213	-1,23993	-0,46923	0,731723	-2,247399
78	0,82666	-0,81643	-1,04282	0,760283	-0,25566	-1,853249	1,273152
79	-1,172212	0,0306341	0,2292768	-1,06555	-1,385356	-1,20108	0,558344
80	0,7977481	0,2991294	1,150871	1,180576	-1,453439	-0,341916	1,009632
81	1,3091917	1,3892291	0,4347662	1,3792109	1,1560207	-0,114578	1,04418
82	-0,0268286	0,4337383	-0,45975355	-0,39250238	-1,55199	0,047665	0,257825
83	0,64805578	0,0524147	0,7454442	-0,694346	-0,6698184	-0,146287	0,8011796
84	-0,8839427	0,00850651	-0,78653311	0,62324559	-1,4575677	-1,170678	0,7775158
85	0,0916936	-1,9936375	-1,2272423	-0,4625311	0,15664641	-0,1848394	0,1728456
86	1,2240267	1,01976886	-0,2221121	1,2296064	1,1335955	2,467094	-0,7682662
87	-0,6252194	-1,872799	0,38289445	-0,7760771	1,2141184	2,4181405	1,627276
88	2,0394705	1,0139803	-0,639263	-0,7858842	0,80838416	0,3101865	-1,9939117
89	0,9088129	0,3833199	-2,7139894	-1,2275699	-2,3324353	-1,7682372	0,4131077
90	0,107024	0,3926205	-2,6764487	-2,6930053	-1,0001299	0,97904723	1,112988
91	-2,1190119	-2,571375	0,5699476	0,57661156	-1,7022014	-0,8153216	0,867795

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
92	-1,172212	0,0306341	0,2292768	-1,06555	-1,385356	-1,20108	0,558344
93	0,7977481	0,2991294	1,150871	1,180576	-1,453439	-0,341916	1,009632
94	0,239666	-0,425451	-2,1000401	0,608497	0,722238	1,087244	1,160891
95	0,135492	1,849688	-0,7532139	-1,238993	-0,469223	0,733723	-2,24739
96	0,82666	-0,816473	-1,042882	0,7602983	-0,255616	-1,85324	1,27312

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
1	1,7262	0,384662	0,1057576	0,7437527	0,693057	-0,4828226	-0,8699776
2	0,4062216	-0,2523926	-0,187733	1,965468	2,105643	0,9996826	-0,16401
3	1,4410411	0,1625334	0,7738966	-0,143998	0,2214105	-0,118182	0,358543
4	-1,221106	-1,058255	-1,367141	0,400157	-0,3558447	-0,5609201	-1,349163
5	-0,573306	-1,855962	-1,598847	0,09753219	-0,08371594	1,3270055	0,06329257
6	0,7064019	1,813757	0,9166333	0,0255395	-0,7494256	0,34222326	0,73911515
7	-0,6778892	-0,6048868	0,009721	0,5522441	0,2648195	0,6663982	0,5724189
8	0,6541788	0,3293293	-1,822291	-0,5205543	-1,4500018	-0,124692	-1,215907
9	0,159796	0,3595013	-0,2312814	1,286467	2,479993	0,9153598	0,2144877
10	0,5327776	-1,214185	-0,6961052	0,7577783	0,0194883	-0,4191601	0,769687
11	-0,9255612	0,0600235	-0,0251459	-0,2338818	-0,3930772	0,8324314	0,671664
12	-0,9471666	0,9513333	0,6602612	-0,4059824	-1,249692	1,197415	1,75146
13	0,1633964	-0,06731493	0,1710927	-1,509032	-0,3254057	2,288863	1,654543
14	-1,189522	-1,499154	-1,310975	-0,9861682	-1,168484	0,7729076	0,6450424
15	-0,1071622	-1,82505	-1,165056	1,610059	0,4365331	1,460491	1,333754
16	-0,077027	-1,715708	-1,30217	-0,0740511	0,4792166	-0,404739	1,330112
17	-0,432729	-1,2729	-1,55498	-0,422892	-0,748302	0,0205359	0,507066
18	0,257101	-0,476309	-1,1121	0,687464	-0,9698	-0,357153	-0,781129
19	-1,96277	0,315602	-0,685724	0,438126	-1,42798	-1,78405	0,592068
20	0,775817	0,111882	0,822509	-0,0412512	-0,305586	0,611259	-1,04571
21	0,506501	-0,0883915	2,17267	-0,838051	-1,31229	-0,062870	0,959435
22	-0,333854	-1,14397	0,718041	-0,230372	0,163996	0,0740762	0,969813
23	-0,242448	0,373658	-1,58105	2,06003	0,3128	1,64789	1,14077
24	-0,935194	0,667401	0,0494619	0,743305	0,723527	-2,05007	-0,0861904
25	-0,916328	-1,17896	-0,29641	-0,578428	0,51129	0,805655	-0,108719
26	-0,00542687	1,69735	-0,228503	0,334236	0,132048	0,662865	-1,38888
27	-0,0307304	-1,1806	-0,868871	-0,753949	-1,19147	0,961734	-0,685224
28	0,0950896	0,219868	-0,802732	0,612137	0,20354	-0,0931857	-0,77702
29	-0,0770227	-1,71578	-1,3217	-0,074051	0,479166	-0,404739	1,33011
30	-0,432729	-1,2729	-1,55498	-0,422892	-0,748302	0,0205359	0,507066
31	0,257101	-0,476309	-1,1121	0,687464	-0,9698	-0,357153	-0,781129
32	-1,96277	0,315602	-0,685724	0,438126	-1,42798	-1,78405	0,592068
33	0,775817	0,111882	0,822509	-0,0412512	-0,305586	0,611259	-1,04571
34	0,506501	-0,0883915	2,17267	-0,838051	-1,31229	-0,062870	0,959435
35	-0,333854	-1,14397	0,718041	-0,230372	0,163996	0,0740762	0,969813
36	0,781248	-1,26194	0,369144	1,64599	0,235727	-0,0255689	0,108593
37	0,660015	-1,14258	-0,956494	0,240842	-1,06206	-0,199578	-0,38043
38	-1,30282	-0,0778834	-0,0866644	0,786463	0,836739	0,861111	0,314767
39	-1,34368	-0,129207	-0,217604	0,599961	-0,281058	-0,110372	0,720109
40	0,0891146	-0,366075	-0,771792	-1,79752	-0,537971	-0,431648	-1,52761
41	0,57208	-1,18353	-0,622443	0,735541	1,37498	-0,392345	1,68645
42	1,27368	2,35617	2,43501	-0,737292	0,44885	-0,25114	0,115703
43	-0,333854	1,9813	0,718041	-2,85522	0,163996	0,52089	0,969813
44	1,80553	0,391905	1,07251	-0,156235	-0,149652	-0,851386	-0,540476
45	-0,592458	-0,0906765	-0,109514	1,97638	0,930476	-1,87352	-1,56263
46	1,46044	-0,914383	-0,90489	-0,562192	-0,823537	-1,01269	1,19227

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
47	0,9705358	0,6224997	2,0373884	-0,07194274	-0,529968	0,5551122	-0,8025105
48	0,2966784	-0,2980228	-0,05076715	1,6300468	0,4996815	0,4926208	0,3346613
49	0,5918661	-0,0131278	0,49866676	1,093104	0,9519782	0,5833346	1,085469
50	0,6722555	0,3412787	1,5775554	1,5622701	1,110666	-1,094751	-1,396044
51	-2,647435	-0,3480371	0,7329429	-1,033365	-0,7125474	-0,7760499	-1,200604
52	-0,7611384	-1,114673	-1,031512	0,8065417	1,8164316	2,118552	2,660622
53	-1,0722609	0,8015518	-0,1439237	0,315233	-0,5761236	1,887867	2,874627
54	1,1471194	-0,392668	-0,7531222	-0,5760703	-0,5114635	0,2037183	-0,3730853
55	-1,30004	0,2097799	-0,6055011	-0,2177299	0,05206669	-0,1688785	1,720426
56	0,2067114	-0,5118692	0,0081928	-1,327887	-0,1521594	-1,345595	0,4958147
57	-0,6351163	0,973687	1,36419	-2,70041	-1,96897	-1,08112	-0,776266
58	0,239666	-0,42541	-2,100401	0,608495	0,72228	1,087344	1,162089
59	0,135492	1,84988	-0,753213	-1,23993	-0,46923	0,731723	-2,247399
60	0,82666	-0,81643	-1,04282	0,760283	-0,25566	-1,853249	1,273152
61	-1,172212	0,0306341	0,2292768	-1,06555	-1,385356	-1,20108	0,558344
62	0,7977481	0,2991294	1,150871	1,180576	-1,453439	-0,341916	1,009632
63	0,239666	-0,425451	-2,1000401	0,608497	0,722238	1,087244	1,160891
64	0,135492	1,849688	-0,7532139	-1,238993	-0,469223	0,733723	-2,24739
65	0,82666	-0,816473	-1,042882	0,7602983	-0,255616	-1,85324	1,27312
66	0,867662	0,863328	-1,583173	-1,29195	-0,945211	-1,25266	1,070891
67	0,135492	1,84988	-0,753213	-1,23993	-0,46923	0,731723	-2,247399
68	0,82666	-0,81643	-1,04282	0,760283	-0,25566	-1,853249	1,273152
69	-0,980846	0,275019	-0,306104	0,0180556	0,998309	-0,752945	-0,10962
70	0,768281	-1,06465	-1,13368	-1,23867	-1,55982	1,41639	0,763559
71	-0,331234	-0,88607	0,800615	0,598966	1,95699	-0,248784	1,21581
72	-0,90136	-1,35868	0,865996	0,605393	1,09626	0,0565275	0,41956
73	0,829165	1,33504	0,8989	-0,659766	0,884009	0,896184	0,45934
74	0,506501	0,509146	2,17267	1,56981	-1,31229	-0,448301	0,959435
75	0,107024	0,3926205	-2,6764487	-2,6930053	-1,0001299	0,97904723	1,112988
76	-2,1190119	-2,571375	0,5699476	0,57661156	-1,7022014	-0,8153216	0,867795
77	0,64428077	0,518047	-0,533163	-1,6832295	-0,179038	0,51844575	0,611168
78	-0,7201729	1,3659023	-1,764583	-1,643388	0,6688054	0,56565573	1,001729
79	-0,0122986	-0,0459468	-0,14347	-0,2464445	0,1382786	-1,4807656	1,3296313
80	-0,339458	0,67390713	0,93025	-0,4586552	-1,15379	-0,44717789	0,3035792
81	2,6049427	2,1834384	-0,120103	0,07966651	-0,3466	-0,93700816	0,051407
82	-1,566364	-0,210958	-0,93968	-1,943779	0,045915	0,26730949	-1,37149
83	1,2525291	1,2500395	0,654668	0,2783838	0,357049	0,41218173	0,425763
84	1,49336841	1,3391436	0,4782932	-0,3976997	-0,475343	0,05000081	-1,21882
85	0,273436	0,0404273	0,82507147	1,2908003	-1,51227	-0,28923601	0,9116014
86	1,2240267	1,01976886	-0,2221121	1,2296064	1,1335955	2,467094	-0,7682662
87	-0,6252194	-1,872799	0,38289445	-0,7760771	1,2141184	2,4181405	1,627276
88	2,0394705	1,0139803	-0,639263	-0,7858842	0,80838416	0,3101865	-1,9939117
89	0,9088129	0,3833199	-2,7139894	-1,2275699	-2,3324353	-1,7682372	0,4131077
90	0,107024	0,3926205	-2,6764487	-2,6930053	-1,0001299	0,97904723	1,112988
91	-2,1190119	-2,571375	0,5699476	0,57661156	-1,7022014	-0,8153216	0,867795
92	0,64428077	0,518047	-0,533163	-1,6832295	-0,179038	0,51844575	0,611168
93	-0,7201729	1,3659023	-1,764583	-1,643388	0,6688054	0,56565573	1,001729
94	-0,0122986	-0,0459468	-0,14347	-0,2464445	0,1382786	-1,4807656	1,3296313
95	-0,339458	0,67390713	0,93025	-0,4586552	-1,15379	-0,44717789	0,3035792
96	2,6049427	2,1834384	-0,120103	0,07966651	-0,3466	-0,93700816	0,051407

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
1	0,86100735	0,05960214	1,19241222	1,4221346	-1,4992214	-0,7638176	0,4091067
2	0,25968105	-0,05188213	0,24356248	-1,2508243	-0,9611633	-1,6099197	0,15911115

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
3	1,04019122	0,8531081	0,33181891	0,0636991	-0,472927	-1,25332	0,72313141
4	-1,0268007	-1,000014	1,4786497	0,46381013	0,298716	0,215841	-0,33699
5	1,3091917	1,3892291	0,4347662	1,3792109	1,1560207	-0,114578	1,04418
6	-0,0268286	0,4337383	-0,45975355	-0,39250238	-1,55199	0,047665	0,257825
7	0,64805578	0,0524147	0,7454442	-0,694346	-0,6698184	-0,146287	0,8011796
8	-0,8839427	0,00850651	-0,78653311	0,62324559	-1,4575677	-1,170678	0,7775158
9	0,0916936	-1,9936375	-1,2272423	-0,4625311	0,15664641	-0,1848394	0,1728456
10	1,2240267	1,01976886	-0,2221121	1,2296064	1,1335955	2,467094	-0,7682662
11	-0,6252194	-1,872799	0,38289445	-0,7760771	1,2141184	2,4181405	1,627276
12	2,0394705	1,0139803	-0,639263	-0,7858842	0,80838416	0,3101865	-1,9939117
13	0,9088129	0,3833199	-2,7139894	-1,2275699	-2,3324353	-1,7682372	0,4131077
14	0,107024	0,3926205	-2,6764487	-2,6930053	-1,0001299	0,97904723	1,112988
15	-2,1190119	-2,571375	0,5699476	0,57661156	-1,7022014	-0,8153216	0,867795
16	0,64428077	0,518047	-0,533163	-1,6832295	-0,179038	0,51844575	0,611168
17	-0,7201729	1,3659023	-1,764583	-1,643388	0,6688054	0,56565573	1,001729
18	-0,0122986	-0,0459468	-0,14347	-0,2464445	0,1382786	-1,4807656	1,3296313
19	-0,339458	0,67390713	0,93025	-0,4586552	-1,15379	-0,44717789	0,3035792
20	2,6049427	2,1834384	-0,120103	0,07966651	-0,3466	-0,93700816	0,051407
21	-1,566364	-0,210958	-0,93968	-1,943779	0,045915	0,26730949	-1,37149
22	1,2525291	1,2500395	0,654668	0,2783838	0,357049	0,41218173	0,425763
23	1,49336841	1,3391436	0,4782932	-0,3976997	-0,475343	0,05000081	-1,21882
24	0,273436	0,0404273	0,82507147	1,2908003	-1,51227	-0,28923601	0,9116014
25	-0,81822	0,1689375	-1,2521206	-0,661148	0,84218	1,0984249	0,932057
26	-0,6113	1,385443	-0,787398	-0,2634023	1,7922476	-0,823508	0,6224468
27	0,296556	0,635914	-0,7288481	-0,1286209	2,139611	-0,4574062	-0,6437602
28	1,28329	2,010675	-0,3660738	1,93405	1,620093	1,09831	1,52184
29	-1,13348	0,778881	0,388923	-1,70406	-0,335464	-0,046145	1,71367
30	0,697399	1,42087	0,97814	-0,02304	0,39637	0,252471	0,99766
31	-0,553696	0,43599	-0,940707	0,135934	-0,963401	0,39333	0,344259
32	-1,41584	1,93413	2,00152	0,679702	0,00643437	-0,157522	0,052652
33	2,14937	1,55785	-1,85704	-0,699702	-0,336106	-0,482643	0,0132611
34	1,50502	-0,730122	1,11558	-0,404397	0,337221	0,209894	1,24479
35	-1,01936	0,53719	0,834037	-2,13566	-0,423513	0,358824	1,15669
36	-0,27686	-2,00059	-0,240715	1,2711	0,304704	-0,599671	-1,60108
37	-0,0307304	-1,1806	-0,868871	-0,753949	-1,19147	0,961734	-0,685224
38	0,0950896	0,219868	-0,802732	0,612137	0,20354	-0,0931857	-0,77702
39	-0,0770227	-1,71578	-1,3217	-0,074051	0,479166	-0,404739	1,33011
40	-0,432729	-1,2729	-1,55498	-0,422892	-0,748302	0,0205359	0,507066
41	0,257101	-0,476309	-1,1121	0,687464	-0,9698	-0,357153	-0,781129
42	-1,96277	0,315602	-0,685724	0,438126	-1,42798	-1,78405	0,592068
43	0,775817	0,111882	0,822509	-0,0412512	-0,305586	0,611259	-1,04571
44	0,506501	-0,0883915	2,17267	-0,838051	-1,31229	-0,062870	0,959435
45	-0,333854	-1,14397	0,718041	-0,230372	0,163996	0,0740762	0,969813
46	-0,242448	0,373658	-1,58105	2,06003	0,3128	1,64789	1,14077
47	0,781248	-1,26194	0,369144	1,64599	0,235727	-0,0255689	0,108593
48	0,660015	-1,14258	-0,956494	0,240842	-1,06206	-0,199578	-0,38043
49	-1,30282	-0,0778834	-0,0866644	0,786463	0,836739	0,861111	0,314767
50	-1,34368	-0,129207	-0,217604	0,599961	-0,281058	-0,110372	0,720109
51	0,0891146	-0,366075	-0,771792	-1,79752	-0,537971	-0,431648	-1,52761
52	0,57208	-1,18353	-0,622443	0,735541	1,37498	-0,392345	1,68645
53	1,27368	2,35617	2,43501	-0,737292	0,44885	-0,25114	0,115703
54	-0,333854	1,9813	0,718041	-2,85522	0,163996	0,52089	0,969813
55	1,80553	0,391905	1,07251	-0,156235	-0,149652	-0,851386	-0,540476
56	-0,592458	-0,0906765	-0,109514	1,97638	0,930476	-1,87352	-1,56263
57	1,46044	-0,914383	-0,90489	-0,562192	-0,823537	-1,01269	1,19227

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-8	2-8	1-9	2-9	1-10	2-10	1-11
58	-1,0416185	-0,62928186	1,6660538	1,10446006	1,3393395	-0,003966	1,6272842
59	-0,242448	0,373658	-1,58105	2,06003	0,3128	1,64789	1,14077
60	-0,935194	0,667401	0,0494619	0,743305	0,723527	-2,05007	-0,0861904
61	-0,916328	-1,17896	-0,29641	-0,578428	0,51129	0,805655	-0,108719
62	-0,00542687	1,69735	-0,228503	0,334236	0,132048	0,662865	-1,38888
63	-0,50629	-0,737504	-0,034253	-0,373877	0,256696	-0,411179	-1,48845
64	-0,916775	-0,344106	1,39862	0,306576	2,18	0,411958	-1,6345
65	-2,27015	-0,0911983	0,0039399	0,20853	-0,689745	1,42336	1,26034
66	0,357359	0,482712	0,943689	0,428187	0,591213	-2,10393	-1,91703
67	-0,11846	-0,0217547	-0,158856	-0,685986	-2,28066	1,44588	0,259369
68	0,738116	-0,223035	0,27873	0,148327	-1,81115	-0,362162	-1,5809
69	0,781248	-1,26194	0,369144	1,64599	0,235727	-0,0255689	0,108593
70	-1,36186	0,842161	-0,493059	-0,528641	-0,418625	-0,214424	-1,3949
71	-0,469768	0,125576	0,226407	-0,783794	-2,09083	0,450825	0,46222
72	-0,342027	-0,163246	-0,144723	-1,01671	-0,64271	0,405753	-1,33257
73	-0,342027	-0,163246	-0,144723	-1,01671	-0,64271	0,405753	-1,33257
74	0,687354	-0,354491	-0,30825	-0,33949	-0,775229	0,491308	0,236412
75	0,321694	-1,19301	-1,95726	1,20805	-1,25878	-0,162597	1,01853
76	-0,98894	-1,490515	-1,348979	-0,7568943	1,303312	0,077034	-0,400106
77	1,115588	0,1037597	1,557888	-1,09287	-0,5349218	-2,483184	-0,13159
78	0,6863857	1,801089	0,5054267	0,802378	-0,1051505	-0,13964	0,056865
79	-0,351963	-2,051993	-0,1044605	-0,681229	-0,079729	-0,056165	-1,38297
80	0,239666	-0,42541	-2,100401	0,608495	0,72228	1,087344	1,162089
81	0,768281	-1,06465	-1,13368	-1,23867	-1,55982	1,41639	0,763559
82	-0,331234	-0,88607	0,800615	0,598966	1,95699	-0,248784	1,21581
83	-0,90136	-1,35868	0,865996	0,605393	1,09626	0,0565275	0,41956
84	0,829165	1,33504	0,8989	-0,659766	0,884009	0,896184	0,45934
85	0,506501	0,509146	2,17267	1,56981	-1,31229	-0,448301	0,959435
86	-1,52601	0,640222	0,0259843	-0,365348	-0,079531	1,22674	1,50639
87	0,932986	0,221879	0,719185	0,427468	-0,334488	-0,444385	1,09538
88	1,24965	-0,0883915	-0,30833	-0,838051	0,080055	-0,062806	1,0281
89	-0,833423	-0,205317	1,12196	-1,48373	-1,78451	-0,375971	-0,104091
90	-0,980846	0,275019	-0,306104	0,0180556	0,998309	-0,752945	-0,10962
91	0,768281	-1,06465	-1,13368	-1,23867	-1,55982	1,41639	0,763559
92	-0,331234	-0,88607	0,800615	0,598966	1,95699	-0,248784	1,21581
93	-0,90136	-1,35868	0,865996	0,605393	1,09626	0,0565275	0,41956
94	0,829165	1,33504	0,8989	-0,659766	0,884009	0,896184	0,45934
95	0,506501	0,509146	2,17267	1,56981	-1,31229	-0,448301	0,959435
96	-1,52601	0,640222	0,0259843	-0,365348	-0,079531	1,22674	1,50639

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-11	1-12	2-12	1-13	2-13	1-14	2-14
1	-1,52601	0,640222	0,0259843	-0,365348	-0,079531	1,22674	1,50639
2	0,932986	0,221879	0,719185	0,427468	-0,334488	-0,444385	1,09538
3	1,24965	-0,0883915	-0,30833	-0,838051	0,080055	-0,062806	1,0281
4	-0,833423	-0,205317	1,12196	-1,48373	-1,78451	-0,375971	-0,104091
5	-0,980846	0,275019	-0,306104	0,0180556	0,998309	-0,752945	-0,10962
6	0,768281	-1,06465	-1,13368	-1,23867	-1,55982	1,41639	0,763559
7	-0,331234	-0,88607	0,800615	0,598966	1,95699	-0,248784	1,21581
8	-0,90136	-1,35868	0,865996	0,605393	1,09626	0,0565275	0,41956
9	0,829165	1,33504	0,8989	-0,659766	0,884009	0,896184	0,45934
10	0,506501	0,509146	2,17267	1,56981	-1,31229	-0,448301	0,959435
11	0,0960088	-0,933633	-0,48656	0,0457826	-0,195089	-0,498258	-1,4142
12	-0,461302	0,408184	0,753293	-1,67011	-1,51256	-1,35748	-0,840831

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-11	1-12	2-12	1-13	2-13	1-14	2-14
13	-0,0425074	2,20962	0,308953	0,995881	-0,323921	-0,637787	-1,2815
14	1,17067	1,96126	1,49764	0,613234	-0,469377	0,021254	-0,0572823
15	1,29052	0,341167	-0,105515	0,53356	0,568072	2,69014	-0,127343
16	0,925153	-0,358247	0,849387	-0,863118	-1,37864	-0,429055	-0,82121
17	1,7472	-1,14397	-1,51512	-0,230372	0,0410806	0,0740762	0,328426
18	0,775817	0,315602	0,822509	0,438126	-0,305586	-1,78405	-1,04571
19	0,914398	-0,486695	0,817249	-1,26287	-0,356368	-0,740374	1,60384
20	-0,62527	-0,484176	-0,0460898	-1,10065	0,844556	0,751078	-0,80806
21	-1,96277	0,111882	-0,685724	-0,042512	-1,42798	0,611259	0,592068
22	0,234341	0,248215	0,551949	0,499997	0,517569	1,7227	-1,67709
23	0,742654	-0,780741	-2,12827	-0,377752	1,52708	0,00207114	-0,380217
24	0,637846	0,208074	-1,7053	-1,3181	-1,56584	-0,0283977	0,022204
25	-0,160205	1,46613	-0,0222979	-0,0127192	0,375912	1,072	0,452253
26	-0,261828	-0,901893	0,0621725	-0,664723	0,221957	-0,450151	-1,48809
27	-0,27009	-1,70284	-0,490373	-0,125519	0,106977	-0,394793	-1,4396
28	0,286221	0,648389	-0,194177	0,553223	1,18705	-2,17144	-0,350848
29	-0,333854	0,156221	0,718041	1,61974	0,163996	1,71066	0,969813
30	-1,01552	-1,37258	-0,0503566	1,76377	0,662266	0,129922	-0,049308
31	-0,0307304	-1,1806	-0,868871	-0,753949	-1,19147	0,961734	-0,685224
32	0,0950896	0,219868	-0,802732	0,612137	0,20354	-0,0931857	-0,77702
33	-0,0770227	-1,71578	-1,3217	-0,074051	0,479166	-0,404739	1,33011
34	-0,432729	-1,2729	-1,55498	-0,422892	-0,748302	0,0205359	0,507066
35	0,257101	-0,476309	-1,1121	0,687464	-0,9698	-0,357153	-0,781129
36	-1,96277	0,315602	-0,685724	0,438126	-1,42798	-1,78405	0,592068
37	0,775817	0,111882	0,822509	-0,0412512	-0,305586	0,611259	-1,04571
38	0,506501	-0,0883915	2,17267	-0,838051	-1,31229	-0,062870	0,959435
39	-0,333854	-1,14397	0,718041	-0,230372	0,163996	0,0740762	0,969813
40	-0,242448	0,373658	-1,58105	2,06003	0,3128	1,64789	1,14077
41	-0,935194	0,667401	0,0494619	0,743305	0,723527	-2,05007	-0,0861904
42	-0,916328	-1,17896	-0,29641	-0,578428	0,51129	0,805655	-0,108719
43	-0,00542687	1,69735	-0,228503	0,334236	0,132048	0,662865	-1,38888
44	-0,50629	-0,737504	-0,034253	-0,373877	0,256696	-0,411179	-1,48845
45	-0,916775	-0,344106	1,39862	0,306576	2,18	0,411958	-1,6345
46	-2,27015	-0,0911983	0,0039399	0,20853	-0,689745	1,42336	1,26034
47	0,357359	0,482712	0,943689	0,428187	0,591213	-2,10393	-1,91703
48	-0,11846	-0,0217547	-0,158856	-0,685986	-2,28066	1,44588	0,259369
49	0,738116	-0,223035	0,27873	0,148327	-1,81115	-0,362162	-1,5809
50	0,781248	-1,26194	0,369144	1,64599	0,235727	-0,0255689	0,108593
51	0,660015	-1,14258	-0,956494	0,240842	-1,06206	-0,199578	-0,38043
52	-1,30282	-0,0778834	-0,0866644	0,786463	0,836739	0,861111	0,314767
53	-1,34368	-0,129207	-0,217604	0,599961	-0,281058	-0,110372	0,720109
54	0,0891146	-0,366075	-0,771792	-1,79752	-0,537971	-0,431648	-1,52761
55	0,57208	-1,18353	-0,622443	0,735541	1,37498	-0,392345	1,68645
56	1,27368	2,35617	2,43501	-0,737292	0,44885	-0,25114	0,115703
57	-0,333854	1,9813	0,718041	-2,85522	0,163996	0,52089	0,969813
58	1,80553	0,391905	1,07251	-0,156235	-0,149652	-0,851386	-0,540476
59	-0,592458	-0,0906765	-0,109514	1,97638	0,930476	-1,87352	-1,56263
60	1,46044	-0,914383	-0,90489	-0,562192	-0,823537	-1,01269	1,19227
61	-0,441507	-0,690997	-1,67543	-0,232613	-0,0137288	0,122055	0,179581
62	-1,22406	0,163401	0,760377	1,59308	0,939726	0,470366	0,0810448
63	-2,6896	-0,0751314	-0,553198	-1,78083	0,551679	-0,91092	-0,76545
64	1,77812	-0,897068	-0,00636015	-0,0930768	0,922367	-0,210421	1,50162
65	0,974152	-0,729039	0,520798	1,02442	1,00315	2,13252	-0,545132
66	1,0136	-0,676595	-1,56704	0,329876	0,333794	0,523449	1,11061
67	1,2318	0,0129678	-1,43131	1,51678	-0,910581	-1,98672	-1,13278

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-11	1-12	2-12	1-13	2-13	1-14	2-14
68	1,69335	0,862371	-0,721255	-1,56797	0,0560063	0,000941742	-1,3344
69	0,0978782	1,84988	1,65525	-1,28206	-1,45044	1,42171	0,242632
70	-0,6113	1,38543	-0,787398	-0,263423	1,79476	-0,82308	0,622446
71	0,296556	0,63914	-0,728481	-0,128609	2,13967	-0,457402	-0,643602
72	1,28329	2,01075	-0,366038	1,93405	1,62093	1,09831	1,52184
73	-1,13348	0,778881	0,388923	-1,70406	-0,335464	-0,046145	1,71367
74	0,697399	1,42087	0,97814	-0,02304	0,39637	0,252471	0,99766
75	-0,553696	0,43599	-0,940707	0,135934	-0,963401	0,39333	0,344259
76	-1,41584	1,93413	2,00152	0,679702	0,00643437	-0,157522	0,052652
22	2,14937	1,55785	-1,85704	-0,699702	-0,336106	-0,482643	0,0132611
77	1,50502	-0,730122	1,11558	-0,404397	0,337221	0,209894	1,24479
78	-1,01936	0,53719	0,834037	-2,13566	-0,423513	0,358824	1,15669
79	-0,27686	-2,00059	-0,240715	1,2711	0,304704	-0,599671	-1,60108
80	-1,36186	0,842161	-0,493059	-0,528641	-0,418625	-0,214424	-1,3949
81	-0,469768	0,125576	0,226407	-0,783794	-2,09083	0,450825	0,46222
82	-0,342027	-0,163246	-0,144723	-1,01671	-0,64271	0,405753	-1,33257
83	-0,342027	-0,163246	-0,144723	-1,01671	-0,64271	0,405753	-1,33257
84	0,687354	-0,354491	-0,30825	-0,33949	-0,775229	0,491308	0,236412
85	0,321694	-1,19301	-1,95726	1,20805	-1,25878	-0,162597	1,01853
86	-2,131	-1,14919	-1,64764	0,428834	-0,561494	-0,422753	0,68639
87	-1,09605	0,316153	-0,432137	0,549199	0,0130644	-0,698354	-1,3496
88	-0,38778	-1,67459	-0,52064	-0,110243	-0,866874	-1,80579	-0,626787
89	-0,601664	-0,182942	-1,01224	-0,329964	1,00116	-2,53429	0,746254
90	0,14564	1,25511	-1,01334	-1,52118	0,517464	-0,203236	-0,539866
91	1,45833	0,464604	0,752145	0,99813	0,110428	-0,092388	0,331716
92	-0,0775982	-0,423893	0,286132	0,582119	-0,27692	0,38588	-0,033007
93	0,354471	-0,13288	0,0232123	0,162809	0,0661012	-2,03508	-0,317278
94	0,599106	0,430554	-0,834324	-0,518681	-0,59488	1,48885	-0,46024
95	-0,822118	-0,223728	0,109746	-0,887446	1,51406	0,936263	1,31925
96	-0,973196	0,417891	0,0941769	-1,24073	0,702025	0,862406	1,7743

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-15	2-15	1-16	2-16	1-17	2-17	1-18
1	-0,833022	1,720914	-0,4903285	0,802064	-1,268817	0,411787	-0,87544
2	-1,467661	-0,732827	0,1832935	0,887583	-0,090349	0,49436	-0,45487
3	0,3267064	-0,708357	0,818141	-1,426341	0,157544	1,100239	-0,39134
4	-2,643003	-0,924752	0,022374	-0,455187	0,34764033	-1,251175	1,275072
5	-0,052933	-1,39696	1,5240036	-0,8307787	1,150334	1,455259	0,087619
6	-0,98894	-1,490515	-1,348979	-0,7568943	1,303312	0,077034	-0,400106
7	1,115588	0,1037597	1,557888	-1,09287	-0,5349218	-2,483184	-0,13159
8	0,6863857	1,801089	0,5054267	0,802378	-0,1051505	-0,13964	0,056865
9	-0,351963	-2,051993	-0,1044605	-0,681229	-0,079729	-0,056165	-1,38297
10	0,239666	-0,42541	-2,100401	0,608495	0,72228	1,087344	1,162089
11	0,135492	1,84988	-0,753213	-1,23993	-0,46923	0,731723	-2,247399
12	0,82666	-0,81643	-1,04282	0,760283	-0,25566	-1,853249	1,273152
13	-1,172212	0,0306341	0,2292768	-1,06555	-1,385356	-1,20108	0,558344
14	0,7977481	0,2991294	1,150871	1,180576	-1,453439	-0,341916	1,009632
15	0,239666	-0,425451	-2,1000401	0,608497	0,722238	1,087244	1,160891
16	0,135492	1,849688	-0,7532139	-1,238993	-0,469223	0,733723	-2,24739
17	0,82666	-0,816473	-1,042882	0,7602983	-0,255616	-1,85324	1,27312
18	0,867662	0,863328	-1,583173	-1,29195	-0,945211	-1,25266	1,070891
19	0,135492	1,84988	-0,753213	-1,23993	-0,46923	0,731723	-2,247399
20	0,82666	-0,81643	-1,04282	0,760283	-0,25566	-1,853249	1,273152
21	-0,71277	-0,46988	-0,620983	0,352511	0,263347	0,5231167	1,820356
22	1,619787	-0,735641	-0,459535	-1,54606	0,256188	0,1848065	0,262835

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-15	2-15	1-16	2-16	1-17	2-17	1-18
23	0,927354	0,572032	-1,461109	-0,759692	0,856556	0,952579	-0,872153
24	1,169554	1,010204	1,15359	0,978738	1,09617	1,253068	-0,213285
25	0,392557	0,618099	0,9966092	1,06756	0,1827716	0,084055	0,111474
26	-0,979634	-1,073061	1,203008	1,428646	0,38418	-0,021294	-0,74557
27	0,898782	1,118209	0,6563066	0,438753	-1,509498	-1,577083	0,554836
28	-1,091754	-1,381998	-0,77017	-0,674703	-0,41483	-0,53235	-0,30857
29	-1,122115	-1,03771	-1,04019	-1,06233	0,1219285	-0,24201	-1,032671
30	-1,091754	-1,381998	-0,77118	-0,674703	-0,414283	-0,532235	-0,30857
31	1,169554	1,010204	1,15359	0,978738	1,09617	1,253068	-0,213285
32	0,392557	0,618099	0,9966092	1,06756	0,182771	0,084055	0,111474
33	0,867662	0,863328	-1,583173	-1,29195	-0,945211	-1,25266	1,070891
34	0,571183	0,476716	1,577911	1,61222	-0,120636	-0,567858	0,52118
35	0,9273954	0,572032	-1,461109	-0,759692	0,856556	0,952579	-0,872153
36	1,16954	1,010204	1,15359	0,978738	1,09617	1,2530168	-0,2132285
37	0,392557	0,618099	0,9966092	1,06756	0,182716	0,0840505	0,1133474
38	0,327164	0,0849441	0,818145	-0,026858	0,157449	0,5572922	-0,394104
39	-0,120167	-0,09533	-1,006678	-0,2614	-0,023074	0,7918588	-0,323245
40	0,526476	-0,93214	-0,517702	-0,67721	1,179041	-0,1488567	-1,876078
41	-0,931672	0,339175	0,582458	0,64096	-0,26621	-0,0596618	0,715719
42	-0,141861	0,027054	1,115698	1,053965	-1,04397	0,1655442	1,949859
43	0,239666	-0,42541	-2,100401	0,608495	0,72228	1,087344	1,162089
44	0,135492	1,84988	-0,753213	-1,23993	-0,46923	0,731723	-2,247399
45	0,82666	-0,81643	-1,04282	0,760283	-0,25566	-1,853249	1,273152
46	-0,71277	-0,46988	-0,620983	0,352511	0,263347	0,5231167	1,820356
47	1,619787	-0,735641	-0,459535	-1,54606	0,256188	0,1848065	0,262835
48	2,89938	-0,042484	0,2405941	0,272659	-0,560903	-0,529584	0,5239298
49	-0,95849	-0,652329	0,7433045	0,6715788	1,153371	1,245877	-0,626243
50	1,124211	0,371114	-0,115623	-0,447437	-0,886012	-0,451502	-0,0765303
51	-1,509237	2,282161	0,9757111	-0,05065	-0,813337	-0,0226455	0,2466314
52	-0,000591	-0,81544	-0,816831	1,079545	-1,317445	0,1723885	-0,17772
53	0,187644	-0,53154	-1,315409	-0,109943	-0,87014	0,9028548	-1,092867
54	0,410446	-0,51924	0,3726118	-1,522265	1,066537	0,9234057	0,532696
55	0,1417251	1,053838	-0,121945	-1,941781	0,50722	1,683658	0,607056
56	-0,76246	-0,55827	0,082229	-0,458041	1,933378	-0,8237261	-0,354532
57	0,597883	-0,09183	-0,945352	-0,262192	-2,66886	0,7915228	-0,431166
58	0,282896	1,5986627	-1,209486	-1,068987	-1,31699	0,2177911	0,775333
59	-1,365199	-0,95794	-0,6632567	1,111167	-1,247051	0,5178039	1,074356
60	0,8117013	-1,264493	0,5665317	0,230155	-1,791615	-0,340954	-0,555534
61	-0,630451	0,9896333	0,4285389	-1,329431	0,963322	-0,36898	-0,002693
62	-0,245296	-0,532276	-0,109966	-0,252784	-0,1599	0,069694	1,178637
63	0,129213	0,183514	-0,2501595	-0,758434	0,6152893	-1,923799	0,036873
64	-1,104224	-0,11305	-2,881556	-0,61292	-0,0019594	0,192696	2,254889
65	0,046264	-0,303995	2,269627	0,485118	0,091157	-1,103578	0,140538
66	0,042563	2,186698	0,9193706	0,0950991	0,41548	0,402641	-0,022019
67	-0,351456	-1,047678	0,229473	0,2521857	1,856425	-0,879863	1,093621
68	-0,091387	-1,12151	-1,008123	0,003797	-0,80756	-0,65229	-1,202362
69	0,612548	-0,70991	-0,233214	-0,463298	0,265519	-0,42351	-0,584899
70	0,059481	0,748148	1,28446	-0,318821	-0,663874	0,247004	-0,076386
71	0,4802253	-0,15853	0,20955	2,527463	-0,469301	1,563369	-0,592771
72	0,4531116	0,3662126	1,278468	-0,09669	1,32389	0,180191	-1,328891
73	-1,074263	-0,126517	1,189279	1,747665	1,777104	1,21281	0,7363932
74	-0,532733	-1,330838	0,371885	0,924964	0,351136	-0,112861	0,095084
75	-1,083114	-1,179125	-0,50249	-0,94035	-1,672214	0,6547781	-0,373114
76	1,2965454	1,468288	1,018075	0,950734	1,1291333	-0,615627	1,082251
77	-1,460916	-1,533781	0,305115	-0,07872	2,3584547	2,636538	1,573193

Continuation of the Appendix C.3

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-15	2-15	1-16	2-16	1-17	2-17	1-18
78	-2,032126	-1,89336	0,341116	-0,136177	-1,63685	-2,041124	1,58534
79	0,401129	0,175476	0,701078	0,374846	1,588999	1,643543	0,066796
80	0,222829	0,11381	0,441001	0,490375	1,432067	1,272662	0,947106
81	-0,711774	-0,98435	-0,298107	-0,496423	-0,902511	-1,04281	-1,722688
82	0,134774	0,762447	-0,419381	-1,056124	0,832342	1,73907	1,114419
83	0,578183	0,476746	1,5791771	1,612201	-0,120206	-0,567958	0,521258
84	0,5711783	0,476716	1,5771911	1,61222	-0,120636	-0,567858	0,521158
85	0,9273954	0,572032	-1,461109	-0,759692	0,856556	0,952579	-0,872153
86	1,169554	1,010204	1,15359	0,978738	1,09617	1,253068	-0,213285
87	0,392557	0,618099	0,9966092	1,06756	0,1827716	0,084055	0,111474
88	-0,979634	-1,073061	1,203008	1,428646	0,38418	-0,021294	-0,74557
89	0,898782	1,118209	0,6563066	0,438753	-1,509498	-1,577083	0,554836
90	-1,091754	-1,381998	-0,770118	-0,674703	-0,414283	-0,532235	-0,30857
91	-1,1224115	-1,037771	-1,04019	-1,06233	0,1219285	-0,24201	-1,032671
92	-1,151139	-1,578774	-0,0710131	-0,386112	1,361023	1,170807	0,101082
93	-1,114111	-1,611166	0,946149	0,510191	-0,05717	-0,19916	-0,290993
94	0,0887884	0,102252	-1,84218	-1,65304	0,688487	0,717846	-0,37266
95	0,867662	0,863328	-1,583173	-1,29195	-0,945211	-1,25266	1,070891
96	-0,4988478	-1,188897	0,469976	0,464889	-2,402546	-2,045787	-0,5472811

	<i>Set-Variable</i>
Row	2-18
1	1,283156
2	-0,337944
3	-0,525142
4	0,7313311
5	-0,953695
6	1,934525
7	0,578776
8	1,354406
9	-1,5232224
10	0,1137165
11	0,9361203
12	-1,690161
13	0,620154
14	-0,812748
15	2,3591276
16	1,034013
17	-1,61736
18	0,222125
19	1,596481
20	0,013614
21	-1,92781
22	-0,969825
23	-1,756121
24	0,777711
25	0,057862
26	0,231984
27	0,519199
28	-0,14642
29	0,3381316
30	-0,846451

31	1,383761
32	0,548979
33	0,064501
34	-0,451343
35	-0,057643
36	-1,923786
37	0,229704
38	-0,1137672
39	0,338161
40	-0,0167308
41	-0,9384707
42	-0,9116017
43	0,5857787
44	0,2843282
45	-0,013181
46	-0,1912359
47	0,6578856
48	0,0516191
49	0,967677
50	-1,778745
51	-0,807811
52	1,1514478
53	-1,594787
54	-0,323762
55	-0,36787
56	-0,58797
57	0,33787
58	-1,23464
59	0,991225
60	0,412972
61	-0,52378
62	0,111828
63	0,48692
64	1,43464
65	1,62145
66	0,048797
67	1,278787
68	-0,187278
69	-0,616222
70	1,038019
71	-0,541185
72	0,046691
73	0,701179
74	-1,487707
75	0,901128
76	0,412253
77	0,707751
78	0,691565
79	0,523658
80	-1,56132
81	0,54385
82	-1,47122
83	-1,47122
84	0,638483
85	0,596109
86	-0,06708
87	1,98337
88	-2,9161
89	0,373583

Continuation of the Appendix C.3

91	-1,34354
92	1,97387
93	0,237182
94	1,355253
95	0,717672
96	-1,49371

*Continuation of the Appendix C.3***The StatAdvisor**

This table shows the values of each canonical variable when evaluated for each row of the data file. You can plot these values by selecting Canonical Variables Plot from the list of Graphical Options.

Appendix C.4

Results of the canonical analysis for the personnel of LLC VENT-MEDICAL

Canonical Correlations

Variables in set 1:

x1
x2
x3
x4
x5
x6
x7
x8
x9
x10
x11
x12
x13
x14
x15
x16
x17
x18

Variables in set 2:

y1
y2
y3
y4
y5
y6
y7
y8
y9
y10
y11
y12
y13
y14
y15
y16
y17
y18

Number of complete cases: 14

Canonical Correlations

		<i>Canonical</i>	<i>Wilks</i>			
<i>Number</i>	<i>Eigenvalue</i>	<i>Correlation</i>	<i>Lambda</i>	<i>Chi-Square</i>	<i>D.F.</i>	<i>P-Value</i>
1	0,9059211	0,952741	0,000003632	432,2111	323	0,0001
2	0,8795121	0,936991	0,000038497	350,6787	287	0,0078
3	0,814221	0,903386	0,00035064	278,1311	256	0,1637
4	0,7157115	0,845899	0,001698743	220,0803	224	0,5811
5	0,6839132	0,827012	0,00596365	176,6912	198	0,8347
6	0,6382449	0,799278	0,01887797	136,9513	167	0,9678
7	0,4939145	0,707921	0,0522643	101,8118	145	0,9971
8	0,3675288	0,606032	0,1034639	78,32019	123	0,9911
9	0,3415617	0,584478	0,1632451	62,52939	101	0,9992
10	0,3337153	0,5776827	0,2479578	48,10949	82	0,9984
11	0,2835931	0,5321135	0,3721511	34,10176	63	0,9993

Continuation of the Appendix C.4

		Canonical	Wilks			
Number	Eigenvalue	Correlation	Lambda	Chi-Square	D.F.	P-Value
12	0,2435149	0,4935707	0,514778	22,59517	48	0,99196
13	0,1617809	0,4022673	0,681266	12,96161	37	0,99909
14	0,07872805	0,2815638	0,819781	6,877313	26	0,99906
15	0,0636284	0,2519129	0,879845	4,027216	17	0,99089
16	0,03533214	0,1871972	0,951614	1,765444	8	0,99147
17	0,0104164	0,1024013	0,981121	0,524133	5	0,97101
18	0,00465703	0,0680196	0,987562	0,161251	1	0,68861

Coefficients for Canonical Variables of the First Set

x1	111,793	137,971	-10,4511	-191,827	137,127	-16,3318	119,744	25,6285	-117,384	-24,6241	-181,273
x2	80,6051	99,182	-7,54837	-138,727	98,3785	-12,314	86,9966	18,722	-84,5892	-18,2457	-130,627
x3	85,7613	105,115	-7,6946	-146,01	103,967	-12,4679	91,9932	19,1018	-89,9417	-18,8955	-138,189
x4	49,4338	61,2576	-4,72832	-85,1407	60,3238	-7,4232	53,3707	11,6221	-52,2593	-11,0384	-80,2447
x5	88,9635	109,066	-8,21549	-152,864	108,806	-12,6691	95,631	20,3136	-93,7648	-20,0262	-143,844
x6	85,0416	105,121	-7,45993	-146,131	104,379	-12,7695	91,3896	19,7278	-89,054	-18,9708	-138,13
x7	79,8164	98,4735	-7,65932	-136,505	98,0474	-11,428	85,7491	17,8696	-83,057	-17,908	-129,324
x8	72,1138	88,8128	-7,46949	-123,882	88,2649	-11,1758	77,6149	16,7549	-75,9227	-16,1844	-117,503
x9	101,905	124,691	-9,6576	-174,598	124,263	-15,799	108,659	23,3536	-106,676	-22,6589	-164,458
x10	66,5393	82,184	-5,84116	-113,986	81,639	-9,19741	71,7844	14,4917	-69,0562	-15,3339	-107,729
x11	72,7263	89,4176	-6,6332	-123,981	88,7621	-11,05	77,8341	16,3415	-75,6814	-16,3671	-116,828
x12	78,3385	95,3546	-7,12269	-133,536	94,7707	-11,3439	83,5527	18,2067	-81,4805	-17,027	-126,199
x13	90,364	111,438	-8,46447	-155,829	110,092	-13,3147	96,9634	20,6779	-94,9244	-19,4915	-146,34
x14	71,6321	87,6167	-6,19472	-122,639	87,6756	-10,9952	76,4347	15,9216	-75,2155	-15,6451	-116,263
x15	105,825	129,689	-9,72451	-180,531	128,564	-15,6409	112,968	23,7724	-111,0	-24,0536	-171,19
x16	70,158	87,2829	-6,44712	-121,223	86,5422	-10,459	75,6448	15,7149	-73,8259	-15,9562	-114,087
x17	85,1934	104,855	-8,36052	-145,336	103,955	-12,8385	90,9544	20,3659	-89,5524	-18,6141	-137,264
x18	100,073	123,126	-9,41771	-172,148	122,349	-14,5243	108,437	21,8342	-104,613	-22,3266	-162,281

-158,501	-16,6911	255,871	-220,009	-13,2372	153,206	-121,168
-113,824	-11,9875	185,402	-158,991	-9,9444	111,409	-87,9775
-120,674	-13,3914	195,399	-168,341	-9,79386	117,6	-92,6186
-70,5817	-6,93716	113,577	-97,3891	-5,1697	67,5541	-53,3803
-126,18	-13,7003	204,718	-175,407	-10,435	122,489	-96,8017
-120,956	-14,0417	195,773	-167,846	-9,93846	117,55	-92,8453
-113,307	-12,1177	182,747	-157,043	-9,12099	110,328	-86,89
-102,091	-11,0829	166,044	-142,649	-8,54572	99,3163	-78,7454
-143,804	-15,9091	232,372	-200,075	-11,6253	139,951	-110,351
-94,3629	-10,2073	152,873	-130,382	-7,21173	90,8047	-72,4395
-103,117	-11,083	166,724	-142,486	-8,65936	99,3498	-78,895
-110,363	-12,0622	178,147	-153,668	-8,7929	107,344	-85,014
-128,34	-13,9515	208,057	-178,364	-10,708	124,809	-98,3937
-101,222	-10,4685	164,081	-140,628	-8,6284	98,6141	-77,7032
-149,358	-16,1045	241,57	-207,123	-12,7551	145,083	-114,364
-100,314	-10,5627	161,68	-138,983	7,84882	96,9302	-77,478
-119,688	-13,4055	194,724	-166,631	-9,8154	117,377	-92,5818
-142,755	-15,0282	229,311	-197,201	-11,7258	136,963	-108,924

Coefficients for Canonical Variables of the Second Set

y1	0,1546	0,528178	-1,40517	-0,5414	-1,36926	1,91329	-2,4164	2,93131	5,15941
y2	0,069373	0,332117	-0,683106	0,12048	-1,33003	1,37451	-1,8963	3,23302	4,79688
y3	-0,19037	0,300795	-0,468302	0,366237	-0,690661	2,17547	-1,51274	2,16406	3,59633
y4	0,542546	0,569408	-1,10459	0,438783	-1,62532	1,70458	-1,89326	2,70298	5,7381
y5	0,268417	0,421796	-0,280808	0,217839	-1,05471	1,28254	-2,46229	2,7199	3,9457
y6	0,019287	0,338599	-1,02168	0,69665	-1,13201	1,44739	-2,20915	2,29234	4,24252
y7	-0,445415	0,295298	-0,402076	0,11319	-0,925169	1,81438	-2,18301	2,18565	4,45629

Continuation of the Appendix C.4

y8	0,124013	0,605494	-0,918881	-0,00833	-0,1304	1,58604	-1,6841	1,81851	3,73323
y9	-0,361246	0,296736	-0,894361	0,457142	-1,24749	1,48142	-2,30903	2,1732	4,44492
y10	-0,336036	0,806032	-0,654128	-0,131187	-1,12892	0,96041	-1,75205	2,8293	4,24959
y11	0,47826	0,723414	-0,634854	0,225591	-1,43644	1,43288	-1,76809	2,81592	5,16673
y12	-0,06709	0,66834	-0,681427	0,558528	-1,36719	1,73909	-1,65158	2,4417	3,66524
y13	0,123337	0,413507	-0,890686	0,22856	-0,692915	1,60877	-1,4852	2,41615	5,45492
y14	-0,285884	0,420063	-1,34198	0,80781	-0,862451	2,27278	-2,60343	2,97357	5,16331
y15	0,449703	-0,162724	-0,73241	0,02801	-1,76565	1,66201	-1,92871	2,48698	4,39317
y16	-0,496429	0,181946	-1,23631	0,104522	-0,992495	1,64653	-1,57645	2,74817	4,76693
y17	0,164489	0,452369	-0,609033	-0,237367	-1,07518	1,67589	-2,43953	2,65882	5,20451
y18	0,235819	1,43711	-0,805097	-0,080377	-1,35114	1,57026	-2,16368	2,99865	5,47769

-5,1277	-3,08865	2,83053	-3,46032	-8,30639	-10,1941	-6,21665	-10,5957	2,21313
-4,94693	-2,5087	2,33365	-3,37029	-8,48165	-10,6303	-6,64712	-10,5691	1,54581
-3,94125	-1,8726	1,97196	-3,16086	-5,87451	-7,75345	-6,00878	-7,79766	1,44051
-4,23773	-2,96347	2,65448	-3,85643	-6,88086	-10,6839	-7,24985	-10,2696	1,66658
-3,96532	-2,58581	2,13244	-3,04218	-6,5152	-7,85122	-5,34094	-8,04109	1,90768
-3,96262	-1,90354	2,08943	-3,55406	-7,13031	-8,0956	-5,99799	-8,8986	1,79079
-3,70992	-1,71241	1,91558	-2,84001	-6,42067	-7,7976	-5,40608	-8,73723	1,09963
-3,98977	-2,20718	1,59556	-2,87725	-5,50307	-7,59472	-5,526	-8,29863	1,1858
-4,76724	-2,45791	2,36417	-3,17226	-7,00061	-9,45717	-5,96681	-9,21116	1,0398
-3,45421	-2,1282	1,90699	-3,55621	-6,05798	-8,07226	-5,76644	-8,23606	1,53215
-5,17493	-2,32285	2,26378	-3,38454	-7,12567	-9,59536	-6,40635	-9,95995	2,0518
-4,00108	-2,67621	1,72526	-3,20449	-6,59244	-8,65716	-5,54255	-9,04022	2,01662
-4,06761	-3,00968	2,33035	-3,47482	-7,29256	-9,40734	-6,68874	-9,04458	1,43002
-4,6725	-2,2084	2,04241	-3,32449	-6,9921	-9,67192	-7,27291	-10,0517	1,69395
-4,83622	-2,68477	1,56567	-3,53528	-7,42398	-8,9469	-5,67727	-9,76331	1,27787
-4,70099	-3,0565	3,07327	-3,40675	-7,79834	-9,24286	-6,61278	-10,499	1,69826
-4,47917	-2,48154	1,9862	-3,50803	-7,13269	-10,1227	-6,98592	-9,68487	2,75178
-4,47418	-3,06243	2,83586	-3,76693	-8,04018	-10,5729	-8,25966	-10,4205	2,24727

The StatAdvisor

This procedure finds the linear combinations of two sets of variables which have the highest correlation between them. In this case, 18 sets of linear combinations have been formed. The first set of linear combinations is

$$111.793x_1 + 80.6051x_2 + 85.761x_3 + 49.434x_4 + 88.964x_5 + 85.042x_6 + 79.816x_7 + 72.114x_8 + 101.905x_9 + 66.5393x_{10} + 72.726x_{11} + 78.339x_{12} + 90.536x_{13} + 71.632x_{14} + 105.825x_{15} + 70.158x_{16} + 85.193x_{17} + 100.073x_{18}$$

and

$$0.1546y_1 + 0.061y_2 - 0.191y_3 + 0.543y_4 + 0.268y_5 + 0.019y_6 - 0.446y_7 + 0.124y_8 - 0.362y_9 - 0.336y_{10} + 0.478y_{11} - 0.062y_{12} + 0.123y_{13} - 0.286y_{14} + 0.449y_{15} - 0.497y_{16} + 0.165y_{17} + 0.236y_{18}$$

where the variables have first been standardized by subtracting their means and dividing by their standard deviations. The table shows the estimated correlation between each set of canonical variables. Since two of the P-values are less than 0,05, those sets have statistically significant correlations at the 95,0% confidence level.

Continuation of the Appendix C.4

Plot of Canonical Variables #1

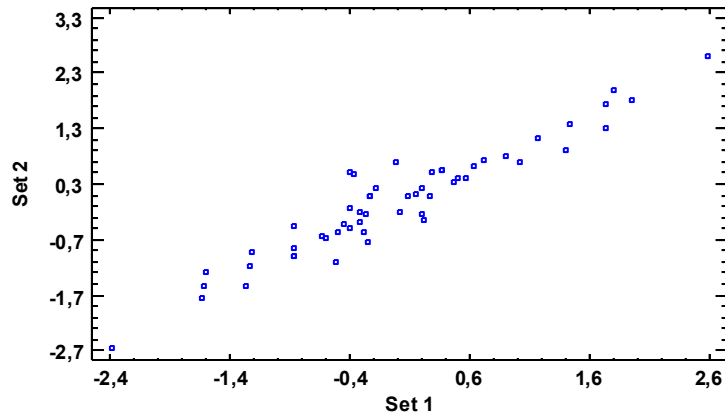


Table of Canonical Variables

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	1-1	2-1	1-2	2-2	1-3	2-3	1-4
1	-1,61181	-1,51454	0,182344	-0,904455	0,1361199	0,375725	0,719341
2	-0,301176	-0,208975	-0,392109	-0,37579	-1,182485	-1,448439	1,042042
3	-1,24044	-1,177614	-1,350619	-0,754092	0,8513424	1,3754461	0,7400327
4	-0,28491	0,068425	0,101136	0,265212	0,7424297	0,6656819	-0,50125
5	-0,86844	-0,836976	1,551814	1,682763	-0,8511128	-0,9191316	0,15314
6	-0,59907	-0,675787	1,0601253	1,352505	0,8908063	0,1004641	-0,95342
7	-0,86545	-0,987526	1,558521	1,6320223	-0,853213	-0,636114	0,153459
8	1,732146	1,7520812	1,0736614	0,801228	-0,355158	0,3315815	-1,666727
9	-0,39778	-0,486123	0,09445	-0,1071291	-0,681177	0,4744569	-0,203671
10	0,281528	0,5019124	1,3011255	1,3702906	-3,243312	-3,2960207	1,146433
11	-0,39777	0,5190674	0,091254	0,4021287	-0,68157	-0,9835814	-0,203464
12	0,563754	0,3990406	-1,260114	-1,664125	-0,31560	-0,042415	0,9212721
13	-0,506522	-0,5670402	0,5952189	0,673465	0,362282	0,1080141	-0,76626
14	0,633251	0,620122	0,7520764	0,3566194	-0,162141	-0,113206	-2,035234

	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable	Set-Variable
Row	2-4	1-5	2-5	1-6	2-6	1-7	2-7
1	0,711456	-0,771549	0,528716	0,306360	-0,63256	0,486812	0,726362
2	0,356156	0,5011912	1,003736	-0,633785	-1,02835	0,44475	0,947797
3	0,079712	0,921752	0,567577	-1,335845	-0,75373	0,322945	0,171991
4	-0,234113	0,765481	1,097709	-0,207175	0,0133887	-1,717246	-1,378475
5	0,1616172	-1,043642	-1,29077	1,3167825	1,691674	-0,909786	-1,362346
6	-1,35477	0,566675	-0,816127	-0,23442	-0,1574751	2,285119	0,96267
7	0,202576	-1,04475	-0,687509	1,316752	0,991475	-0,90918	-0,450627
8	-1,113123	0,5505412	0,7546379	-0,918937	-0,059648	-0,666711	-0,680134
9	-0,547541	-0,853774	-1,127321	-0,228475	0,324074	0,056945	-0,780005
10	0,732509	0,518736	0,424267	-1,106516	-0,17562	0,893278	-0,260304
11	0,2664664	-0,851121	-0,26879	-0,228229	-1,279757	0,056966	0,582901
12	1,664541	2,816731	1,749751	1,6791157	1,28865	0,440432	-1,02368
13	-1,08635	0,1144778	-0,261452	0,292146	0,0301151	0,846321	-0,28576
14	-2,046104	1,069976	1,050175	0,1043132	0,7484229	0,87476	1,875175

Continuation of the Appendix C.4

	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>
<i>Row</i>	<i>1-8</i>	<i>2-8</i>	<i>1-9</i>	<i>2-9</i>	<i>1-10</i>	<i>2-10</i>	<i>1-11</i>
1	-1,874597	-1,349587	-1,03712	0,661112	-0,47517	-0,73073	-0,83411
2	0,3373344	-0,6527138	-1,582137	-1,00712	0,708667	0,58454	-0,81277
3	0,2776391	-0,446697	0,771184	0,577854	-0,84341	-1,06145	0,134575
4	-0,211412	0,7462571	1,094132	1,533138	1,147524	1,77715	-0,99863
5	0,6043534	1,057265	0,747186	1,422672	-1,49434	-2,57188	-0,44548
6	-1,455833	-0,563434	-1,021245	-0,022407	-0,197485	-0,671176	-0,68778
7	0,6043514	-0,020486	0,741786	-0,579259	-1,419347	-0,62111	-0,447575
8	0,0486614	1,348934	-1,420618	-0,952285	0,5293111	-0,981021	-1,011118
9	0,2544145	0,6644215	-0,371648	-0,611138	-0,141777	1,571471	-0,26467
10	-0,141506	0,032697	0,34413	1,011696	-0,7315159	0,534445	-0,23454
11	0,25164437	1,395276	-0,376118	-1,191408	-0,147717	-0,6382103	-0,264567
12	0,5191192	0,898518	-0,067223	-1,763089	-0,201974	-0,641793	-0,11047
13	0,941428	-0,018011	0,283446	-0,046256	1,331149	1,845012	0,0955525
14	-0,571456	-0,7941344	1,574551	-0,023981	-2,22116	-0,30178	-0,454443

	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>
<i>Row</i>	<i>2-11</i>	<i>1-12</i>	<i>2-12</i>	<i>1-13</i>	<i>2-13</i>	<i>1-14</i>	<i>2-14</i>
1	-0,01147	2,35117	1,147987	-1,44602	-0,88749	-0,445557	0,017891
2	-1,649977	0,36985	-1,142785	0,861812	0,39457	-0,987225	-1,06311
3	-1,203319	1,52617	1,38125	-0,63072	-0,31445	0,6211102	0,324569
4	-0,59553	0,562916	0,108772	1,54772	0,14785	-0,077798	0,523333
5	-0,97738	0,111055	0,179996	-0,27087	-0,64275	-0,79791	-2,622236
6	-1,11444	0,53144	0,497769	1,35577	0,119411	-0,924541	-1,12349
7	0,101146	0,150445	-0,567769	-0,2777	0,87979	-0,79787	0,414406
8	-1,23943	0,21099	-0,308793	-0,27784	-0,26740	0,0137	-0,81594
9	2,03125	-1,234447	-1,38744	-0,22777	-0,32434	0,247112	0,839291
10	0,44999	1,66072	2,09677	-0,247728	-1,35757	0,911773	1,444558
11	-1,0624	-1,234477	0,97798	-0,22999	-0,88881	0,247228	0,787878
12	-0,56186	-0,437712	1,089726	1,24545	-0,14558	-0,323861	0,834342
13	-1,7203	0,3424171	0,25758	-1,01111	0,312255	0,424545	0,546462
14	-0,73875	0,743277	1,053114	0,98787	1,87552	-0,484449	-0,84757

	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>	<i>Set-Variable</i>
<i>Row</i>	<i>1-15</i>	<i>2-15</i>	<i>1-16</i>	<i>2-16</i>	<i>1-17</i>	<i>2-17</i>	<i>1-18</i>
1	0,41256	-0,04251	0,70555	0,41954	1,3524	0,14434	0,96015
2	-0,8741	-0,19883	1,4368	0,4246	-0,7788	-0,40101	-0,5945
3	0,2944	-0,36151	0,52405	0,88216	-0,6316	0,8308	-0,7213
4	-1,32153	0,59089	-0,29257	0,73874	0,45707	-0,42385	-0,3343
5	-0,8744	-3,4363	-0,39058	-1,9293	-0,2732	2,5785	0,1381
6	-0,819677	0,50632	-0,92732	1,3106	0,5623	1,397	-0,775
7	-0,8744	0,55057	0,39658	0,71568	-0,29732	1,5119	0,13219
8	0,68045	0,06362	2,87425	0,18192	-1,311	2,0251	1,5927
9	0,96144	0,65567	0,29096	-0,90173	0,3629	0,0859	0,73769
10	-0,70189	1,8992	1,10145	-0,84741	0,29825	-0,41753	1,9729
11	0,96144	1,0315	0,29896	1,9347	0,3029	-1,9176	-0,73969
12	0,22912	-0,58665	0,003703	0,6749	0,31148	0,92827	0,17445
13	2,3862	-1,0044	-0,92301	1,7139	1,0215	-0,89497	3,4489
14	1,3223	0,30937	-0,1699	0,46999	-1,3304	-1,156	-0,6649

Continuation of the Appendix C.4

	<i>Set-Variable</i>
<i>Row</i>	<i>2-18</i>
1	1,1962
2	-0,9515
3	1,51661
4	-0,5726
5	0,8744
6	-0,9334
7	0,04186
8	-1,066
9	1,83061
10	0,3558
11	1,90123
12	0,7561
13	-1,014
14	-0,8770

The StatAdvisor

This table shows the values of each canonical variable when evaluated for each row of the data file. You can plot these values by selecting Canonical Variables Plot from the list of Graphical Options.

Appendix D

LIST OF RECORDED PUBLICATIONS BY DISSERTATION TOPIC**Articles in scientific publications included in the list of
scientific publications of Ukraine**

1. Jianping Miao Features of organizational culture of multinational organization. *Економіка та суспільство*. 2022. № 39. (1.11 cond.-printed sheets).

URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1365/>.

DOI: <https://doi.org/10.32782/2524-0072/2022-39-30>.

2. Lepeyko T., Jianping M. Analysis of organizational and national culture values of the personnel in a multinational organization: A case of China. *Development Management*. 2022. Volume 20. No 2. P. 16–25. (1.16 cond.-printed sheets).

URL: <https://devma.com.ua/en/journals/t-20-2-2022/analiz-tsinnostyey-organizatsiynoyi-ta-natsionalnoyi-kulturi-pyersonalu-multinatsionalnoyi-organizatsiyi-priklad-kitayu>.

DOI: [https://doi.org/10.57111/devt.20\(2\).2022.16-25](https://doi.org/10.57111/devt.20(2).2022.16-25).

3. Nemashkalo K., Jianping M. Mechanism of organizational culture in a multinational organization: essence and components. *Ukrainian Journal of Applied Economics and Technology*. 2023. Volume 8. № 2. P. 31-36. (0.85 cond.-printed sheets).

URL: <http://ujae.org.ua/mehanizm-organizatsijnoyi-kultury-multynatsionalnoyi-organizatsiyi-sutnist-i-skladovi/>

DOI: <https://doi.org/10.36887/2415-8453-2023-2-4>

**Articles in scientific periodicals indexed in the Web of Science Core
Collection and/or Scopus databases**

4. JianPing Miao, Lepeyko Tetyana. Developing college teachers' intercultural sensitivity in a multicultural environment (Desarrollo de la sensibilidad intercultural de los docentes universitarios en entornos multiculturales). *Culture and Education (Cultura y Educación)*. 2023. №35:2. P. 450–473. (1.88 cond.-printed sheets).

URL: <https://www.tandfonline.com/doi/full/10.1080/11356405.2023.2177008>

DOI: <https://doi.org/10.1080/11356405.2023.2177008>

Solitary sections in a collective monograph

5. Цзяньпін М. Аналіз методичних підходів до оцінки культури персоналу компанії. *Сучасні тенденції сталого розвитку: теорія, методологія, практика: колективна монографія*. Харків: ХНУРЕ, 2022. 347 с. Р. 326–331. (0.23 cond.-printed sheets).

URL: <https://openarchive.nure.ua/server/api/core/bitstreams/2d938b57-c51b-441a-9396-c3b1671a73c3/content>.

DOI: 10.30837/978-617-8254-05-6

Articles in periodical scientific publications of other countries (Poland)

6. Jianping Miao, Lepeyko Tetyana. Leadership in multinational organization: China and Ukraine. *Journal of Corporate Responsibility and Leadership*. 2020. Volume 7. Issue 3. P. 7–18. (0.61 cond.-printed sheets).

URL: <http://www.repository.hneu.edu.ua/handle/123456789/30027>

doi: <http://dx.doi.org/10.12775/JCRL.2020.008>.

Approbation works

7. Lepeyko T.I., Jianping M. Analysis of the factors influencing of organizational culture formation. *Сучасні проблеми управління підприємствами: теорія та практика: матеріали міжнародної науково-практичної конференції (Харків – Торунь, 3-4 березня 2020 року)*. Харків, 2020. Р. 15–18. (0.27 cond.-printed sheets).

URL: <https://kmib.hneu.edu.ua/wp-content/uploads/2021/01/suchasni-problemi.pdf>

8. Lepeyko T.I., Jianping M. Features of Asian models organizational culture. *Економічний розвиток і спадщина Семена Кузнеця: матеріали V науково-практичної конференції / тези доповідей (26-27 листопада 2020 р.)*. Одеса, 2020. Р. 318–320. (0.28 cond.-printed sheets).

URL: http://repository.hneu.edu.ua/bitstream/123456789/24669/1/Lepeyko-Jianping_CED.pdf

Continuation of the Appendix D

9. Jianping M. Features of Chinese leadership style. *Ефективні рішення в економіці, фінансах та управлінні: матеріали Міжнародної науково-практичної конференції* (Одеса, 5 лютого 2021 р.). 2021. Р. 158–159. (0.15 cond.-printed sheets).

URL: <https://researcheurope.org/wp-content/uploads/2021/02/re-05.02.21.pdf?>

10. Lepeyko T.I., Jianping M. The essence of the organizational culture concept. *Сучасні проблеми управління підприємствами: теорія та практика: матеріали міжнародної науково-практичної конференції* (Харків –Торунь, 16 квітня 2021 р.). Днепр, 2021. Р. 15–17. (0.14 cond.-printed sheets).

URL:http://repository.hneu.edu.ua/bitstream/123456789/25281/1/%D0%9F%D0%B0%D1%81_%D0%BA%D0%BE_%D0%9C._%D0%A2%D0%B5%D0%B7%D0%B8.pdf

11. Jianping M. Methodical approaches of analyzing cultural levels of the personnel in a multinational organization. *Сучасні стратегії економічного розвитку: наука, інновації та бізнес-освіта: Матеріали III Міжнародної науково-практичної конференції* (Харків, 1 листопада 2022 р.). Харків, 2022. Р. 9–12. (0.16 cond.-printed sheets).

URL: https://drive.google.com/file/d/1R-Y9rV9haHm8_MeVR_-tHHZ6l6HSIEPm/view

CERTIFICATE

on the use of research results

Miao Jianping presented in the thesis for the degree

Doctor of Philosophy on the topic:

"Development of the mechanism of organizational culture of a multinational organization"

in the specialty 073 "Management"

Miao Jianping analyzed the organizational culture of NeiJiang JianXing Film and Television Culture Media Co. Ltd and developed recommendations for mechanism of organizational culture improvement based on the characteristics of the national culture of the employees of NeiJiang JianXing Film and Television Culture Media Co. Ltd. Miao Jianping's recommendations and practical proposals improved the productivity and efficiency of the employees of NeiJiang JianXing Film and Television Culture Media Co. Ltd. These recommendations and proposals were implemented in the activities of the enterprise in 2022-2023. The certificate was issued without financial obligations of the enterprise to the author.

President

NeiJiang JianXing Film and Television Culture Media Co. Ltd.



23/05/2023



扫描全能王 创建

CERTIFICATE
 on the use of research results
 Miao Jianping presented in the thesis for the degree
 Doctor of Philosophy on the topic:
 "Development of the mechanism of organizational culture of a
 multinational organization"
 in the specialty 073 "Management"

The main theoretical and practical provisions of Miao Jianping's thesis for the degree Doctor of Philosophy are used in the educational process of students of Neijiang Normal University, School of Economics and Management. In particular, when teaching the discipline of Business Administration in 2021-22 academic year, the following are used:

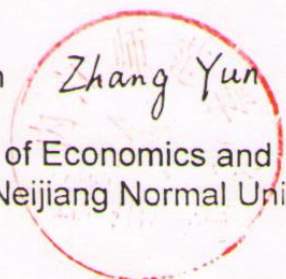
the results of research and systematization of the essence of the concept of "organizational culture" and the concept of typology and assessment of organizational and national cultures, which were created in the context of cross-cultural management;

a methodological approach to assessing the organizational culture of a multinational organization that functions in a cross-cultural environment.

Rector (President) *Li Bin*
 Neijiang Normal University



Dean *Zhang Yun*
 School of Economics and
 Management of Neijiang Normal University



25/04/2023





УКРАЇНА

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

61166, м. Харків, пр. Науки, 9-А, тел. (057) 702-03-04, факс: (057) 702-07-17

E-mail: post@hneu.edu.ua, http://www.hneu.edu.ua

№ 23/86-02-33 від 13.06.2023

На № _____ від _____

ДОВІДКА
про впровадження результатів дисертаційної роботи
Цзяньпін Мяо, на тему:
«Розвиток механізму організаційної культури
мультинаціональної організації»

У процесі написання дисертаційної роботи Цзяньпін Мяо були отримані науково-практичні результати, що полягають в обґрунтуванні й розробленні:

типологізації організаційної культури та національної культури, які були створені в контексті крос-культурного менеджменту і дозволяють оцінювати організаційну культуру мультинаціональної організації з урахуванням національного контенту;

методологічного підходу до оцінки організаційної культури мультинаціональної організації, яка функціонує в крос-культурному середовищі, що є основою для розробки практичних рекомендацій з адаптації організаційної культури до особливостей національної культури персоналу організації;

сутності поняття «механізм організаційної культури мультинаціональної організації» та його складових, що дозволить удосконалити існуючий механізм організаційної культури шляхом підвищення його рівня сумісності до вимог національної культури країни, в якій функціонує мультинаціональна організація.

Зазначені здобутки впроваджені в навчальний процес підготовки бакалаврів на факультеті менеджменту і маркетингу за спеціальністю 073 «Менеджмент» в освітній компоненті «Крос-культурний менеджмент» у процесі проведення практичних занять у 2022-2023 навчальному році.

230602

Перший проректор



Василь ОТЕНКО

№ 11/06 від 26.06.2023

ДОВІДКА
про використання результатів та окремих пропозицій
Мяо Цзяньпін, представлених у дисертації на здобуття наукового
ступеня доктора філософії на тему:
«Розвиток механізму організаційної культури мультинаціональної
організації» за спеціальністю 073 «Менеджмент»

Представлений у дисертаційній роботі механізм організаційної культури мультинаціональної організації розроблено на підставі аналізу особливостей діяльності організацій України та Китаю, у тому числі й ТОВ "ВЕНТ-МЕДИКАЛ".

Мяо Цзяньпін проведено аналіз особливостей організаційної культури та розроблено рекомендації щодо адаптації організаційної культури підприємства до особливостей національної культури співробітників ТОВ "ВЕНТ-МЕДИКАЛ". На підставі розробленої Мяо Цзяньпін методики оцінки організаційної культури з урахуванням національної культури співробітників підприємства визначено проблеми, що знижують ефективність персоналу підприємства.

Практичний інтерес викликають запропоновані рекомендації та практичні пропозиції щодо розвитку механізму організаційної культури та корегування особливостей організаційної культури ТОВ "ВЕНТ-МЕДИКАЛ" з урахуванням національної культури персоналу підприємства. Зазначені рекомендації та пропозиції впроваджено у діяльність підприємства у 2022-2023 роках.

Довідку видано без фінансових зобов'язань підприємства перед автором.

Директор
ТОВ "ВЕНТ-МЕДИКАЛ"



Володимир КОЗЛОВ



УКРАЇНА

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ РАДІОЕЛЕКТРОНІКИ**

пр. Науки, 14, м. Харків, 61166, тел. (057) 7021-016, факс (057) 7021-013
e-mail: info@nure.ua web-сайт: https://nure.ua

08.12.2022 № 53.01/27 - 19
на № _____

ДОВІДКА

про участь

Цзяньпін Мяо

у науково-дослідній роботі «Організаційно-економічне забезпечення інноваційного розвитку та економічної безпеки суб'єктів господарювання»
(Державний реєстраційний номер 0122U000510)

Видана з підтвердженням про те, що окремі положення наукового дослідження Цзяньпін Мяо представлені в колективній монографії «Сучасні тенденції сталого розвитку: теорія, методологія, практика: колективна монографія / За заг. ред. д.е.н., проф. Т. В. Полозової. Харків: Друкарня Мадрид, 2022. 347 с., ISBN 978-617-8254-05-6», виконаної в межах науково-дослідної роботи «Організаційно-економічне забезпечення інноваційного розвитку та економічної безпеки суб'єктів господарювання» (Державний реєстраційний номер 0122U000510, 2022-2025 рр.).

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