



ORIGINAL ARTICLE

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Culture of organization in conditions of changes as an ability of efficient transformations: the case of gas transportation companies in Ukraine

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Keywords: *enterprise; corporate culture; changes; transformation; enterprise efficiency; fuzzy logic method*

Abstract

Research background: The relevance of the research on corporate culture in the conditions of changes is substantiated and its elements, which are important for effective transformations, are defined. The influence of corporate culture on the company performance and its elements is identified. The article deals with hierarchical levels of corporate culture which identify elements of corporate culture and "hidden" factors that allow establishing relationships with the outside world and promote productive work.

Purpose of the article: The objective of the article is to identify the elements of the organizational culture at the enterprise level, which influence the effectiveness of its activities under the changes and generalization of its components that determine its ability to transform the existing

state in accordance with the established world experience and practice. The research is based on the experience of gas transportation companies in Ukraine.

Methods: The McKinsey 7S model was used to describe the enterprise to assess the state of the proposed levels of formation and to change its corporate culture. The McKinsey 7S Framework used in this study as analytical tool to explore a system of interrelated elements which improve the organization's work, raising the level of employee culture and generating common values. The expert method was used to assess the qualitative indices of enterprise internal environment, including "style/culture" and "common values", based on the questionnaire of the experts' group. The survey was conducted at three levels of management for the gas transportation companies, located in different regions of Ukraine. The three levels of management for the mentioned above enterprises — top, middle and low managers were taken into account. The use of the fuzzy logic method makes it possible to investigate the influence of the corporate culture elements on the results of the enterprises and to identify those elements which are important for the implementation of changes at the enterprise and without which it is impossible to achieve effective transformations.

Findings & Value added: Taking into account the results of the assessment of corporate culture elements at the investigated companies, the directions of corporate culture development for enterprises that are in a state of changes are pointed out, namely: use of different management styles; support of employees in making innovative decisions; development of cooperation and elimination of conflicts between workers; formation of general corporate values; creating trust between employees and top managers; promoting the development of young workers; use of the mechanisms of education and maintenance of a high level of morality and culture of workers.

Introduction

Under the current conditions, the business activity of enterprises depends on their ability to integrate into the international sphere of activity. It opens new opportunities for the company to assimilate the products sale markets, to produce competitive products, to satisfy existing needs and, consequently, to increase profits. However, despite a number of advantages, there are difficulties and challenges related to the ability to consider modern changes and transform them into the business activities. The organizational culture is a part of its internal environment, which is invisible to foreign partners, but is tangible during negotiations, contracting and fulfilling of contracts conditions, as well as under evaluating the cooperation results. The complexity of the organizational culture, which may differ at various hierarchical levels of management and ultimately determines the success of transformations, is manifested in such relationships. Therefore, when forming the long-term partnerships with counterparts it is important to understand the factors influence the formation of the organizational corporate culture, what this impact is, and how it can be evaluated to see possible ways of its formation in accordance with the needs and challenges. Taking into account the dynamic processes of change and the importance of corporate culture in transformational processes, this problem deserves further consideration.

The objective of the article is to select the organizational culture elements at the enterprise level, which influence the effectiveness of its activities in terms of changes and the generalization of such components, which determine organization ability to transform the existing state in accordance with the current needs and challenges. The research is based on the case of gas transportation companies in Ukraine.

The McKinsey 7S Framework used in this study as analytical tool to explore a system of interrelated elements which improve the organization's work, raising the level of employee culture and generating common values. The expert method was used to assess the qualitative indices of enterprise internal environment, including "style/culture" and "common values", based on the questionnaire of the experts' group. The survey was conducted at three levels of management for the Ukrainian gas transportation companies and considered top, middle and low-level managers who head linear production departments of the main gas pipelines. The use of the fuzzy logic method makes it possible to study the influence of the corporate culture elements on the results of the enterprises and to identify those elements which are important for the implementation of changes at the enterprise and without which it is impossible to achieve effective transformations.

The remainder of the article is structured as follows. Section II provides theoretical background of the paper about the corporate culture. Section III provides the results of using method of fuzzy logic for evaluation of the level of the culture of the Ukrainian gas transportation companies on the McKinsey 7S model. Section IV presents the results and Section V provides some concluding remarks on the enhancement of corporate culture and readiness of the Ukrainian gas transportation companies for changes.

Literature review

Many variants and hidden characteristics of corporate culture have attracted the attention of numerous researchers. In particular, Davis and Cates (2018) explored the cultural division in contemporary organization and proved the need to change the organizations' beliefs, values, and basic underlying assumptions as a change in the organizational culture. Guiso *et al.* (2014) studied which dimensions of corporate culture are related to a company's performance and why. They found that proclaimed values appear irrelevant and studied how different governance structures impact the ability to sustain integrity as a corporate value. Adopting ideas from the attitudinal theory, normative theory and exchange theory perspectives, Frolova and Mahmood (2019) investigated relationships between personality traits and

duty orientation as well as moderating the role of leadership styles and corporate culture on personality-duty orientation relationship.

Studying the results of scientists' research in the field of corporate culture, it is advisable to combine the existing models of its description and to choose the most suitable of them for characterizing a particular situation in a separate enterprise. Since each proposed model is being developed to describe individual enterprises, it is difficult to argue that those characteristics which are relevant either to the object or situation under investigation can be used more widely. That is why it is necessary to determine the boundaries of the cultural formation, its use and change as a phenomenon, and establish a direct link between the factors that influence the culture and the organization state on the whole. Kilmann (1985) proved that culture in an organization is determined as a hidden quality, which can be depicted as a complex of hopes, expectations, ideas, criteria of values, position and patterns of behavior accepted among members of a particular organization. Neethling (2017) studied organizational culture in detail. Cameron and Quinn (2006) tried to diagnose and initiate change in organizational culture. They noted that organizations are unable to change and improve a situation because of their inability to bring about culture change.

Schwartz (2007) in his work presented a theory of the types of values on which cultures can be compared and validated with data from 49 nations from around the world. He identified seven types of values, structured along three polar dimensions: Conservatism versus Intellectual and Affective Autonomy; Hierarchy versus Egalitarianism; and Mastery versus Harmony.

Klein *et al.* (2018) believe that personal innovativeness is an important behavioral human values that are responsible for the ability to participate in the domain of technological innovations and to enhance economic growth.

Researchers also study the levels of culture existence, its basic elements and national differences (Schein, 2009, Peters & Waterman, 2004), the assessment and impact of corporate culture on the organizations outcome (Denison & Mishra, 1989; Shin *et al.*, 2016), the allocation of national differences, the role of culture in changes managing in the organization (House *et al.*, 2002; Trompenaars & Hampden-Turner, 1997; Hofstede, 2011).

Considering corporate culture as a factor in the implementation of the planned changes, it is important not only to consider the corporate culture model with due consideration of all elements of its manifestation in the organization, but also to choose the method of its consideration, which would allow to study the relationship between its elements and to assess

their impact on the results of business activities, as well as the ability to make effective transformations.

Theoretical framework

Corporate culture is not only a subject of a variety of enterprises, but also a means for creating a corporate atmosphere that guarantees successful changes, productivity, the favor of employees and external partners. With the help of corporate culture, it is possible to regulate the team behavior and to predict the reaction of employees to external and internal factors of enterprise environment.

It should be noted that corporate culture of the enterprise allows for solving two key problems: to insert the optimal connections of the enterprise with the external environment (external adaptation), as well as to promote stable and productive work of the personnel on the basis of partnerships (internal integration). Efficiently-operating corporate culture at the enterprise permeates all levels of enterprise management, starting with the basic values, the description of traditions and symbols that cover internal organizational processes. It includes psychological climate, the rules of the enterprise's employees' conduction, and finishing with the formation of the organization cultural model with the definition of the mission, the main values and tasks that need to be addressed to achieve the desired level of culture. Thus, based on the consideration of these elements of the enterprise corporate culture, levels of corporate culture have been formed (Fig. 1). Allocation of corporate culture levels considers the events, circumstances, phenomena, trends occurring at the enterprise and beyond that have a decisive influence on the behavior of employees and determine the policy of the enterprise, as well as its ability to implement changes. Characteristics of the corporate culture are occurred at each level of management, may differ in compliance with the specified characteristics and change accordingly. The ideal situation is when the characteristics of the corporate culture elements are the same at every level of management. This is what the enterprise should strive for. This state can be defined as readiness for changes.

The first level is the administrative level that corresponds to the enterprise management system, and which forms the legal, economic and social behavior of employees.

The second level is a professional level that corresponds to the results of the personnel management system at the enterprise. At this level, the personnel structure with professional security and the level of personnel intellectualization are formed. This level forms skills for both staff and admin-

istration. In the sphere of management, the organizational culture is the tool which can manage the personnel of the enterprise, increase competitiveness, quality of products and services, and, ultimately, the performance of the enterprise as a whole. It serves as the "benchmark" for doing business in the national and international environment.

The third level is the basic level, which includes the common values expressed in words and actions of the enterprise employees, and that is deliberately shared and cultivated. This level is mostly in language, narrations, speeches, statements; symbols, terms, relationships, attitudes towards colleagues and leaders, etc. This level is the result of the previous levels.

The fourth level is the content level, which defines the culture of the enterprise itself, based on the values, traditions, and behaviors embodied in the psychology of people, which manifest themselves subconsciously and are reflected automatically.

Consequently, culture permeates all levels of enterprise management and planning changes, it is important to understand whether the organizational culture and, in particular, the factors that influence its state, creates a favorable environment for transformations. To that end, it is proposed to analyze the corporate culture, determine its overall condition, taking into account the factors that influence the ability of the enterprise to change.

Research methodology

The implementation of changes in business activities requires a special attitude to such an element of management as corporate culture. The complexity and ambiguity of this problem require the study of this category and its impact on the enterprise performance. Despite the fact that some problems and examples of the implementation of the corporate culture in practice are considered in the scientific literature, this concept requires an individual approach to the cultural formation and improvement at individual enterprises.

The McKinsey 7S Model in Assessing the Culture of the Organization

The McKinsey 7S Framework, proposed by Peters & Waterman (1982) is the analytical tool used to explore a system of interrelated elements that can improve the organization's work, raising the level of employee culture and generating common values. The McKinsey 7S Framework identifies seven interdependent key elements that determine organizational success or otherwise (Wilson & Gilligan, 1997). The McKinsey 7S is a strategic mod-

el that can be used for organizational alignment or performance improvement, understanding the core and most influential factors in an organization's strategy, determine how to best reorganize an organization into a new strategy or other organization design, and examine the current workings and relations that an organization exhibits (The Organizational Strategist, 2011). Gyepi-Garbray and Binfor (2013) in their study, have used the McKinsey 7S Framework to improve the company's performance and determine how best to implement the proposed strategy.

The interconnection of the enterprise environment elements based on the McKinsey 7S model provides a tracking mechanism for identifying problems and demonstrating their actual solution. The use of this model with fuzzy logic will allow assessing the current situation at the enterprise in terms of the readiness of its individual elements for changes, considering the complexity of enterprise's internal environment described by quantitative indicators. This will identify the weak areas (elements) of the enterprise, which may lead to crisis situations and failures (Alshaher, 2013; Bhatti, 2011).

The advantage of this model in evaluating the level of the organizational culture is the selection of "hard" (rational) and "soft" (emotional) elements. The hard components include the structure, strategy and organization's systems. They are considered to be well described and explored. Hard elements are reflected in enterprise strategy, corporate plans, organizational structure schemes, and other documentation. The soft elements include common values, style/culture, skills and abilities, staff and are considered to be difficult to carry out. Soft elements are difficult to describe. They are constantly changing and evolving, as well as are largely determined by people who work in the organization (Bhatti, 2011; Hanafizadeh & Ravasan, 2011).

The authors deal with the McKinsey 7S model elements which have the greatest influence on the formation and change of corporate culture, namely, style/culture and common values. Separately, the "common values" element which explores the values of the company, and are the basis of the culture of conducting general business and professional ethics through the norms and standards of employee behavior as well as doing business, is considered. The change of common values will change all other elements. In the study, we consider the common values through the level of general belief and trust, coincidence (consonance) of the values of workers with corporate values, the implementation of leadership responsibilities, support of leaders, etc. (Hanafizadeh & Ravasan, 2011; Weeteh, 2013).

Fuzzy Logic method

The use of this model with fuzzy logic will allow for assessing the current situation at the enterprise in terms of the readiness of its individual elements for changes, considering the complexity of enterprise's internal environment described by quantitative indicators. This will identify the weak areas (elements) of the enterprise, which may lead to crisis situations and failures (Alshaher, 2013; Bhatti, 2011). Thus, this article deals with the founder of the theory of fuzzy sets (Zade, 1988), who, in particular, proposed to use the function of belonging (with a range covering the interval $[0,1]$), acting on the domain of all possible values. When we have to fail any determined information on an object, it is necessary to use the fuzzy logic device, promoting to evaluate effectively the current state of the enterprise. It was used experts' thoughts to evaluate the level of organizational culture based on the fuzzy logic (Zapukhliak *et al.*, 2019).

Expert method

The expert method was used to assess the qualitative indices of enterprise internal environment, including "style/culture" and "common values", based on the questionnaire of the experts' group. The survey was conducted at three levels of management of the gas transportation companies in Ukraine: among top managers, middle managers, and low managers, the last ones are the heads of linear production departments of the main gas pipelines. The questionnaire contains 102 questions (factors X_1 – X_{102}), the answers to which help assess the seven elements of the internal environment of the enterprise. Among them, 28 questions are related directly to the assessment of the corporate culture (X_{41} – X_{61} , X_{91} – X_{102}), which is 27,5% of the total number of questions.

Table 1 presents the information on the quantitative and qualitative composition of the respondents who participated in the survey to diagnose the readiness of gas transportation companies to change. This helps identify the internal capabilities of enterprises development through the enhancement of organizational culture and the formation of the common corporate values system. 71 out of 102 sent questionnaires have been returned and filled in correctly. Analyzing the feedback, it can be seen that 71,57% of previously sent questionnaires were received, which corresponds to 73 completed questionnaires. However, only 71 questionnaires filled in correctly will be taken into account and the share of them is 69,61%. As we can see from Table 1, the top-level managers among respondents compose

35%; middle-level managers amount to 40,85% and low-level managers include 33,8%.

Within the framework of fuzzy logic apparatus usage, it is foreseen to use linguistic assessments of organizational culture level, namely very good, good, satisfactory, bad, and very bad. For the transformation of linguistic assessments into a dimensionless scale of desirability and priority, the scale of the desirability of the priority of E. Harrington is used. The scale of desirability relates to psychophysical scales and its purpose is to establish a correspondence between physical and psychophysical parameters. The developed tables of correspondence between the priorities of relations in the empirical and numerical (psychological) systems are proposed and used (Table 2) (Fedulova, 2011) to get the scale of desirability. The value of the individual review, translated into a dimensionless scale of desirability, ranges from 0 (absolutely inaccurate in terms of quality) to 1 (the best value of the quality).

Research results

Thus, in order to study the impact of corporate culture on the company's ability to implement changes, let us consider the activities of the gas transportation companies, which are at the stage of transformation into market relations. The companies under consideration in this article present all management levels in the gas supply system, namely, top-level-management, middle-level-management, low-level management (Table 3).

The results presented in Table 4 determine the estimated value of corporate culture level below the average for all enterprises under consideration.

Among the four components (communication, management style, organizational culture, support for managers), which are highlighted for a more thorough consideration of the style of management and organizational culture, the status of organizational culture at all levels of management is recognized as the most critical, namely, the lack of training and development of the personal culture of workers, low level of tolerance in conflict resolution and support in decision-making, which is accompanied by risks, low level of culture of employee support and cooperation.

Summarizing the results of the conducted research, we will determine the main causes that reduce the level of organizational culture and their ability to transformations at each level of management (Table 5).

It can be summarized that the low level of co-operation between unit managers, team nominations and their lack of real collaboration, as well as

inefficiencies in management style and leadership, are the reasons for the low level of readiness for change of top-level managers.

The situation is somewhat better in terms of co-operation between unit managers and leadership recognition at the level of middle-level and low-level management. At all levels, there are problems associated with harmonization of issues arising from the implementation of development strategy measures on the gas transportation companies, as well as low level of enthusiasm relevant to this process. The most problematic at all three levels of management of the gas transportation companies is the level of organizational culture. According to a survey of experts, the need and value of common values for employees is quite high, which indicates the need to build a system of effective fundamental corporate values in the system of gas transportation companies.

Discussion

The results of the research provided in this article can be compared with the results of the research of Ukrainian enterprises concerning the corporate culture, and everything that is associated with it provided by Pashkina (2018a, 2018b). In particular, in the sense of corporate culture, 44% of respondents believe that the values are made up by enterprise leaders, 16% are sure that corporate culture is shaped spontaneously, and 40% of respondents believe that there is no corporate culture at the enterprise. More than half of the respondents (55%) responded that values and rules in the organization are being imposed. At the same time, the declared values are fully or partly correspond to the reality for 83% of employees and 17% say that corporate values have no significance for the enterprise. For 37% of respondents, personal values and corporate culture principles are the same, for the 12% of the situation the values are different, and 51% believe that the values coincide partly. Survey results indicate that there is a development zone for domestic enterprises and it is important to deal with it. The fact that there is no link between the financial success of the organization and its values for 23% of respondents proves the above-mentioned argument. Another 35% believe that its influence is partial, and this connection is obvious only for 43%. In addition, the disparity between the personal and corporate values contradicts the condition of effective cooperation and interaction to achieve the effectiveness of the enterprise.

In comparison, the obtained results of the research of elements of corporate culture for the gas transportation enterprises that took into account the impact on them the enterprises' environment at different levels of manage-

ment, can characterize readiness for changes. Nowadays, the least prepared for changes is the level of general corporate governance, in particular, due to the lack of trust, insufficient level of skills and, practically, the lack of necessary training (experience exchange) in the direction of the corporate development managing.

Conclusions

According to the provisions of our research, we can summarize that the corporate culture is shaped by rules and norms of employees' behavior based on their own culture, social and ethical needs, material and spiritual values, creative energy and positive corporate spirit of the enterprise. It is also based on molded climate, promotes productivity, and therefore, ability to efficient transformations. So, to demonstrate good result of changes in the Ukrainian gas transportation enterprises an appropriate level of skill is needed, not only of personnel, but also of enterprises management to form a favorable transformation environment.

The obtained results of article demonstrate a low level of corporate culture of investigated enterprises and a lack of a built-in system of common values. The mid-level management gas transportation enterprises in Ukraine is the most prepared for changes. Lack of adequate training of employees in managing change, inaccurate implementation of strategic goals and targets, as well as the low level of general corporate values are the reasons of lower level of readiness for changes at the low-level-management.

This article recommends the level model of the corporate culture of the enterprise that allows consider the process of culture formation through the allocation of characteristics and conditions in which the organizational, social, economic factors of the corporate spirit and the corporate climate in the enterprise are formed and implemented. Thus, the consideration of these corporate culture levels for gas transportation enterprises and choosing on each of them the factors characterizing the corporate culture will promote the readiness and ability to transform effectively.

The research of corporate culture was provided for enterprises of gas transportation field in Ukraine and took into account the branch peculiarities. However, the problem of corporate culture is relevant for enterprises of other branches, especially for those which are at a stage of transformations. Also, the future research must be provided by critical analysis of proposed cultural level model implementation in to the practice of enter-

prises of different fields, as well as the study of the problem of corporate culture influence on enterprises efficiency in modern conditions.

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Annex

Table 1. Feedback Analysis and Quantification of Experts

Respondents	Number of People	Percentage Ratio
Total questionnaires distributed:	102	102
- properly filled	71	69.61
filled in with inaccuracies	2	1.96
not returned	29	28.43
Total persons, including	71	100
top managers	18	25.35
middle managers	29	40.85
top managers	24	33.8

Source: Zapuhlyak (2017).

Table 2. The Relationship between the Quantitative Values of the Dimensionless Scale and the Psychological Perception of a Person

Desirability	Abbreviation (for Table 3)	Assessment on the scale of desirability
Very good	vg	1.00-0.8
Good	g	0.8-0.63
Satisfactory	s	0.63-0.37
Bad	b	0.37-0.2
Very bad	vb	0.2-0

Source: Fedulova (2011).

Table 3. Output Results of the Factors X_i as a Result of Working out Questionnaires on the Base of the Fuzzy Logic Method

Elements of enterprise management by model McKinsey 7S (Uk)	Input factors X_i , that characterize the activity of enterprise		top level management		middle level management		lower level management		
	Description of element factor	Factor	Estimated value	Characteristic by a criterion scale	Estimated value	Characteristic by a criterion scale	Estimated value	Characteristic by a criterion scale	
Style/Culture	Communications	41. The presence of objectivity in the communication management	X ₄₁	0.30	b	0.41	s	0.40	s
		42. The level of openness and integrity of information policy	X ₄₂	0.50	s	0.50	s	0.41	s
		43. Availability of free flow of information	X ₄₃	0.43	s	0.59	s	0.30	b
	Management style	44. Level of effectiveness of the management style	X ₄₄	0.30	b	0.48	s	0.41	s
		45. Level of leadership effectiveness	X ₄₅	0.30	b	0.48	s	0.38	s
		46. Level of co-operation of unit managers	X ₄₆	0.18	vb	0.44	s	0.41	s
		47. The level of reality of teams that function within the organization	X ₄₇	0.30	b	0.30	b	0.28	b
	Organization culture	48. Presence of culture and tolerance on conflicts and risks	X ₄₈	0.30	b	0.50	s	0.41	s
		49. The presence of a culture of support and cooperation	X ₄₉	0.50	s	0.57	s	0.40	s
		50. The presence of a culture of employee participation in decision-making	X ₅₀	0.30	b	0.47	s	0.41	s
		51. Availability of training of employees and development of their personal culture	X ₅₁	0.25	b	0.26	b	0.29	bπ

Table 3. Continued

Elements of enterprise management by model McKinsey 7S (Uk)	Input factors X _i , that characterize the activity of enterprise		top level management		middle level management		lower level management	
	Description of element factor	Factor	Estimated value	Characteristic by a criterion scale	Estimated value	Characteristic by a criterion scale	Estimated value	Characteristic by a criterion scale
Style/Culture	52. The level of needs' satisfaction arising in the process of organizational and technical measures implementation	X ₅₂	0.30	b	0.30	b	0.40	s
	53. Level of consistency of all levels of development management	X ₅₃	0.50	s	0.40	s	0.41	s
	54. The level of readiness of functional managers to provide (transmit) all the necessary resources in the process of implementation of development activities	X ₅₄	0.50	s	0.50	s	0.39	s
	55. The level of enthusiasm of managers to support the implementation of the development strategy	X ₅₅	0.28	b	0.44	s	0.40	s
	61. The presence of highly skilled and highly trained specialists in the enterprise	X ₆₁	0.33	b	0.57	s	0.68	vb
Common values General beliefs (faith)	91. The level of employees faith in the effectiveness of the strategy implementation	X ₉₁	0.30	b	0.50	s	0.41	s
	92. The level of workers' faith in profit, efficiency of functioning	X ₉₂	0.33	b	0.50	s	0.41	s
	93. The level of compliance of the opinion (belief) of managers and employees about the benefits of functioning	X ₉₃	0.30	b	0.44	s	0.41	s

Table 3. Continued

Elements of enterprise management by model McKinsey 7S (Uk)	Input factors X _i , that characterize the activity of enterprise		top level management		middle level management		lower level management		
	Description of element factor	Factor	Estimated value	Characteristic by a criterion scale	Estimated value	Characteristic by a criterion scale	Estimated value	Characteristic by a criterion scale	
Common values	General corporate values	94. The presence of common values at the enterprise	X ₉₄	0.50	s	0.50	s	0.27	b
		95. The value level of common values for employees	X ₉₅	0.50	s	0.57	s	0.42	s
		96. The presence of the fundamental values on which the corporate and team culture is built	X ₉₆	0.30	b	0.44	s	0.38	s
	General obligation of enterprise	97. The level of the benefits of general corporate goals over the goals of specific departments / persons	X ₉₇	0.30	b	0.44	s	0.32	b
		98. Level of support by management of all departments of the enterprise	X ₉₈	0.33	b	0.57	s	0.27	b
		99. Level of guarantee of personal involvement and participation in projects	X ₉₉	0.30	b	0.40	s	0.37	b
	Leaders of the enterprise	100. The presence of support of the employees who take the lead in the enterprise	X ₁₀₀	0.30	b	0.47	s	0.37	b
		101. The presence of functional qualities of departments heads	X ₁₀₁	0.33	b	0.66	s	0.41	s
		102. The presence of the best employees at the official level (management)	X ₁₀₂	0.33	b	0.55	s	0.38	s

Notes: based on McKinsey 7S model using rating scale (Table 2).

Table 4. Results of the Assessment of the Level of the Culture of Gas Transportation Companies on the McKinsey 7S Model

Components of the enterprise element	Estimated value	Characteristic on a criterion scale
"Style / Culture"		
top-level management		
Communications	0.322	lower than average level
Management style	0.179	low level
Organizational culture	0.179	low level
Managers support	0.323	lower than average level
middle-level management		
Communications	0.462	average level
Management style	0.462	average level
Organizational culture	0.322	lower than average level
Managers support	0.462	average level
low-level management		
Communications	0.441	average level
Management style	0.431	lower than average level
Organizational culture	0.408	lower than average level
Managers support	0.437	lower than average level
"Common Values"		
top-level management		
General beliefs (faith)	0.179	low level
General corporate values	0.322	lower than average level
General obligations of the enterprise	0.179	low level
Leaders of the company	0.179	low level
middle-level management		
General beliefs (faith)	0.462	average level
General corporate values	0.462	average level
General obligations of the enterprise	0.482	average level
Leaders of the company	0.482	average level
low-level management		
General beliefs (faith)	0.441	average level
General corporate values	0.32	lower than average level
General obligations of the enterprise	0.233	low level
Leaders of the company	0.369	lower than average level

Figure 1. Levels of Organization Corporate Culture Formation

