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CORPORATE CULTURE: DIFFERENCES AND PECULIARITIES

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Every organization has its own distinctive culture, and this can vary enormously from country to country. To an outsider corporate culture differences are usually reflected in eternal symbols or characteristics, such as advertising and design. Other characteristics of corporate culture are only observable when you get inside the country as an employee or a supplier, such as the kind of dress worn by staff or the use of the first name etc.

Our research work is devoted to corporate cultures and their peculiarities in countries with different economics, religions and of course, national traditions. The relationship between a manager and stuff is one of the important problems of modern business. As well as setting and communicating objectives, developing strategies and allocating resources, managers have to motivate the staff that is subordinate to them and significantly impact its development and performance. Whether the impact is positive or negative it causes the direct result on productivity and higher contribution of every employee to the success of the company. Employees treated in positive way are often highly productive and deeply engaged in their work. Having understanding of the dynamics of their labor relationship both two parties appreciate whether their perspectives are similar or differ. This mutual understanding will result in a more productive and positive labor relationship. [1]

We have identified factors that facilitate or impede the relationship between manager and employee, from various sources, which contain much information about the principles and norms of business–relationship in foreign countries. They are as follows:

1) geographical location, which affects the natural conditions, the presence of minerals, oil, gas, etc.
2) national consciousness, which includes culture, traditions and customs of the people;
3) political factors, that are the relationship between society and state, based on a statutory basis;
4) economic factors, which are determined by the rate of inflation, unemployment, GDP, etc.
5) international business communication.

We took into consideration relationship between employee and employer in the USA and compared it with Thailand and Japan ones.

The relationship between managers and employees in Thailand and the United States differs greatly. Because of Thai traditions and national economy, managers are limited in performing their management methods. In most Thai companies or shops, employees treat each other more like family than in the United States. In Thai managers are also not the most important thing that the companies have in the USA. They are in Thailand, companies have some tests for new employees, but it is not as serious as in the United States. We learned of that Thai managers are more considerate of their employees than the US' managers. They did not feel that they are the best or senior than others. They did not think that their employees are something which can be played and can be changed or kicked out whenever they want, but it sometimes happens in the US. All Thai managers try to be on a friendly term with their employees because the employees will work more effectively will write about them nicely in checking form that effects a lot in career of the employees. In important feast days such as New Year or in both their birthdays, the employees and managers give some presents to each other, and the presents that employers give to their employees have to be more worthy because of their seniority. The fact is Thai managers have to respect their employees who are older than them [2].

We admit that in the post–World War II era, a set of Japanese cultural patterns and managerial practices came to be known collectively as the Japanese management style or Japanese management techniques. Many of these techniques were credited with helping vault the Japanese economy to its status as the world's second largest, behind only the United States, and with making Japanese businesses, particularly in the manufacturing sector, more competitive than their international counterparts. Although Japanese management techniques and economic strategies came to be recognized in Western countries only during the postwar period, their origins are considerably older. Rooted in these and other historical traditions, some of the other key practices commonly associated with Japanese management techniques include:

- in–house training of managers;
- consensual and decentralized decision–making;
- extensive use of quality control methods;
- carefully codified work standards;
- emphasis on creating harmonious relations among workers;
- lifetime employment and seniority–based compensation.

Japanese economy has a policy of promotion by seniority, so as 50–year–old manager should automatically be granted much more status and respect but they are not ready to give employees much freedom and prefer system of checks and controls.

Linked with the lifetime–employment system the emphasis on seniority in compensation and promotion often is what Americans would take to be "qualifications" for the job. This results in a higher average age and less variation in age among top executives in Japan. Compared to the United States and Europe, for instance, relatively few companies presidents are at the age of 50. This practice is believed to equip Japanese executives with an intricate knowledge about their particular business. Japanese managers typically take a more long–term interest in their firms than do their American counterparts, partly because of the result of the lifetime employment and seniority systems. In the United States, managers are typically compensated on the basis of their divisions' performance. This bonus system is not used for Japanese managers, as it is considered detrimental to a long–term perspective and to the firm's interest on the whole. While directors from outside the company are common in the United States, they are rare in Japan. The decision–making process in Japanese firms is highly decentralized. In publicly held U.S. corporations, power is concentrated in a board of directors, with each director having one vote. In Japan, both middle and senior management serve as directors. The extensive use of quality circles is another distinguishing characteristic of Japanese management. In Japan, quality circles consist of groups of about 10 workers who meet weekly, often in their own time. Quality circles provide means for workers to participate in company affairs and for management to benefit from worker suggestions. Indeed, employee suggestions play an important role in Japanese companies. Two associations, the Japanese Association of Suggestion Systems and the Japan Human Relations Association, were developed to encourage this process. Japanese employee suggestions reportedly create billions of dollars' worth of benefits for companies. In the post–World War II years, carefully codified work standards and the use of semiannual bonuses for workers became common practices in Japan. Consistent with the Japanese emphasis on teamwork, bonuses are generally allotted to a work group rather than to an individual worker. Scientific management emphasizes the role of management in the production process. This is reflected in the more hands–on approach in Japanese management training, as well as the relatively high share of managers directly involved in the production process. Although most agree that Japanese management has been moving in new directions, academics who study Japanese management practices dispute about how profound the shifts in the Japanese business paradigm really are. Indeed, the gamut of opinions has ranged from declaring the death of the Japanese management system to asserting its overarching continuity and strength. A number of observers see a continued convergence with Western practices, but many believe that, as in the past, the adoption of Western principles and practices will never be wholesale, but will blend with prevailing norms and beliefs in Japanese business and the broader culture. [3]

Summing up, managers and employees of different cultures implement to their workplace the codes of behavior and norms of their own cultures. These norms and cultural values give to shape the organizational processes and managerial practices of the company and organizations. Therefore, different managerial practices are implemented by organizations in different parts of the world.

Literature references

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