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The impact of remote work on organisational culture

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Subject. Remote work as a form of work management has become a fact of life for education, consulting and IT companies, banks, government agencies, trading companies, and other areas. The issue of managing employees' values by shaping, maintaining, and developing organisational culture in Russian companies has become acute. The fact that managers from all levels appeared to be unprepared for the realities of remote work aggravated the problem of work motivation and reduced the loyalty of the personnel to the employer.

The purpose of the research is to study the influence of remote work management on the components of organisational culture. The study is important and timely since it identifies the most problematic components of organisational culture which require further maintenance and development.

The research methodology is based on rational cognition (concept, judgement, inference) and procedures of logical inference and conceptual framework for value management. To achieve the set goal the following methods of scientific knowledge were used: analysis, synthesis, and comparison. The results of the study were systematised using the structure of organisational culture components proposed by F. Harris and R. Moeran. The attitude of employees to various aspects of organisational culture was studied by conducting an online survey among university educators in Omsk and IT specialists from a Russian commercial bank.

Conclusions. The results of the study showed a negative impact of remote work on half of the components of organisational culture, 30 % of the components were neutral to the impact of remote employment and 10 % experienced a positive impact. The obtained results should be taken into consideration by managers from all management levels since organisational culture is an effective tool for strategic management that allows maintaining employee loyalty to the corporate brand.

Keywords: management, personnel, organisational culture, remote work, value management.

Introduction

Organisational culture is a phenomenon recognised by scientists and practitioners. It has been actively studied within the theory of value management. Previous research [6; 9] established that organisational culture can be examined either with the focus on its internal structure or its role in the activities of the organisation. Representatives of the first approach (Jacques [17], Michon & Stern [18], Sathe [20], Gibson et. al. [2], Harris & Moeran [4] and others) focus on the levels of organisational culture (surface, subsurface (V. Sathe)) and its qualitative characteristics (for example, values, believes, norms of behaviour, symbols, and rituals, etc.).

The second approach to organisational culture establishes its role within the activities of the organisation. Ideas about the impact of organisational culture on the organisation's functioning have been studied by Schein [21], Eldridge & Crombie [15], Denison [13], Ouchi [19], Cameron & Quinn [12]. Russian researchers, Bazarov & Yeremin[1], studied the relationship between culture and organisational structure based on personnel qualification, their ability to work as a team, and ways of socialisation. Berdakov et. al. [1], Solomanidina [10], Groshev & Krasnoslobodtsev [5], and Prigozhin [7; 8] focus on organisational culture as a tool for achieving organisational goals.

According to Schein [21], corporate culture is a very effective tool which enables the advancement of a company. In our opinion, this ability should be actively used when teams work remotely. However, we primarily study changes in the content of the components of organisational culture under the conditions of managing the work of teams remotely.

Some businesses have benefited from the pandemic, for example, Netflix (media content), Zoom, and Slack, i.e. companies that provide communication technologies. Others, however, despite their e-businesses and the demand for their services, for example Amazon.com, Fedex,

UPS, were seriously affected as they were forced to bear additional costs to arrange new work environment and to decontaminate premises and goods. They were also affected by a loss of large customers. Since the end of 2019, many companies have become more active in using information technologies and online employment, which has only contributed to growing social tensions in teams due to a threat of job loss.

Many companies viewed remote work as a means of optimising their business and increasing its productivity even before the pandemic. Remote work is beneficial for trade, consulting, and design organisations since it stimulates the use of modern information technologies. However, it also creates communication barriers and worsens social aspects of teamwork. The experience of remote work between March 2019 and January 2021 and our observations showed that, on the one hand, employees received some social benefits, such as the opportunity to work from any city or country; to combine work and study; to save time on commuting; and the opportunity to spend more time with their family.

It can be assumed that companies providing standard services remotely experienced increased productivity: for example, in the peace and quiet of their homes, employees needed less time to concentrate on work (provided they had an equipped and isolated workplace) and paid more attention to the work procedures. In addition, they enjoyed the opportunity to distribute their working time on their own. Yet, some employees experienced challenges related to work motivation. Having no social contacts, some employees felt misplaced and lost their career development and training goals since without discussing the performance of individual employees and the organisation as a whole it was difficult to clearly understand what competencies offered most opportunities. Employees noted that they had lost touch with the life of the organisation.

In some teams, employees felt estranged and there were failures in communication, which affected the performance. This was especially

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[1] Bazarov, T. Yu. & Yeremin, B. L. (2002) *Staff management: Textbook for high school*. Moscow, UNITY, 2002. (In Russian).

evident in teams belonging to companies which provided team services or services that involved long processes and a large number of participants. One of the examples are design and consulting firms, banks, and educational institutions. In remote communication, the role of physical barriers caused by server failures, unstable Internet connection, the lack of equipment (webcams, headphones, modern computers, phones, scanners, etc.) became more critical. Social barriers to communication did not change their essence since they manifest themselves in interpersonal communication regardless of its form (bad verbal habits, incorrect or excessive use of terms, bad listening skills, etc.).

The development of information technology has significantly changed the nature of not only managerial, but most other types of mental activities and work management. Modern equipment (computers, mobile phones, scanners, etc.), software and computer technologies have significantly changed the nature of relations between people, which reflected in various levels and components of organisational culture. Remote work during the pandemic reduced the amount of communication between colleagues. The nature of work changed (it became more information-driven and individualised). There were also some changes in its content (some tasks were performed by special programs, but the number of operations related to search, data systematisation, data analysis, and data control increased). The coronavirus pandemic was a precedent that stimulated new forms of remote management of activities jointly performed by remote workers and the task of researchers is to explore the advantages and disadvantages of such work for its further successful use, as well as maintaining and developing organisational culture as a tool of organisation's development.

Prior research (see works edited Melnik & Rastov [6]) revealed the influence of organisational culture on the effectiveness and quality of work performed by teams. The transition to remote work of organisations in the areas of education, banking IT-support,

e-commerce, and other spheres affected the overall state of organisational culture. Even those teams where the organisational culture was stable and had been formed over decades experienced changes.

Since digitalisation of the economy and the new, remote form of work management have become part of our everyday life, we set the following goal: to study the impact of remote work management on the components of organisational culture. The objects of the study were the spheres of education and banking IT-support in which the majority of employees worked remotely. The study is important and timely since it identifies the most problematic components of organisational culture that require additional attention from managers in order to maintain and develop organisational culture under conditions of remote or mixed (online and offline) forms of work management.

Research Materials and Methods

At the beginning of 2021, we conducted an online survey among 82 employees in the field of higher education and 39 specialists in banking IT support. Among the respondents were educators from universities in Omsk and Yekaterinburg and IT specialists from a Russian commercial bank. The study was conducted by means of an online survey.

The purpose of the socio-economic research was to establish changes in the components of organisational culture that occurred during the transition to a mixed form of work management in the offline and online environment.

Working hypotheses:

1. Remote working degrades organisational culture or its individual components.

2. Remote and mixed forms of work shape new values within organisational culture.

3. Maintaining organisational culture under the conditions of remote work requires additional efforts from the companies' management.

4. Changes in work management due to the transition to remote work are equally reflected in the components of the organisational culture of companies operating in different fields.

Research Results

The study used the structure of organisational culture components proposed by Harris & Moeran [4].

Below we present the research data and our assumptions about the impact of remote work management on the components of organisational culture.

1. *Awareness of yourself and your place in the organisation*. A drop in interpersonal communications raised concerns about the importance and the quality of job performance. Formal leaders used Internet communications to manage the work of their employees and the survey showed that 88.9 % of IT specialists and 80.4 % of educators were satisfied with the amount of communication with their immediate superior. Nevertheless, banking specialists noted a lack of inspiring/encouraging/supportive words and actions from their managers and motivation expressed by non-verbal prompts (gestures, postures, use of time, etc.), and the opportunity to discuss the difficulties they faced. According to the survey, educators also noted a lack of stimulating actions, a need in timely assessment of work results and discussion of the prospects for personal development in the organisation.

By following formal requirements, employees became engaged in the discussion of current processes during Internet conferences, but there was a lack of interpersonal communication, approval of actions, and discussion and clarification of work tasks.

When answering the question: "Do you communicate enough with colleagues remotely?" 55.6 % of banking employees and 50 % of education employees noted a lack of communication and identified the same difficulties (Figure 1).

As can be seen from the data in Fig. 1, employees needed badly group discussions of jobs (100 % and 87 %) and exchange of news (100 % and 52.2 %), i.e. employees lacked both formal and informal communication.

We should keep in mind that communication is the first stage of team building and while the process of informing and formal communication can be established with the help of digital communications, such stages as interaction (exchange of actions), transaction (exchange of psychological states), and personaction (exchange of personal content) are complicated in the remote environment. This affects the translation of value orientations, personal examples, life principles, and experiences the most, which form the foundation of organisational values.

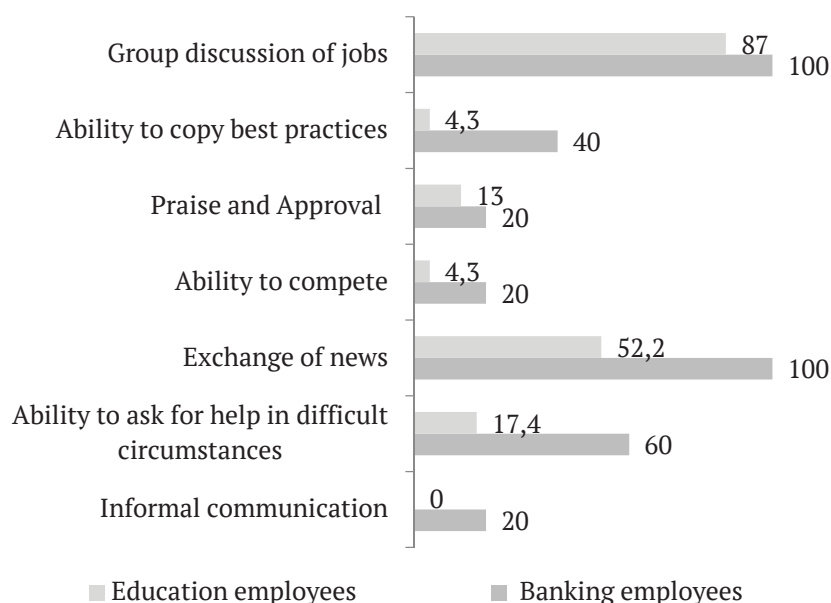2. *Communication system and language of communication*. Remote work during the

Figure 1. Assessment of the need for social communication among banking and education employees, %

coronavirus pandemic aggravated the problem of interpersonal communication both between employees within the company and with customers. Firstly, this was due to physical barriers faced by some older customers who were accustomed to a face-to-face dialogue with representatives of the company. Secondly, leaders did not have enough time or opportunities to build relationships with their subordinates, to show by personal example how to behave with customers and colleagues, to demonstrate commitment to goals (if this cannot be observed, the manager needs to explain it in word, which people find tiring and annoying). Thirdly, employees were overloaded with information (mailboxes were packed with messages and instructions that were difficult to comprehend), they felt the lack of joint actions (it was impossible to talk over all the results and features of work), there was a lack of coordinated procedures without which it was impossible to achieve the necessary engagement of the team. Fourthly, there were problems related to communication ethics (lack of addresses, signatures, acknowledgements, etc. and techniques of positive communication; during conferences, participants turned off cameras and used profile pictures instead). All this worsened the organisational culture since the content and nature of interpersonal relations were reduced.

3. *Appearance, clothing, and self-image at work.* It should be noted that during remote work the appearance of employees changed a lot. Business formal, which had been mandatory in the offices of many companies, ceased to be relevant. However, clothing has a psychological effect on people. A business formal dress code helps people to stay more concentrated, it calls for certain postures and gestures, it makes people more disciplined. Casual clothes are more "relaxing", they allow you to sit comfortably in front of the monitor, which does not always look good on the screen.

When answering the question: "What style of clothes do you prefer when working remotely?" 77.8 % of IT professionals and 37 % of educators answered that they preferred comfortable casual clothes, and 44.5 % of educators chose a mixed style (formal top, casual bottom) (see Figure 2 and Figure 3).

Working from home, on the one hand, reduced the clothing style to casual, which was comfortable and relaxing. On the other hand, this style of clothing made people less concentrated. For example, some employees were shy about their appearance and turned off cameras, which resulted in the loss of visual contact between the participants of meetings and conferences. Some people lacking self-discipline found it difficult to realise that they were at work when they were at home and this was a great psychological barrier to self-motivation at the workplace, which negatively affected the results of work.

4. *What and how people eat and related habits and traditions.* It might seem that the issue of employees' eating healthily while working remotely should not concern the management. However, when communication was intensive, many employees had no time for meals at all because the working hours were not respected. The number of meetings increased while productive time working decreased. When answering the question: "Do you consider your meal times and breaks during remote work reasonable?" 44.4 % of banking IT specialists and 39.1 % of educators answered "No". Figure 5 shows the answers of educators to the question of the online survey "Do you consider your meal times and breaks during remote work reasonable? If not, why not?"

The same situation was characteristic of 44 % of banking IT specialists (50 % had meals when there was an opportunity to do so (a break from work) and 50 % forgot about meals and breaks). It should be noted that the issue of healthy eating is critical since some employees had to eat during meetings and forgot to turn off their cameras and microphones, which made communication stressful and gave way to criticism. Remote work requires coordination of meeting times. Managers should allocate time for meals and breaks for their employees. Times for meetings should be either negotiated in advance or arranged at the same times.
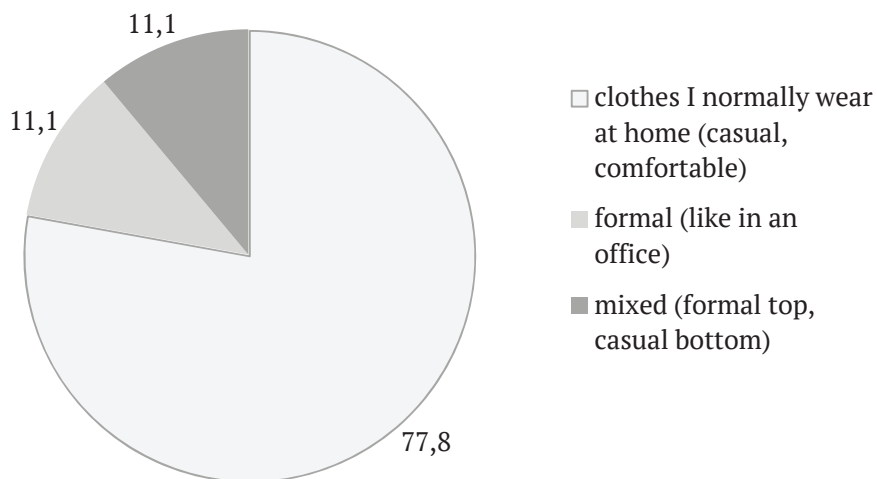
Figure 2. Answers to the question about clothing styles (banking IT specialists), %
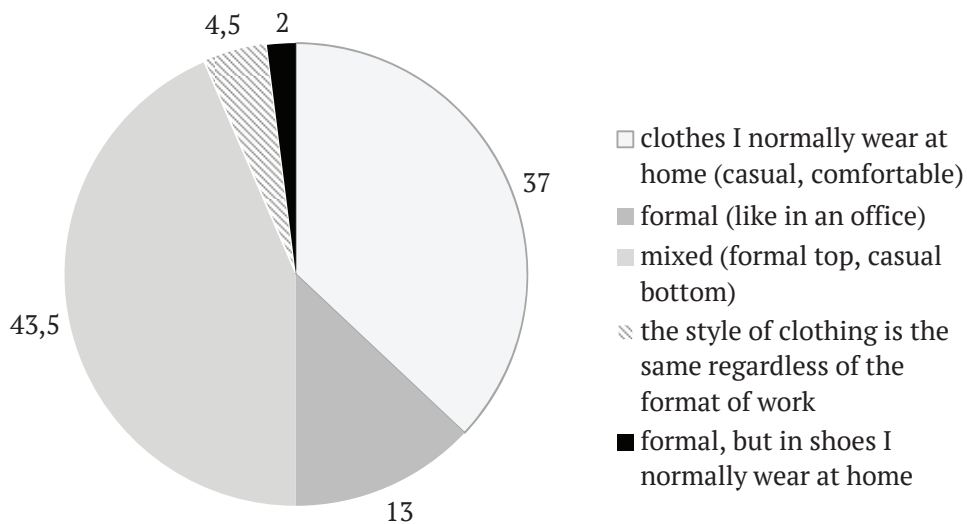
11,1

11,1

77,8

☐ clothes I normally wear at home (casual, comfortable)

☐ formal (like in an office)

■ mixed (formal top, casual bottom)

4,5   2

37

43,5

13

☐ clothes I normally wear at home (casual, comfortable)

■ formal (like in an office)

☐ mixed (formal top, casual bottom)

▨ the style of clothing is the same regardless of the format of work

■ formal, but in shoes I normally wear at home

Figure 3. Answers to the question about clothing styles (university educators), %

22

77,8

☐ I do not have enough time to cook/order food and have a meal

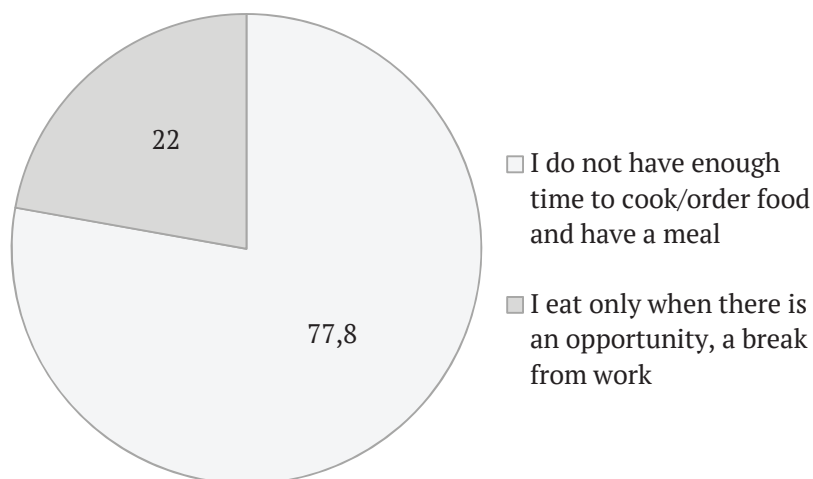☐ I eat only when there is an opportunity, a break from work

Figure 5. Educators' answers to the question about healthy eating, %

5. *Awareness of time, attitude to it and its use.* During remote work, the requirement to comply with working hours was absolutely ignored. If it was creative work without any deadlines, the employee felt more at ease: they worked when they had inspiration. However, if work involved regulated procedures (for example, lecturing/customer service), online meetings "wedged" into a relatively free period of time and made the working day on average 1.5–2 hours longer. What is more, while banking IT-specialists had enough time to complete work tasks, 65.2 % of educators did not have enough time. Figure 6 shows answers to the question "Is 8 hours of working time enough for you to complete all work tasks? If not, why is that?"

96.7 % of educators believed that their workload had significantly increased (it took a lot of time to prepare materials for online classes, to hold individual consultations for students, and to mark tests). This was due to the fact that students did not communicate much with each other and could not see the results of their classmates' works, consult with each other, and work in teams. As a result, educators had to communicate with students more.

This must be remunerated by the management. Otherwise, this will cause a reduction in job satisfaction and educators will feel more and more tired and stressed and will have issues with professional motivation.

6. *Relations between people.* According to Harris & Moeran [4], this component of organisational culture includes relations between people of different age, gender, status, intelligence, experience, knowledge, etc. When people work remotely and do not interact directly with each other, the relations are simplified. It is only important to follow the rules of ethics in written and oral communication. However, old conflicts do not disappear, their resolution is postponed indefinitely and makes teamwork difficult. Additional efforts are required from managers in order to resolve conflicts since in case of controversies opponents simply leave conferences and stop communicating directly (block access to email, add phone numbers to the blacklist, etc.). Conflicting teams in the context of standard remote work can be managed by managers using formal procedures, however, in case of creative teamwork, conflict relations between people are a big problem for the manager.

7. *Values and norms.* Remote work requires additional attention from leaders to maintain existing values and to form new ones. When answering the question "How have organisational values changed in the context of remote work?" we received the following results (Figure 7).
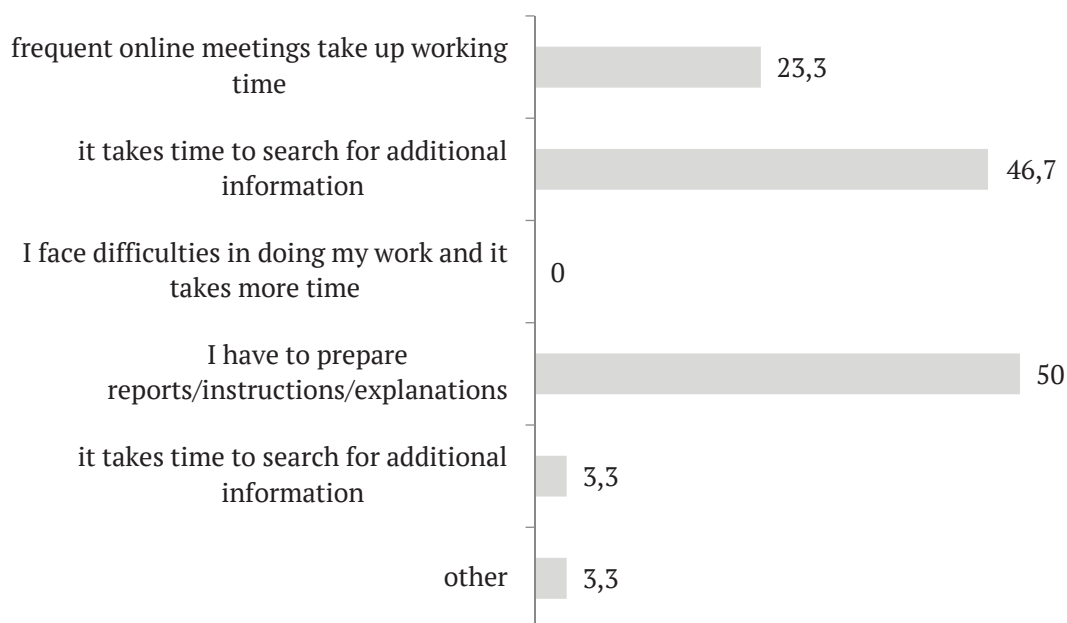

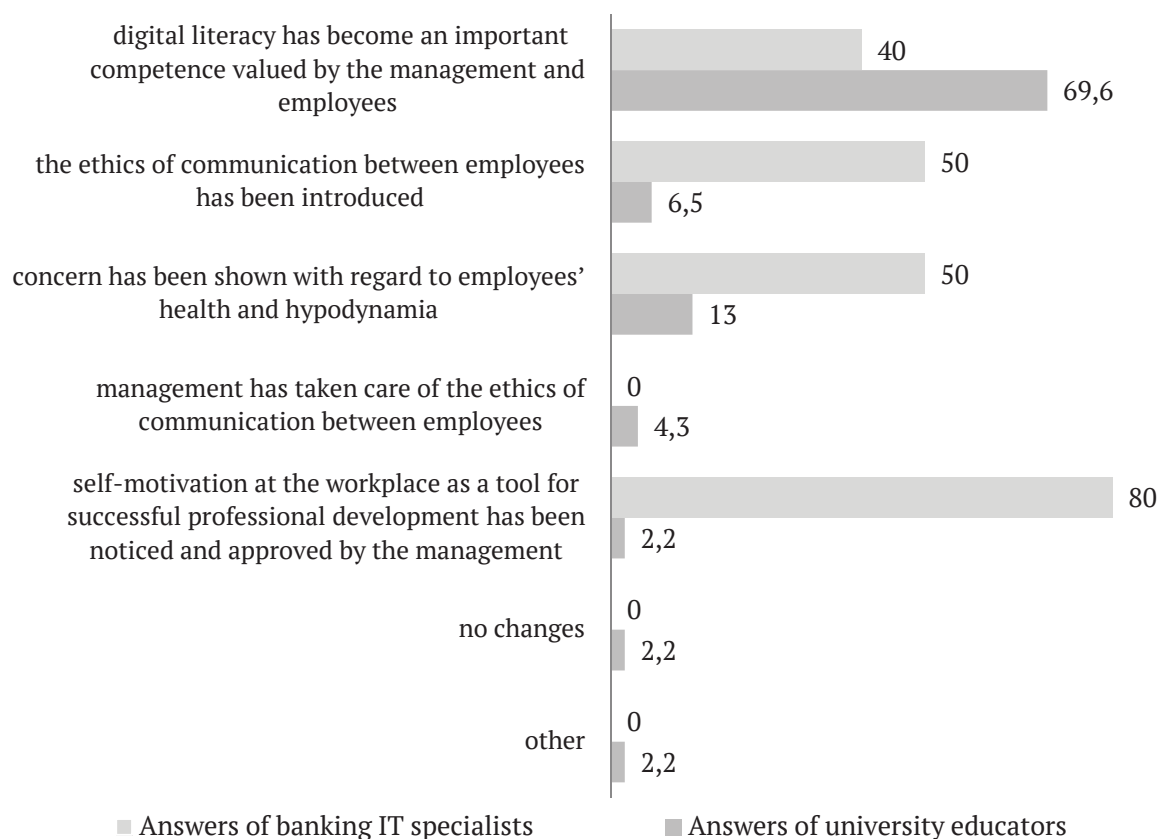*Figure 6.* Educators' answers to the question about the time spent to complete work tasks, %

Figure 7. Answers to the question about changing organisational values in the context of remote work, %

Respondents had multiple choices when answering this question. Only 4.4 % of educators felt that organisational values had not changed.

40 % of banking IT specialists and 69.6 % of educators noted that a new organisational value had been formed, "digital literacy". 80 % of the banking IT employees pointed out the emergence of the value "self-motivation at the workplace", which should be considered when remunerating employees. At the same time, only 14.4 % of educators mentioned that this value had been introduced. It should be noted that people working in higher education in Russia have always been highly motivated professionally and before the pandemics they constantly performed labour feats for low salaries and took the responsibility for the quality of training specialists for the national economy. 4.3 % of respondents from higher education drew attention to the value of "ethics of online communication", which was more related to the use of profile pictures during meetings rather than rules of communication, and

19.6 % of educators were in favour of maintaining the value of "hypodynamia prevention".

Among banking IT specialists, the values of "ethics of online communication" and "hypodynamia prevention" attracted increased attention (50 % of respondents indicated the need to maintain them for the stable work of the team).

The results of the survey confirmed our hypothesis that new values were formed in the organisational culture. On the one hand, remote work requires knowledge of online communication tools (Zoom, Skype, Google Meet, Miro, etc.) and the ability to use equipment to perform work successfully. This situation led to the formation of new labour standards: the ability to operate multimedia applications and use the possibilities of social networks for work. Digital literacy, self-motivation at the workplace, rapid adaptation, and self-development were added to organisational values. On the other hand, more attention should be paid to maintaining or adjusting

such values as "ethics of communication" and "healthy lifestyle/hypodynamia prevention".

8. *Beliefs and attitudes.* In the framework of organisational culture, beliefs in justice, humanity, common sense, etc. are basic subconscious tenets. Without personal communication, it is difficult to understand whether the members of the team share these basic tenets. Isolated employees feel the need for social support, to feel sure that they contribute to a common cause. Each employee must understand that their work is necessary to obtain the result, that their work is useful, socially meaningful. Managers should remind staff of the organisation's mission and encourage and motivate each individual to behave productively.

According to Grishina [3, p. 13], the culture in Russian companies belongs to the class of highly contextual cultures, in which "words convey only a part of the message, the rest should be found in the context, about which one has to guess". It is this "hidden" part of communication that is lost during remote work. It is difficult to spot social prompts, which leads to a loss of intuition and the context of messages. Remote work management negatively affects this component of organisational culture.

9. *Employee development and training.* This component of organisational culture has a strong incentive effect on employees. When answering the question "Do you want to continue working in the organisation and build your career now that you have had the experience of remote work?" 90 % of banking IT specialists and 63 % of educators responded positively. Remote work provided highly self-organised employees with the opportunity to allocate time for training and to acquire new professional skills.

Experience indicates that in those organisations where employees work/provide services remotely and cannot perform their job duties without excelling in information technologies, they overcome resistance to change and master new skills and digital tools required for work. This enables a "breakthrough" when the company moves to a new level of development, however, it is necessary to make the attitude of the management to this aspect clear: to set clear goals with regard to advanced training, to stimulate mastering new technologies. Organisations that have plans to return to traditional work practices, might have issues with career progression.

10. *Work ethics and motivation.* Maintaining and developing this component of organisational culture is challenging during remote work since it is difficult for management to directly control the contacts between employees and consumers of goods/jobs/services. Consumer dissatisfaction can take extreme forms (withdrawal of services, cancellation of payments, claims, etc.), which hurts the image of the company and affects its brand. Work quality depends heavily on the attitude of employees to work as a whole, their internal labour incentives and basic values (for example, willingness to take responsibility for the result of their work) and it is difficult to influence employees remotely.

Respondents gave following reasons explaining their reluctance to continue working in the organisation:

– "organisational values are unclear, which makes it difficult to understand what employment behaviour is required";

– "there is no clear understanding of the goals and directions of the organisation's development";

– "remote work has revealed many shortcomings in the way the company is managed" and there is not enough personal communication.

During remote work, it is necessary to revise the system of remuneration and punishment, develop understandable procedures for assessing work results and quality, to familiarise employees with the new performance requirements, and to explain control methods.

Our research revealed problems in the formation of this component of organisational culture among university educators. The answers to the question "How is your performance evaluated when you have to work remotely?" provided the following results: 34.8 % of employees believe that the management introduced formal control procedures, 41.1 % of educators "find it difficult to answer because they do not know about the ways and procedures used to control

their activities", and 10 % of people "have to guess about the ways used to control their activities". One of the answers indicated the inconsistency of the requirements: "the requirements related to the use of software for remote work have tightened, but it is the responsibility of the employee to buy it".

The attitude of IT specialists to the ethics of evaluating work results is more positive: 70 % of employees believe that "the company freely applies control procedures using information technologies", 10 % believe that "management has introduced formal procedures to control performance and made employees familiar with them", and only 20 % "find it difficult to answer because they do not know about the ways and procedures used to control their activities".

Discussion

Data presented in our study correlate with the results of a number of foreign studies, for example, the studies by Grenny & Maxfield [16], which showed that the lack of close contact between people hinders the development of trust, relations, and mutual goals which are the three components of a healthy social system. The authors noted that remote employees feel more deprived and constrained than their colleagues in the office. In particular, they are worried that their colleagues speak meanly about them behind their backs, introduce changes to projects without telling them in advance, and lobby their own interests.

According to the study of remote work by the Gallup Institute [14], the primary factor of employee satisfaction with their company is being listened to rather than monetary remuneration. What is more, the study by Brynjolfsson et al. [11] referred to the impact of the coronavirus pandemic as a disaster for corporate culture resulting from limited communication.

However, the study by Sull & Sull [22] dedicated to the development of corporate culture in the era of the pandemic established that the attitude of employees to their companies improved due to the fact that communication between senior management and employees had become more transparent and open. They compared the attitude of employees to the issues related to communication between colleagues and managers before and during the pandemic in companies from the list of the specialised Internet platform "Culture 500" (the list includes recognised global companies with a high level of corporate culture). The studies were based on the analysis of over 200 topics discussed on corporate portals. As a result, it was found that people discussed the same problems, however, in the context of the pandemic, employees began to evaluate more actions of employers and their discussing with employees not only topics related to work tasks, but also topics related to the prospects for business development and job stability, assistance offered to sick employees, etc. A new value was shaped: "honesty and openness in communicating with company leaders".

Our research observed changes in management in the context of digital economy and it calls for a study of the best practices of global companies in the field of establishing communication with employees and the formation of organisational values as a foundation for the development of corporate culture. Without a doubt, it is important to continue such research to provide an empirical basis, to discuss in the scientific community the social requests by employees addressed to leaders of companies with regard to the social responsibility of businesses, and the impact of corporate culture on the achievement of strategic goals.

Conclusion

The analysis of the results of the study confirmed that there is an influence of remote work management on the components of organisational culture.

The hypothesis that remote work worsens the state of individual components of organisational culture proved to be right. For example, the survey data indicate a negative impact of remote work on the following components of organisational culture: "awareness of yourself and your place in the organisation", "communication system and language of communication", "what and how people eat and related habits and traditions", "beliefs and attitudes", and "work ethics and motivation". The component of organisational culture "awareness of time, attitude to it and its use" was assessed negatively by the respondents since their workload had increased significantly.

The impact of remote work on such components as "appearance, clothing, and self-image at work" and "relations between people" is neutral because if the relationships between colleagues were positive, the degree of trust remained at the same level. The relations within conflicting teams aggravated, conflicts protracted, which generally reduced overall productivity. Processes and problems remained the same as when working in organisational units.

Of particular interest is the component "values and norms" since the study established the emergence of new values: "digital literacy", "self-motivation at the workplace", "self-development", and the social value of "healthy lifestyle/hypodynamia prevention". Thus, the second hypothesis of our study about the influence of remote work on the formation of new values of organisational culture was also confirmed.

The third hypothesis of the study about the need for additional efforts to maintain organisational culture was fully confirmed. Managers/leaders need to pay close attention to this aspect and:

– Introduce/clarify new procedures for formal communication: firstly, when using such online platforms as Slack, Base Camp, Zendesk sell, IM, Adobe Connect, Miro, etc., it is necessary to consider how convenient the time of communication is and its frequency and duration should be limited; secondly, meetings should be differentiated by types of communications (formal discussion of work, team discussion of the problem, individual consultations); thirdly, it is necessary to allocate time for free communication/"short-sleeve" communication.

– Introduce changes to the system of remuneration via methods of material and non-material incentives for employees' self-motivation at the workplace. For example, to increase incentives which are aimed at providing educators with more free time or the possibility to publish their research free of charge, or to reduce workload due to the need to prepare for classes and hold classes (up to 45 %) and to increase the amount of time for self-learning.

– To develop and familiarise employees with performance monitoring criteria and indicators, their relation to the system of remuneration; to conduct performance monitoring procedures within the framework of planned individual meetings.

– To introduce quick and flexible feedback procedures when solving challenging issues in teams, and to be available for communication. Remote employees should always be able to count on their superiors and to expect them to answer urgent questions and help in solving problems.

– To allocate time required for adaptation to new conditions, to have patience and respect for personal characteristics of employees, to build trust-based relations with each employee.

– To create conditions for teamwork: to determine the goal of joint work, to change the team structure and the distribution of roles in it depending on the specifics of tasks and conditions of its implementation.

– To develop new procedures for interactions with service consumers (depending on the situation), to train, to explain how they should be used by employees.

– To provide systematic assessment of changes in the components of organisational culture, to monitor new working methods and forms of communication, to develop new traditions, etc.

It is necessary to get used and adapt to the new reality since it is unlikely that work management will return to its traditional forms.

The fourth hypothesis that remote work equally affects the components of the organisational culture of companies operating in different areas of activity has not been confirmed. It has been found that the state of organisational culture components mainly depends on the efforts of leaders/managers aimed at maintaining and developing these components.

Digitalisation of the economy, which is gaining momentum in Russia, will encourage the use of remote and mixed forms of work management in all spheres in order to increase their productivity and to save resources. For managers of all levels, maintaining and developing organisational culture is a pragmatic issue, the solution of which allows achieving the required productivity in the current period by meeting the social needs of the team and the development of teamwork. Organisational culture is an effective tool of strategic management that allows maintaining employees' loyalty to the corporate brand.

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Conflicts of interest

The author declares the absence of obvious and potential conflicts of interest related to the publication of this article.

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Влияние дистанционной работы на состояние организационной культуры

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Предмет. Дистанционная форма организации труда стала объективной реальностью для сферы образования, консалтинговых и IT-компаний, банков, государственных структур, торговых компаний и др. Проблема ценностного управления трудовыми коллективами на основе формирования, поддержания и развития организационной культуры в российских компаниях получила новую актуальность. Неподготовленность менеджеров всех уровней управления к реалиям дистанционной работы усилила проблемы трудовой мотивации, снизила лояльность персонала к работодателю.

Цель исследования – изучить влияние дистанционной формы организации труда на компоненты организационной культуры. Актуальность исследования заключается в выявлении наиболее проблемных компонентов организационной культуры, требующих дополнительного внимания к поддержанию и развитию.

В основе методологии исследования лежит рациональное познание (понятие, суждение, умозаключение), логические процедуры вывода и концептуальные основы ценностного управления. В процессе достижения поставленной цели использовались такие методы научного познания, как анализ и синтез, сравнение.

В основу систематизации результатов исследования положена структура компонентов организационной культуры Ф. Харриса и Р. Морана. Отношение работников к разным аспектам проявления организационной культуры исследовано с помощью онлайн-опроса преподавателей высшей школы города Омска, IT-специалистов российского коммерческого банка.

Выводы: результаты исследования показали негативное влияние дистанционной работы на половину компонентов организационной культуры, 30 % компонентов культуры нейтральны к воздействию фактора дистанционной занятости и на 10 % компонентов дистанционная работа повлияла положительно. Полученные результаты следует учесть в деятельности менеджеров всех уровней управления, поскольку организационная культура – это эффективный инструмент стратегического менеджмента, позволяющий поддерживать лояльность сотрудников к корпоративному бренду.

Ключевые слова: менеджмент, персонал, организационная культура, дистанционная работа, ценностное управление.

Конфликт интересов

Автор декларирует отсутствие явных и потенциальных конфликтов интересов, связанных с публикацией настоящей статьи.

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