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## CORPORATE CULTURE AS THE BASIS FOR ORGANISATIONAL DEVELOPMENT AND ITS CHARACTERISTICS IN GEORGIAN ORGANISATIONS

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**Abstract.** A corporate culture is one of the most crucial components of each organisation, which promotes the creation of an efficient system for the production of goods and services and therefore is a benefit for the company. Organisations vary according to their business industries, with their needs for materials and activities, but they have one common issue, which is the need to have an effective corporate culture.

Organisations are spending a lot of effort and resources to survey which factors are most important for their corporate culture to become more effective. The article presents the results of the data analysis collected through a survey of construction companies operating on the Tbilisi construction market. The data is analysed using a quantitative research method and reveals the main factors which influence establishing effective corporate culture in construction companies.

Three main variables have been selected for the research such as leadership, communication, and security. The survey results indicate that while leadership style is recognised by employees and considered significant, it is not viewed as critical as the security factor. Although leadership style is relevant, its impact on shaping corporate culture within construction firms appears to be comparatively lower.

Following a thorough examination of the relevant data, it was determined that communication was the next most significant factor, with security ranking second. In the field of construction, effective communication is paramount. Absent effective communication, achieving objectives and ensuring project success becomes exceedingly difficult.

The survey's findings generally support the proposed hypotheses. Leadership, communication, and security have been identified as pivotal variables in the cultivation of robust corporate cultures among construction companies operating within the Tbilisi market of Georgia. The study has practical importance for construction companies, to boost their working process in the field, which is weaker.

**Keywords:** Corporate Culture, Organisation, Construction Market.

**JEL Classification:** D22; L14; L19; L25; J81.

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**Introduction.** Corporate culture is an integral part of any organisation. It exists wherever people come together to produce

goods and services. The presence of a corporate culture is an objective phenomenon that is independent of the company's management's

wishes and opinions. The lack of attention to corporate culture issues on the part of the company's management does not mean the absence of corporate culture as such.

Lack of attention to corporate culture issues by the company's management does not mean the absence of corporate culture as such. If the company's management does not try to manage corporate culture or does not influence it in the interests of the business, this can negatively affect the company's operations.

Corporate culture in each organization is made up of many features inherent in this organization. Therefore, Corporate culture in each organization is individual. What is accepted in the culture of one organization may be absolutely inappropriate for another. The central issue here is not the dominant type of corporate culture in the organization, but the degree of its compliance with the goals and objectives of the entire company.

Corporate culture is a key factor for organisations to achieve competitive effectiveness and gain an advantage in the market. There are lots of assets which acquire companies, such as buildings, material and non-material assets, personnel, but at last, the most important part is organisational structure, the processes, the relationship, leadership, security, etc., which are directed entirely to achieve success. Effective corporate culture ensures benefits for companies, such as loyal staff, cohesive teams, high productivity of employees, better service, more market share, increased revenue etc. There are different benefits according to the type of company.

The construction industry is one of the most developed business industries in Georgia. The demand for the product is growing, which has caused a high level of competition in the market. These reasons cause actuality and interest to the corporate culture of construction companies, which are operating on the Georgian market.

The article aims to identify the primary factors that positively impact corporate culture in construction companies in Georgia. The subject of the research is the variables which affect corporate culture. The object of the research is construction companies operating on the Tbilisi market. The city of Tbilisi was selected due to its share of the industry, and the Tbilisi construction market was chosen because it is the most in-demand in the whole country.

The limitation of the research was that only one respondent was available to participate in the survey from each construction company.

78 construction companies' managers and directors were questioned. The tool of the survey was a structured questionnaire.

**Literature Review.** Corporate culture is widely recognised as an important component of business success. Scientists argue that without an effective and appropriate corporate culture, it is not possible to operate in the market for a long period. Corporate culture is a subject of inquiry that extends beyond business and is examined by a range of disciplines, including psychology, sociology, and statistics (Ghumiem et al., 2023; Ghaleb, 2024; Ghumiem, et al., 2023; Shoeb, 2020).

According to Schein (1985), corporate culture is related to the system of shared beliefs and assumptions that members of an organisation collectively hold. The personnel of an organisation share the same values and they think the same way regarding specific situations. Schein emphasises that the same values and behaviour ensure to establishment of corporate culture patterns, which are shared by the members of the organisation (Schein, 1985).

Researchers (Deal and Kennedy, 1982; Arnania-Kepuladze, 2018) argue that corporate culture and institutional frames of organisation affect the form of the working environment and has an influence on the behaviour of personnel as well. The authors suggest that a strong and coherent culture pushes the company to get a competitive advantage. A robust corporate culture gives a company the opportunity to achieve its corporate goals quickly. Effective corporate culture can boost the motivation of staff and make it more cohesive. The right corporate culture increases the morale of the personnel and their productivity as well (Deal and Kennedy, 1982).

Hofstede (1991) highlights the significance of national cultural dimensions, which operate at both the individual and collective levels, shaping norms of personal behaviour within an organisation. Hofstede highlights the complexities faced by multinational organisations, due to differences in cultural backgrounds in the process of shaping leadership styles and workplace expectations, and argues that leadership styles also form corporate cultures. According to Hofstede, multinational organisations may experience difficulties as leadership styles and workplace expectations that often arise from differences in cultural backgrounds.

M. McCarthy (2022) considers corporate culture simply as "the way things are done in the company" (McCarthy, 2022). He asserts that corporate culture helps companies to

reduce high level of employee turnover and their disengagement through the working process. Based on the empirical data, M. McCarthy has found that effective corporate culture has benefits for companies, which are:

- Increased profits;
- Innovation growing;
- Improving competitive advantage;
- Increased flexibility of organisations (McCarthy, 2022).

Quinn and Cameron (2011) identify four types of corporate cultures, which are:

- Clan;
- Adhocracy;
- Market;
- Hierarchy.

**Clan Culture** is characterised by a sense of belonging and interpersonal warmth. This type of cultures promotes family-like environments where trust, loyalty, and collaboration are key. In such settings, leaders typically act as mentors rather than authoritative figures. In clan corporate culture, employees have feelings as if they are working with their family members. They perceive the workplace as their home and feel very close to their peers. Quinn and Cameron consider this culture as a collaborative corporate culture as well. In a clan corporate culture, teams are cohesive and team members are supportive of each other.

In a clan corporate culture, colleagues have friendly relationships, and the working environment is convenient for the members. In this type of corporate culture, morale is placed on the first place, and leadership style is friendly. Leaders and managers are mentors, not controllers, who want to punish their peers (Cameron and Quinn, 1999).

This culture has its advantageous characteristics, which is that employees love their job, they are feeling themselves safe and don't want to leave their job due to the environment, relationship and convenience. In organisations where clan corporate culture is prevalent, employees have good communication, which helps companies to boost their competitive advantage and avoid obstacles arising due to bad communication within personnel.

Regardless that the corporate culture seems effective for employees and companies, it has disadvantages as well. Due to the highest level of communication and tight relationships between employees, they can become less productive. Too much talk and personal relationships sometimes appear disturbing for being professional and productive. To have personal relationships with colleagues

leads to some interference in giving any note to a friend. In organisations where employees' feelings are at the highest level, it is difficult to fire an old member of personnel to hire more qualified new professionals for the same position (Boogaard, 2022).

**Adhocracy culture** is the corporate culture where managers give incentives to their employees to do their best and to be creative. In such corporate culture, personnel can express their craziest and strange ideas ever. This type of culture pushes their employee to learn, to grow, to be innovative and creative. It gives opportunities to employees to grow in their careers and get better positions in the organisation. On the other hand, there are some disadvantages, derived from a lack of stability and a high level of uncertainty. There is always a possibility to appear someone more creative and innovative, who can become more successful and get higher positions than existing personnel. It is not possible to be at the highest point of creativity all the time. Descent periods of creativity can be critical for employees (Deloitte, 2012).

**Market corporate culture** aims to achieve companies' goals. This is a corporate culture where leaders and managers are not paying much attention to the satisfaction of their employees rather, they are oriented to the results. Big companies, multinational companies, are often labelled as market corporate culture-owned organisations. Their focus is to achieve goals and get as much profit as possible. They are oriented to get a more competitive advantage and more market share. Often, it is called the winners' corporate culture (Cameron and Quinn, 1999).

The advantage of this corporate culture results in the companies more higher profits than their competitors. On the other hand, it has its disadvantages, which are related to the lack of satisfaction of employees. They are not feeling convenient and have no perception that they are an important part of the company. It reduces the motivation of personnel and engagement level as well. Employees are seeking new work during their job, due to a lack of empathy and loyalty to the company. In the market corporate culture, personnel are perceived as human beings who are not responsible and are trying to avoid their duties. With regard to these beliefs, leaders and managers closely control the actions of the company's staff, which increases the stress level of the employees as well. In such a corporate culture, employees are burning out soon and can't be as effective as they could (Heinz, 2025).

**Hierarchical corporate culture** is a corporate culture where formality is the most important part of the culture. The main goal of this corporate culture is to maintain stability in the organisation, and its profit should be predictable. In this type of corporate culture, each personnel member knows his/her duty and control systems. This corporate culture helps employees to achieve their work goals, due to the clarity of the commands (Lawrence, 2024).

In a hierarchical corporate culture, each procedure and company policy is clear. All this is an advantage, because such approach minimises the uncertainty level and causes low stress for employees. When processes are known and understood by employees, it is easier to control the production process. Supply chain is more transparent and gives possibilities to managers to make effective and brief decisions.

This culture has its disadvantages as well. Due to a strong hierarchy and defined policies, the company is not as flexible as organisations with other corporate cultures. It is difficult for such organisations to adjust their manufacturing processes due to its inflexibility (Ita, 2025).

This culture contains much bureaucracy, and it is not convenient for employees or even business partners. Such hierarchical companies are not attractive for young and talented people, who are oriented to accomplish their tasks. This structure means that each employee lacks autonomy. They are not able to express their new ideas, which has caused a lack of innovation and creativity.

There are several characteristics which show whether the company has a healthy corporate culture or not. They are:

1. Values which are shared by the members of the organisation. It is impossible that every employee shares and thinks likewise, but the core beliefs and values should be the same. The values can be a positive attitude to the work, to the colleagues, to the customers and especially, to the mission of the company.

2. The company's members clearly know goals and mission of the company, how they are participating throughout accomplish the mission. This clarity helps to the employees to achieve specific goals.

3. Communication that is transparent and is implemented regularly. Communication is the key for avoiding important obstacles. Effective communication gives incentives to the staff to express their innovative ideas, or speak about problems.

4. Effective team establishment. In organisations where a corporate culture works well, collaboration process within team members and within teams is effective and they can solve problems in effective ways.

5. Employee engagement level. In the condition where employees are engaged through the management process, through the manufacturing process, this is a sign that employees are committed and they will be more productive.

6. Career development opportunities. If the organisation has possibilities to give chances to their employees for getting better position, this is a sign of healthy corporate culture.

7. Fair recognition and rewards systems. If employees have perception that recognition and reward system in the organisation is fair, it motivates them to be more active and to reveal desired behavior patterns. Recognition and reward systems are different from each other's they can be financial, formal awards, or just face to face recognition by the manager.

8. Convenient working environment. According to the issue every member of personnel should be treated equal, they should be given a salary equally regardless their ethnicity, gender, sex, age, religion etc.

9. Trusting to the policy of the company. If employees trust their managers and their company's policy, that shows that they are free to express themselves, they are not vulnerable and can even take risks for the sake of the organisation (Moltke 2024).

10. Engagement through establishing the company's strategies. If managers have a desire to involve average staff through the planning process of strategies, this is a sign of respect and trusts to his/her employees and gives incentives to them express their opinions openly.

11. Employees are flexible and available for the needs of company and vice versa. Sometimes radical changes demand from personnel to spend more time for work than usually. When employees are not angry and willingly spend their free time for the company, this is a sign of healthy corporate culture and loyal attitude of employees. A company should be ready for helping its members for any situation.

12. High ethical standards and effective conflict management. When the company has high ethical standards and conflicts are resolved fairly, when both sides are satisfied,

this is a sign of healthy corporate culture.

To create an effective corporate culture, an organization must take certain steps. At first, it is necessary to clear the core cultural issues of the organisation. This core values and beliefs should be shown in the strategies and mission of the company. Through the interviewing stage, every candidate should be asked about their ethical values and beliefs, for avoiding radical gap between the individual and the company values (Westover, 2025).

Changing begins at the top. Leaders and top managers should be a model and should have such behavior, which is desirable from the employees. To share and express desired behavior, top management should be aware of the culture and values of the company at first.

Sometimes, a corporate culture is not considered as a part of the practical operating of the company, but just a theoretical framework. To avoid such a situation, it is important to embed the corporate culture and values throughout the operating system of the company. It can be interviewing, promoting at work, etc. This shows the company's personnel the importance of the corporate culture.

To building a great corporate culture, it is crucial to ensure communication among the company employees. Good relationships and healthy communication give incentives to personnel to ask questions, to express their opinions, and even to make complaints. Celebrating success and achievement, recognition of the contribution of each personnel member builds a loyal employee base (Westover, 2025).

Developed and rich companies are paying much attention to the corporate culture, because they know that a strong corporate culture can be a weapon for them, which helps to get a competitive advantage and more market share.

**Research Methodology.** In the following article, the quantitative research method is used. The object of the research is construction companies, which operate on the Georgian market. The goal of the article is to identify the factors that influence the corporate culture of Georgian construction companies.

A quantitative research method was selected for the research. The reason for using the quantitative research method is its ability to explore facts or phenomena (Adam, 2024; Rahman, 2016; Queirós et al., 2017; Mohajan, 2020). The quantitative method was the best option due to the large

data. This method provides researchers with opportunities to obtain relevant results for discussing variables that influence corporate culture.

Quantitative research is easier to conduct, and it can be performed anonymously. Throughout the quantitative research method, it is possible to collect a large database in a short time. Quantitative research does not need to observe situations and processes directly.

This research method has disadvantages as well, as it is limited and can't take additional information. The research method can't properly describe human emotions and moods toward the research questions. The study also has limitations because only one respondent from each construction company was available to participate in the survey. 78 construction companies' managers and directors were questioned. The tool of the survey was a structured questionnaire.

According to the literature analysis, the authors try to identify three main factors that influence the corporate culture in Georgian construction companies. These factors:

1. Leadership style – such as autocracy, democracy, and transformational styles influence the corporate culture of construction companies.

2. Communication effectiveness – how communication quality affects the teamwork and success of construction companies.

3. Security culture – how security policy affects the productivity and working environment of the company.

The authors have formulated a hypothesis for exploring and observing each variables, influence on construction organisations:

1. Leadership and organisational culture

$H_1$  (alternative hypothesis): The influence of leadership style on the corporate culture of construction companies is important.

$H_0$  (Null hypothesis): Leadership style has no any influence on the corporate culture of construction companies.

2. Communication effectiveness and organisational culture.

$H_1$  (alternative hypothesis): The effectiveness of communications in construction organisations relates to a strong and developed corporate culture.

$H_0$  (Null hypothesis): The effectiveness of communications in construction organisations does not influence the corporate culture.

3. Security culture and corporate culture.

$H_1$  (alternative hypothesis): Security culture in the construction companies influences the corporate culture development and employees' behaviour.

$H_0$  (Null hypothesis): Security culture in construction companies does not influence the corporate culture development and employees' behaviour.

There was a general sample of 400 companies, which were operating in the construction business industry in Tbilisi. There were 78 companies selected to conduct the survey. The sample size was identified by Cochran's sample size formula:

$$n_0 = \frac{z^2 \cdot p \cdot (1-p)}{e^2}, \quad (1)$$

In which Z value meaning was 95%, P = 0.5, and E = 0.10 margin of error.

**Main Results.** There were conducted several statistical analyses using the Microsoft Excel program. There was conducted descriptive statistics analysis. The aim of this analysis was to identify the average perception of each variable: leadership, communication and security. This analysis clarifies which variable can be a strength and which a weakness of the construction companies.

The survey showed that:

Leadership variables (Mean  $\approx$  3.0–3.4) are not consistent and inclined to be neutral.

Communication variable's mean score was better (Mean  $\approx$  3.5–3.8). It expresses positive communication, but it still needs improvement.

Security variable had the highest scores (Mean  $\approx$  4.4–4.6). The results show that the security variable is crucial and has a big influence on the corporate culture in organisations.

There was used Cronbach's Alpha analysis. It was done to test whether Likert questionnaires were statistically reliable and could measure the research issues.

In this study, Cronbach's Alpha = 0.93

This result shows that the questionnaire has excellent internal consistency.

The regression analysis was conducted. It was done to test whether these three variables - leadership, communication and security - could predict specific cultural outcomes.

The following results were obtained:

- Leadership ( $\beta = 0.31$ ,  $p < 0.001$ ) → strong and significant influence;
- Communication ( $\beta = 0.16$ ,  $p < 0.01$ ) → moderate influence;
- Security ( $\beta = 0.42$ ,  $p < 0.001$ ) → strongest influence;

–  $R^2 = 0.73 \rightarrow$  These three factors explain **73% of the variation** in perceived culture.

The survey has shown that these three factors can influence how personnel perceive the corporate culture of organisations. The most important and powerful factor was security.

According to the survey, leadership style can significantly influence the corporate culture of construction companies in Georgia. Personnel members who perceive their manager, or leader as motivational, fair and supportive regard corporate culture positively.

The communication factor has a moderate meaning, but it is statistically significant. Communication is important for employees, but it has less importance than leadership and security factors.

Security factor is the strongest factor. This factor can influence the highest level of the corporate culture of the construction organisations.

### **Leadership and Organisational Culture.**

$H_1$ : Leadership style influences corporate culture.

$H_0$ : Leadership style has no influence.

#### **Key Indicators:**

1. Motivation by managers (Mean: 3.00).
2. Support for innovation (Mean: 3.05).
3. Fair evaluation (Mean: 3.27).
4. Clear vision (Mean: 3.42).
5. Empowering employees (Mean: 3.38).

The survey shows that indicators, which are related to leadership, were scored around 3.0–3.4. That means that the perception of leadership is neutral to slightly positive.

### **2. Communication Effectiveness and Organisational Culture**

$H_2$ : Effective communication supports a strong corporate culture.

$H_0$ : Communication does not influence culture.

#### **Key Indicators:**

1. Transparent communication (Mean: 3.52).
2. Freedom of expression (Mean: 3.51).
3. Team awareness (Mean: 3.55).
4. Communication improves workflow (Mean: 3.69).
5. Positive meetings (Mean: 3.86).

The survey shows that each indicator scored between 3.5 and 3.9. This is a sign that communication factors are perceived as important and influential. It was shown that a belief conducting meetings has positive results, is considered as a cultural value. The data shows that  $H_2$ : Effective communication appears to positively influence organisational culture.

**Table 1. The regression analysis**

Hypothesis	Status
H1: Leadership influences corporate culture	<input checked="" type="checkbox"/> Accepted
H2: Communication effectiveness contributes to culture	<input checked="" type="checkbox"/> Accepted
H3: Security culture drives employee behavior and culture	<input checked="" type="checkbox"/> Strongly Accepted

### 3. Security Culture and Corporate Culture

**H<sub>3</sub>:** Security culture influences corporate culture and employee behaviour.

**H<sub>0</sub>:** Security culture has no influence.

#### Key Indicators:

1. Safety rules enforced (Mean: 4.42).
2. Management cares about safety (Mean: 4.44).
3. Resources for safe environment (Mean: 4.53).
4. Consequences for violations (Mean: 4.56).
5. Safety training (Mean: 4.64).

Each indicator got the highest results. Respondents are sure that safety is the most important part of a strong and effective corporate culture.

These results are Strong evidence for **H<sub>3</sub>:** Security culture is deeply embedded and influences employee behaviour. The belief that having a strong security system is the key to building an effective corporate culture is fundamental.

**Conclusion.** To summarise the discussion, corporate culture is revealed as one important part of companies, which helps them to achieve their competitive advantage. Corporate cultures vary from each other. They are clan, adhocracy, market, and hierarchy. Regardless, in the literature is a division of corporate culture; in real life, companies use some mix of these styles. Each type of corporate culture suits some companies according to their industries.

According to the survey, construction companies in Georgia, operating in Tbilisi, have corporate cultures which are a mix of clan and adhocracy.

Research results analysis has shown that for employees, who are the most important part to perceive corporate culture, the security factor is the crucial factor, which can influence the building of an effective corporate culture. Literature analysis shows the importance and sensible perception of the working environment for employees as well. This is especially important in construction industries, which are considered as one most dangerous working environments, security and safety are crucial. Regardless of financial rewards and salaries, bonuses, safety, and low stress regarding the working environment are the most important. The construction industry is considered as the industry where stress is at a higher level. Professionals need experience, knowledge, and caution throughout the working process.

The survey revealed that leadership style is important and employees are paying attention, but it is not perceived as important as the security factor. According to the survey, leadership style has less influence on establishing corporate culture in construction companies.

According to the survey, communication is the factor which plays a crucial role after the security factor. In the construction industry, without appropriate communication, it is impossible to achieve any goal and get success.

The survey shows that each hypothesis has been accepted. Leadership, communication, and security factors are important and influential variables that affect the establishment of an effective corporate culture in construction companies in Georgia operating on the Tbilisi market.

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## КОРПОРАТИВНА КУЛЬТУРА ЯК ОСНОВА ОРГАНІЗАЦІЙНОГО РОЗВИТКУ ТА ЇЇ ХАРАКТЕРИСТИКИ В ГРУЗИНСЬКИХ ОРГАНІЗАЦІЯХ

Корпоративна культура є одним з найважливіших компонентів кожної організації, який сприяє створенню ефективної системи виробництва товарів і послуг, а отже, є вигідним для компанії. Організації різняться залежно від галузі бізнесу, потреб у матеріалах та діяльності, але мають одну спільну проблему — необхідність ефективної корпоративної культури.

Організації витрачають багато зусиль і ресурсів на дослідження того, які фактори є найважливішими для підвищення ефективності їхньої корпоративної культури. У статті представлено результати аналізу даних, зібраних в ході опитування будівельних компаній, що працюють на будівельному ринку Тбілісі. Дані проаналізовано за допомогою кількісного методу дослідження і виявлено основні фактори, що впливають на формування ефективної корпоративної культури в будівельних компаніях.

Для дослідження було обрано три основні змінні: лідерство, комунікація та безпека. Результати опитування показують, що хоча стиль лідерства визнається співробітниками і вважається важливим, він не розглядається як критично важливий, на відміну від фактора безпеки. Хоча стиль лідерства є важливим, його вплив на формування корпоративної культури в будівельних компаніях, як видається, є порівняно меншим.

Після ретельного аналізу відповідних даних було встановлено, що наступним за значимістю фактором є комунікація, а безпека посідає друге місце. У будівельній галузі ефективна комунікація має першочергове значення. Без ефективної комунікації досягнення цілей і забезпечення успіху проекту стає надзвичайно складним.

Результати опитування в цілому підтверджують висунуті гіпотези. Лідерство, комунікація та безпека були визначені як ключові змінні у формуванні міцної корпоративної культури серед будівельних компаній, що працюють на ринку Тбілісі в Грузії. Дослідження має практичне значення для будівельних компаній, щоб покращити їхній робочий процес у цій галузі, який є слабким.

**Keywords:** корпоративна культура, організація, будівельний ринок.

**JEL Classification:** D22; L14; L19; L25; J81.

### Подяка

Робота виконана в рамках проекту «Корпоративна культура як основа організаційного розвитку та її особливості в грузинських організаціях», що фінансується Університетом Альтербрідж. Автори висловлюють подяку респондентам за відкритість та співпрацю під час опитування. Ми також вдячні анонімним рецензентам за рецензування статті та корисні коментарі та рекомендації.

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