Original article

Organizational cohesion: harmonization of cooperation in the aspect of selected elements of organizational culture – the perspective of Chinese organizations

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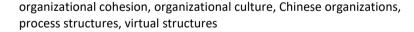Adam Mickiewicz University in Poznan, Poland,
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ABSTRACT

Maintaining a competitive position requires optimization activities in various areas of functioning of both business and public organizations. One of the manifestations of such optimization is organizational harmonization resulting in cohesion both inside and outside the organization. The article presents the issue of organizational coherence in the case of implementation of virtual structures involving organizations from the region of China. The analysis of the problem of building organizational integrity in the aspect of operations performed by process nests located in various geographical areas was analyzed. The focus is placed on the issue of different organizational cultures that need adaptation. The article aims to present the results of research in the field of selected elements of corporate culture (cultural artifacts) concerning Chinese organizations, which will enable organizations from other regions of the world to develop coherent mechanisms of cooperation within virtual structures. The results of the research clearly showed that Chinese organizations have a specific organizational culture in the studied areas, characterized by ambiguity, general language, secretiveness of attitudes and high importance of interpersonal relations.

Introduction

In search of efficiency, effectiveness, and performance, organizations apply a modern approach to organizational structures, which allows them to use resources located in various places around the globe. The development of management science has led practitioners to take advantage of the achievements in the field of process and virtual structures, which at the same time provide access to unlimited resources hidden and unavailable so far in other organizations that are geographically and culturally separated from each other.

These new possibilities bring with them both opportunities and new, previously unknown challenges. On the one hand, it is possible to use the potential of partners operating in culturally and geographically remote areas, while on the other hand, natural differences in the functioning of the organization, in this case, may lead to many misunderstandings. Emerging barriers may have severe consequences in the area of effectiveness of undertaken actions, and in extreme cases, they may result in decisions to take no action with foreign partners [1].

The construction of competitive advantages of virtual organizations mainly refers to the use of the success potential of external organizations responsible for the implementation of specific process operations in processes divided among participants in such a venture [2]. Therefore, the efficiency of performing operations, tasks and activities within the process is expected to increase. Such a perspective requires both the careful selection of external partners responsible for individual procedural operations and proper coordination and development of cooperation mechanisms between them. To meet these requirements, it is necessary to know the specificity of the activity of organizations invited to cooperate so as to ensure the harmonious implementation of processes.

One of the aspects that characterize the functioning of the organization is the organizational culture, whose individual elements make up a coherent whole and constitute a determinant for the mechanisms for coordinating cooperation as part of the processes. Moreover, the area of China is an interesting and poorly researched area from which organizations that create virtual/process structures can come. In this country, characterized by a fast pace of technological development, there is a large number of organizations that can become partners responsible for the performance of individual operations. However, there is a problem related to the identification of the specificity of the functioning of these organizations. Understanding the essence of their action will allow for a bolder use of their potential through the invitation to cooperation and through more effective mechanisms for coordinating activities under joint ventures.

The article aims to present the results of research carried out in organizations operating in China in the aspect of selected elements of organizational culture, which determine the specificity of their functioning. This specificity was systematized according to the methodology used in the analysis of corporate culture. Both cultural artifacts in the linguistic, behavioral and factual forms, the level of norms and values as well as cultural assumptions were subjected to the examination. This article presents detailed research results in the area of cultural artifacts together with their discussion. Surveys were carried out on a group of 600 employees of different levels between October and December 2017 during the author's stay in China. The employees came from companies of various sizes operating in industries such as trade, production, and services. It was therefore attempted to reach the broadest possible representation of organizations working in China to collect data in a cross-sectional way.

The research results may contribute to a better understanding of the nature and functioning of Chinese organizations, which in turn may allow the development of appropriate mechanisms for navigation and cooperation in virtual organizations using the

resources of Chinese partners in the processes implemented. This knowledge can, therefore, be used by integrators of such structures as well as by contractors operating with nests created by Chinese companies.

Maintaining cohesion in those areas will allow us to overcome barriers related both to inviting these organizations to cooperate as well as using their potential. Thus, it can be a way to build competitive advantage as part of active cooperation with the organizations of the Middle Kingdom.

1. Organizational cohesion as the theoretical basis of research

The concept of organizational cohesion is a look at the organization through the imperative of harmonizing various aspects of its functioning. This concept was introduced by the author of this study in 2016 [3]; however, its theoretical basis stems from the harmonization mechanisms present in management sciences from the times of the classics [4]. In the classical approach, harmonization concerned aspects related to work and organizational structure. Next, the development of science linked the alignment with the process approach and the static and dynamic optimization of the systems [5].

In the contemporary approach to the concept of coherence harmonization returns in the aspect of searching for the so-called organizational coherence. There is a need to define the areas of functioning of the organization, which must be consistent with each other as the lack of awareness of the need to synchronize these areas since negligence in this area results in severe dysfunctions and organizational pathologies. An example of such a plane may be the necessity to create a coherent concept system and management methods. What is more, concepts and methods considered separately should form a cohesive system.

In this study, the organizational culture has been defined as the plane of cohesion, which plays a unique role in the process structures, and in particular when individual nests are in organizations from different regions of the world [6]. Such a situation occurs in virtual structures, and hence the presented research results are of crucial importance both for the understanding of the functioning of Chinese organizations and for developing harmonious cooperation mechanisms. It should be noted that the above views, as well as research results, are pioneering.

In summary, the following research scheme was used in the theoretical considerations underlying the research:

Harmonization – the concept of coherence – virtual structure – the cohesion plan – organizational culture.

2. The essence of virtual structures in the context of harmonization and the creation of competitive advantages

As mentioned above, the possibility of increasing the efficiency and effectiveness of activities carried out in the framework of using the potential that is present external organizations is the critical issue of organizations operating in open economies [7].

Nonetheless, it is necessary to take into account the postulates of the concept of cohesion regarding the harmonization of the identified cohesion planes.

However, the first step to such building of competitive advantage is to define an organizational structure that allows solutions that enable joint operations. The structure that meets the above challenges is the concept of virtual structure. The basis for its creation is an optimized process leading to the creation of the added value expected by the client. This value is the starting point for the integrator that determines the vital resources, designs the process in terms of the necessary operations, and then identifies the key success factors (KSF) required for the optimal performance of individual activities [8].

It is the identification and the analysis of KSFs that is the essence of the competitive advantage of a virtual organization. KSFs are sought after on the basis of an optimized process, which means that the organization has an optimal structure in terms of planned operations. If the KSF optics is additionally superimposed, this optimal structure is strengthened by unique resources of the best companies in their industries, which are invited to cooperate [9]. Such a configuration should result in the creation of optimal, maximum value added for the external client, thus allowing achieving a competitive advantage.

However, in order to fully exploit the opportunities provided by virtual structures, it is compulsory to have access to as many groups of potential KSFs as possible, which the integrator can invite to cooperation. The use of the potential of companies located in slightly forgotten areas of the world may be the key to the success of modern projects [10]. The point is that enterprises from Asia until now have not been widely used as partners for cooperation within virtual structures due to poor recognition of both their offer and the way of working together with them. The exception is manufacturing companies from China, which often execute orders for foreign enterprises. In this case, however, this is not a virtual structure, and the cooperation is limited to the implementation of production orders by Chinese enterprises. In this respect, the presented research results are of crucial importance as they complement the knowledge gap in the theory of management.

A major problem is also the way how cooperation with Asian organizations is to be established and conducted. The mechanisms of their functioning, forcing specific cooperation practices on their partners, have been poorly recognized [11]. The lack of knowledge in this area is a severe barrier to the use of significant organizational potential in this field, and in the case of projects involving a partnership with Asian organizations may pose a threat to harmonious cooperation.

Therefore, in order to take full advantage of the potential of organizations in that region of the world, it is inevitable to explore knowledge about the specificity of their functioning, which will, in turn, enable synchronization of cooperation mechanisms and navigation of these organizations [12]. The research results related to the area of artifacts of Chinese organizations are in line with this need and are discussed below.

3. Research method

The research within the framework of the implemented project was carried out between October and December 2017 during the internship stay in Guiyang in the Guizhou Province in China. The research involved 600 employees of business sector organizations, while the research sample consisted of enterprises of various industries and sizes. Public organizations have not been subjected to the examination since their specificity requires separate study in subsequent projects. Due to the fact that a full cross-section of business organizations operating in the studied region of China was taken into account, such selection of the sample allowed to gather comprehensive information in the studied area. The surveyed employees came from different levels of the organizational structure, which influenced the versatility of the obtained data because the opinions of both the managerial level and the rank-and-file employees were examined.

Three research methods were used during the study. The first of them were anonymous surveys filled in by the surveyed employees. It should be noted that the anonymity of research favored the freedom of expression and indeed increased the credibility of the results obtained. In total, 160 questionnaires were completed. The second method was the structured in-depth interviews with selected employees, which positively influenced a better understanding of the issues examined. In total, 30 in-depth interviews were conducted. The third research method was the participative observation allowing for direct evaluation of the issues under examination in the daily functioning of the Chinese organizations. A total of 16 participant observations took place.

4. Language artifacts of Chinese organizations

In the conducted research, questions were asked not only about the current state in the analyzed areas, but also what, in the respondents' opinion, the exemplary status to which the surveyed organizations should strive should be. On the one hand, the results reflecting the real state and, on the other hand, the directions of changes expected by Chinese workers will be presented. This approach will ensure the cohesion of cooperation by adopting mechanisms to the realities of Chinese organizations' functioning and meeting the expectations of Chinese employees concerning possible improvements. The results of research in the area of dominant language artifacts are displayed in Table 1.

The results presented in Table 1 show that Chinese organizations have a strong specificity as regards the functioning in the aspect of language communication. Moreover, the characteristics obtained from the research results make cooperation with these organizations onerous and require precise harmonization of communication mechanisms between the partners as well as between the operation contractors and the navigation company. The very process of acquiring a Chinese partner for cooperation may be complicated, as well as negotiating cooperation agreements may not be an easy task. The above makes the postulate of developing a detailed negotiation strategy and modern communication so that the cooperation proceeds smoothly relevant.

When analyzing in detail the results from Table 1, it should be noted that Chinese employees have considerable difficulty in expressing the content they would like to con-

vey to the interlocutor. The message is usually unclear, and the language used conceals the speaker's intentions. The result is that one often has to guess the real meaning of the message, which makes it challenging to conduct conversations. Language is also usually subtle and polite since speakers do not want to offend listeners and are afraid to use direct statements. All this means that people with direct attitudes may feel quite unsatisfied in communication with employees from China. Besides, all forms of pressure related to the desire to extract real intentions from a Chinese interlocutor do not bring effect in practice. The situation is therefore difficult and requires a lot of patience and understanding of this way of communicating content.

Table 1. Language artifacts dominating in the Chinese organizations under study

No.	Language artifact	Characteristic features of the language artifact
1	The way of delivering content	unclear, general, euphemistic, subtle, secretive, polite, formal, emotional, vague, loud (for foreigners), lack of communication from bottom to top – the dominance of orders and unambiguous commands, hiding internal opinions and thoughts, fear of open communication, lack of openness in contacts, lack of honesty of speech, multiplicity of interpretations, lack of communicating expectations, inability to express own ideas, indirect communication, inclination to flattery towards the boss, lack of showing true intentions, way of speaking "around"
2	The formal language used	various local Chinese dialects, communication problems within the organization resulting from intra-national language differences, lack of foreign language skills, very poorly and rarely used English, lack of people interpreting international communication, negligence to the process language translations

Source: Own study.

The situation in the field of communication within the organization is even more complicated. It can be stated that there is no vertical bottom-up communication, except for reporting. The form of orders/commands issued to employees by superiors prevails. Subordinates do not have the opportunity to express their opinions. Furthermore, even assuming that such a possibility would be created, it turns out that Chinese employees cannot express their views because they are not taught to do so. Thereby the problem of language additionally arises – employees making attempts to express opinions will speak in a vague way concealing the message and using the euphemistic language. An additional feature that makes it difficult to decipher the real intentions of the speaker is the lack of honesty of speech, the tendency to hide the intentions purposefully and the tendency to flatter towards their managers.

Chinese organizations also have a lot of difficulties related to the formal language that is used in them. Their internal problem is the multiplicity of dialects and the usual lack of knowledge of words between native Chinese. The element that hinders communication with foreigners is the fact that knowledge of foreign languages, including English, is extremely poor. Besides, the Chinese do not use the services of professional translators (there are very few of such persons), which further complicates the conversation.

Therefore, talks are conducted with an employee who does not speak English well, and only this employee explains to the boss what our message is. Incidentally, it should be added that the whole conversation usually takes place in a relaxed atmosphere and smiles and kind gestures accompany the talks. The problem, however, is that it is often not known what the message from a given conversation is and, as a consequence, there is no possibility of achieving the set goals.

As indicated above, the research also concerned the expectations of Chinese employees as to improving linguistic communication in organizations. Employees were asked how they think the language artifact of their organization should look like. The results of the research in this area are presented in Table 2.

Table 2. Language artifacts expected by Chinese workers – a model state

No.	Language artifact	Characteristic features of the language artifact
1	The way of delivering content	Unambiguous, objective, open, clear, simple, honest, established channels of vertical and horizontal communication, standardization of communication, communication of the organization situation (information participation), creation of communication platforms, strengthening communication, more direct conversations, greater directness of the message, increased message uniqueness, no politics in communication
2	The formal language used	Standard, unified, lack of local dialects, necessity to learn foreign languages (mainly English), understandable vocabulary for employees

Source: Own study.

According to the research results presented in Table 2, the employees of Chinese organizations perceive problems in the area of language artifacts and are able to clearly indicate the directions of changes that would improve communication in their companies. In the aspect of the way of communication content, they postulate greater unambiguity, openness and honesty of speech, which should foster accurate reading of the real interlocutor's intentions. When it comes to communication within the organization, the respondents indicated the need to unblock communication channels, both vertical and horizontal, as well as the necessity to create opportunities and encourage direct communication, both between managers and employees as well as between employees at the same levels. It turns out that the lack of information and the lack of direct communication interfere with Chinese employees in the performance of their tasks. As regards the formal language, there is a postulate of language unification within Chinese. Moreover, poor knowledge of foreign languages, which hinders international communication, is noticed.

The postulates in Table 2 clearly show that Chinese employees are aware of problems in the area of language artifacts and are able to indicate which directions of improvement should be adopted accurately. Therefore, it is surprising that there is no change in the undesirable situation in this direction. Perhaps this is an opportunity to build communication coherence with Chinese organizations from the perspective of foreign partners. The area of cooperation mechanisms and harmonization recommendations, however, requires additional research.

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5. Behavioral artifacts

The next area subjected to the study were Behavioral artifacts characterizing Chinese organizations were the subsequent area subjected to the examination. Also, in this case, the current state and directions of expected changes were asked. The results of research in the area of the specificity of Chinese organizations concerning behavioral artifacts are presented in Table 3.

Table 3. Behavioral artifacts of Chinese organizations

No.	Behavioral artifact	Characteristics of the behavioral artifact
1	Behavior style	Polite, conservative, courtesy, sometimes unpleasant and rough (less qualified employees), impulsive, introvert, timid, shy, silence and listening, formal
2	Behaviors in the organization	Diverse work styles, appearing before the appointed time, irritating habits (e.g., at the table, noise), overtime work, lack of coordination of tasks, ineffective, loud, limited body language, obedient execution of orders, no polemics with the boss, lack of creativity, lack of freedom of behavior, behavior regulated by procedures, not innovative
3	Employees' attitude to tasks and organization	Lack of innovation, lack of courage, no risk taking, acceptance of hard and long hours of work, sometimes too easy approach to duties and principles, enthusiasm in relation to informal meetings and relationships, lack of willingness to work, long-lasting work exacerbates the psychical condition, clear instructions, high importance of meals (type, place, way), lack of own opinions, expectation of help from other employees, lack of enthusiasm, attitudes towards self-interest, lack of satisfaction, compliance with established rules, problems with hygiene

Source: Own study.

As the results presented in Table 3 show, the behavior style in Chinese organizations is similar to the way of communication presented in the area of language artifacts. Behavioral, conservative and courteous attitudes prevail, and employees are somewhat shy and formally perform orders. In the area of dominant behaviors, limiting the freedom of behavior by introducing formal procedures and by passively executing the bosses' requests are also dealt with. Besides, the division of tasks seems inefficient, which results in overtime work. Behaviors of Chinese workers are also loud by European standards and sometimes accompanied by habits not accepted in other cultures.

The attitude of Chinese employees revealed in behavior is quite unambiguous. These are passive behaviors, characterized by a lack of innovation, creativity, enthusiasm and motivation to work. What is important, however, is the aspect of behavior and informal relations and common rituals, e.g., in the form of meals. Employees usually follow the established procedures and are characterized by the lack of their own opinions, lack of self-fulfillment and satisfaction with the tasks performed.

The changes expected by employees that should be considered in the field of behavioral artifacts were subjected to the examination as well. They are presented in Table 4.

Table 4. Behavioral artifacts of expected by Chinese workers

No.	Language artifact	Characteristic features of the language artifact
1	Behavior style	Riskier, regulated by internal rules, calm, helpful, open, quiet, direct, controlling emotions, vigorous, disciplined
2	Behaviors in the organization	Limiting diversity, regular information and organizational meetings, integration meetings, adaptation of foreigners' behavior to Chinese standards, introduction of work style rules, elimination of sensitive habits (behaviors), reduction of overtime work, group work, stronger relationships between employees, cooperation, more rational, creative, innovative
3	Employees' attitude to tasks and organization	More relaxed, respect for different behaviors, tolerance and understanding for different behaviors, the use of diversity, increasing work efficiency conducive to shortening working time, help in adaptation for foreigners, calm attitude to work, undermining adopted behavioral rules, encouraging employees to think, team consciousness, questioning orders, ingenuity

Source: Own study.

Table 4 presents the postulates of employees of Chinese organizations in the field of behavioral artifacts. Expectations in the area of behavior style include calm behaviors, regulated by analytical procedures, but also more vigorous and risk-friendly ones. In the area of organizational behavior, employees emphasize the regulation of conduct, the rationality of the division of duties, the limitation of excess work, and the cultivation and development of friendly relations. It is also essential to increase the number of meetings conducive to direct contact and to initiate activity in groups.

In the aspect of employees' attitude to tasks and organization that determines behavior, changes should concern respect and tolerance for diversity of behaviors and taking advantage of this diversity, shortening working time through pro-effective attitudes, greater courage in questioning and undermining bosses' orders and willingness to teamwork and better utilization of employees' knowledge.

The characteristics and recommendations presented in Tables 3 and 4 may be useful for better adaptation of companies cooperating with Chinese organizations to their existing behavior patterns and may encourage the initiation of behaviors expected by Chinese workers. That may favor both establishing cooperation as well as its efficiency and effectiveness.

6. Material artifacts

The last area of research covered the material artifacts that characterize Chinese organizations. Recognition of the organization in this area will allow organizations wishing to cooperate with Chinese partners to develop a full view of the nature of their functioning, which in turn will contribute to better adjustment in the cooperation process. Knowledge of this essence will also allow increasing the level of awareness of making decisions about cooperation. The results of research in the field of existing material artifacts are presented in Table 5.

Table 5. Material artifacts characterizing Chinese organizations

No.	Material artifact	Characteristic features of material artifacts
1	Technical condition of the infrastructure	Old or rapidly aging infrastructure, difficult to use, lack of technical advancement of machines and devices, large geographical diversity in terms of accessibility and condition of infrastructure, regions of China without access to technical and road infrastructure, dangerous (causing health and life threats), lack of social rooms, lack of proper accommodation for workers and nutrition, lack of appropriate transport connections in some parts of the country, lack of heating south of the Yangtze River, deteriorating condition of machines and equipment
2	Clothing and interior design	Accidental way of dress, lack of uniform style of interior design (randomness), old decorations, raw style, ubiquitous dirt, lack of proper lighting
3	Relation to infrastructure	Lack of respect, shared ownership, no responsibility

Source: Own study.

The research results presented in Table 5 show that the picture of the infrastructure of the studied Chinese organizations is quite unambiguous. Its technical condition is bad, and it deteriorates quickly. A characteristic feature of Chinese infrastructure is poor quality, which translates into a rapid decline in the efficiency and general condition of buildings, machinery, and equipment. Machines and devices are often outdated and pose a significant danger to the employees who operate them. The technical state of buildings and road infrastructure located locally is also bad, and in some places in China, such infrastructure does not even exist. Besides, attention should be paid to the generally tolerable absence of social facilities in the form of social rooms or the proper quality of sanitation. An interesting fact is the lack of heating in buildings located to the south of the Yangtze River, which, when temperatures are often below zero, is quite inconvenient, especially in office rooms.

There is also no dressing code in China, thus the overall casualness of the employees' clothing prevails. Chaos also dominates in the area of office and building decor; the common feature is usually obsolete equipment and ubiquitous dirt and disorder. In general, the indifferent attitude of employees towards the infrastructure is dominant resulting from the fact that it is treated as a common good or no one's property (state-owned, although in fact it is often not the case).

In the conducted research, the employees were also asked about what they thought should be the model status in the area of infrastructure. The results of the tests are presented in Table 6.

Table 6. Material artifacts in China – a model (expected) state

No.	Material artifact	Characteristic features of material artifacts
1	Technical condition of the infrastructure	Convenient to use, employee-friendly, more technically advanced, easy to use, higher level of equipment resulting in easier operation and comfort, more infrastructure investments especially in the countryside, liquidation of the gap between the city and the village, conducive to the increase of efficiency and effectiveness
2	Clothing and interior design	Uniform style of clothing, implementation of code dressing, more elegant and formal style of clothing, unified style of interior design inside the organization, introduction of uniforms
3	Relation to infrastructure	Lack of sabotage in relation to infrastructure, greater care

Source: Own study.

As can be seen from the results of the research presented in Table 6, the expectations of Chinese workers in relation to material artifacts are quite unambiguous. The respondents pointed to the need to modernize the infrastructure towards greater efficiency, effectiveness, comfort of use and safety. Interestingly, the attention was paid to the need to eliminate differences in the infrastructure between the village and the city.

Interesting results concern the issue of clothing and room decoration. The respondents clearly indicated the postulate of unifying the dress code and the style of interior design in organizations. The first postulate is especially fascinating, probably due to the cultural background, where the unification of costumes, not only organizational ones, traditionally occurred. One can also see the postulate of greater elegance and formality of the style, especially in the area of clothing. As regards the attitude to infrastructure, a demand has appeared for greater care and lack of intentional destruction of property that is considered to be nobody's.

Conclusions

When seeking a competitive advantage, organizations are increasingly using the process management concept that underlies the creation of virtual structures. These structures assume active use of the potential of entities from different areas of the world. China that has significant potential in the aspect of cooperating companies is one of them. At the same time, it is a country that is relatively poorly researched as regards the specificity of the functioning of local organizations.

The concept of organizational cohesion assumes that in addition to preserving the internal coherence of traditional organizations, there is a postulate of seeking cohesion in structures that consist of several organizations operating in different cultural and

geographical areas. For such integration to be assured, it is significant to understand the essence of the organization of a given geographic and cultural area [13]. That is a prerequisite for the harmonization of cooperation within the framework of operations performed.

The article presents the results of research on cultural artifacts of Chinese organizations. These artifacts are broken down into linguistic, behavioral and material. Detailed characteristics of these areas allowed illustrating the essence of their functioning in the aspects examined, which may contribute to facilitating the process of establishing cooperation with Chinese partners and to developing appropriate cooperation mechanisms during the joint implementation of procedures.

Chinese enterprises have significant potential within their crucial success factors, hence recognizing the specificity of their operation may be of vital importance for companies – integrator looking for partners for cooperation. Active cooperation with Chinese companies may result in the creation of a new or greater added value for customers and hence may be a solution contributing to market success [14].

As part of the scientific discussion, it is worth noting that maintaining coherence and harmonizing activities is an issue that requires further studies and research, both in theoretical terms and concerning exploring practical examples. Additional scientific work should also concern the development of specific cooperation mechanisms between Polish and Chinese organizations, as well as between organizations from other countries that intend to establish cooperation with organizations in China. There is also a need to develop cohesion measures that are not available in the literature, which is a serious knowledge gap. This study is one of the steps towards detailing the author's concept of organizational coherence.

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Conflict of interests

The author declared no conflict of interests.

Author contributions

The author contributed to the interpretation of results and writing of the paper. The author read and approved the final manuscript.

Ethical statement

The research complies with all national and international ethical requirements.

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Spójność organizacyjna: harmonizacja współpracy w aspekcie wybranych elementów kultury organizacyjnej – perspektywa organizacji chińskich

STRESZCZENIE   Zachowanie pozycji konkurencyjnej wymaga działań optymalizacyjnych w różnych obszarach funkcjonowania zarówno organizacji biznesowych, jak i publicznych. Jednym z przejawów takiej optymalizacji jest harmonizacja organizacyjna skutkująca spójnością zarówno wewnątrz, jak i na zewnątrz organizacji. W artykule przedstawiono zagadnienie spójności organizacyjnej w przypadku wdrożenia struktur wirtualnych z udziałem organizacji z rejonu Chin. Analizie poddano zagadnienie budowy spójności organizacyjnej w aspekcie operacji wykonywanych przez gniazda procesowe znajdujące się w różnych obszarach geograficznych. Skoncentrowano się na zagadnieniu różnych kultur organizacyjnych, które wymagają działań dostosowawczych. Celem artykułu jest prezentacja wyników badań w obszarze wybranych elementów kultury organizacyjnej (artefaktów kulturowych) dotyczących organizacji chińskich, co umożliwi organizacjom z innych rejonów świata opracowanie spójnych mechanizmów współpracy w ramach struktur wirtualnych. Wyniki badań wskazały jednoznacznie, że organizacje chińskie posiadają specyficzną kulturę organizacyjną w badanych obszarach, cechującą się wieloznacznością, ogólnością języka, skrytością postaw oraz dużą wagą relacji interpersonalnych.

SŁOWA KLUCZOWE   spójność organizacyjna, kultura organizacyjna, organizacje chińskie, struktury procesowe, struktury wirtualne