

the level of competitiveness of the country necessary for a decent existence in a tough global environment. competitive environment.

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ISSUES OF APPLICATION OF FOREIGN PRACTICE OF CORPORATE CULTURE IN ORGANIZATIONS

Tashkhodjaev Mukhtorkhon Makhsudovich
Tashkent state university of economics

Urinov Bobur Nasilloevich
Tashkent state university of economics

Abstract

In the given article discussed difference of corporate environment and issues of application best practice of developed countries in the sphere of corporate culture, reviewed main approaches of economic literatures, explained stages of development of organizational behavior and corporate culture, analyzed context of organizational behavior and corporate culture.

Key words: personnel management, organizational behavior, corporate culture, organizational performance.

The restructuring of the country's economy is a serious challenge of the ability of organizations to adapt to dynamic changes in the external environment. The problems of stability, solvency, financing and, as a rule, manageability that arise in this regard for enterprises are resolved if they manage to streamline the process of the internal structural organization of personnel.

This allows to create new organizational conditions for interactions between management and personnel. In the context of globalization, integration processes in the sphere of interaction of various types of organizational structures of banks and industrial capital are activated, to a large extent determining the structure of industry and determining the vector of its further development. From foreign experience it is clear that most large enterprises in any country coordinate their actions taking into account the trends emerging in the world market, organizationally adjusting to changes in external factors. This, in turn, predetermines a wide variety of organizational structures, corporate strategies they use, and, as a consequence, the development of corporate cultures, the formation and improvement of organizational behavior.

At the current stage of the country's economic development, it is extremely important, based on the existing experience, to analyze the characteristic features of the functioning and development of various types of organizational behavior, to focus on the development and improvement of the integration mechanisms of its formation.

Corporate behavior is literally the behavior of a corporation or company; concept used primarily in relation to commercial enterprises, while the concept of "organizational behavior" is used for organizational structures that do not aim to achieve economic efficiency through profit.

The characteristics of corporate behavior may vary; their strength and importance change for many reasons. For example, a nonprofit organization can grow at a faster rate if it has branches in other countries. The main reasons for the change in corporate behavior can be presented as follows:

- Economic downturn
- Low activity efficiency
- Changes to the size and type of organization
- Management decisions that transform the structure of the organization
- Competition

The main characteristics that influence corporate behavior in specific organizations are as follows:

Profit. Profitability is the ultimate goal of corporate solutions. Corporations prefer to generate higher profits, at least in the long term, and this influences the formation of the workforce and their norms of behavior.

Internal structure. Corporations tend to be hierarchical, although the structure of the hierarchy changes. Very few corporations are largely democratic, for example, Ricardo Semler, who owns a corporation in Brazil, allows all employees to choose managers and determine development strategies.

Methodologically, the study of organizational behavior is based on the following studies:

- ✓ problems of development and integration of enterprises: Y. Vinslav, V. Dementyev, B. Erznkyan, V. Tsvetkov;
- ✓ enterprise management: theory and economics of management, psychology and acmeology of management;
- ✓ in the field of studying management problems and improving the efficiency of corporate structures: G. Kleiner, B.Z. Milner, A.G. Movsesyan and others;
- ✓ in the field of economic psychology: V.D. Popov, V.P. Poznyakov;
- ✓ various aspects of the formation of corporate culture, including within the framework of the following approaches: socio-psychological: V.N. Voronin, M.V. Iontseva, N.G. Panferov, psychological and acmeological: I.A. Smirnov.

Today, corporate culture is studied in the framework of the following main approaches¹:

¹ Лукьянова Л.Ю. Развитие корпоративной культуры. — М., 2004.

- systemic or structural-functional, within the framework of which the corporate culture is viewed as a kind of integrity, in which each component reflects its certain qualitative characteristics²;
- symbolic or phenomenological (E. Hoffman, A. Schutz), which is based on the following: the meaning and interpretation of what is happening in the organization is more important than what is in reality; instability and uncertainty negatively affect corporate relations; people use symbols and traditions to reduce the level of uncertainty³;
- cognitive, based on the concepts of "collective thinking", "group consciousness", "organizational mind", "social representation", etc.

Today, in economics, a special place is occupied by the analysis of the problems of corporatism in management and corporate culture as a scientific and applied interdisciplinary category and its individual types, in particular, "corporate culture of management entities", "corporate culture of entrepreneurs", "corporate culture of personnel of organizations"; "Corporate behavior". The economic analysis of corporate culture and corporate behavior in specific types of organizations is becoming increasingly important.

But in reality, things are even more complicated. Culture is refracted in each individual in different ways, and this is not a random, but a natural process. Culture is, as it were, distributed among its carriers. Moreover, this distribution is functional and has intracultural conditioning. One can agree with Robin Williams that "the problem of values is relevant in many spheres of social science," since "values serve as a criterion for the framework within which the dynamics of a social phenomenon is going"⁴.

The management style in our organizations differs significantly from the Western European and American ones, which, in turn, affects the order and sequence of implementation of managerial innovations, and the formation of corporate behavior in companies - various economic entities. The main differences can be formulated in a number of features.

In our organizations, in comparison with Western ones, parochialism is strong. Quite often, the management apparatus is a conglomerate of competing clans of deputies who constantly prove to each other and to the head of the organization that they are more competent than their colleagues, and on this basis require more authority (but not always responsibility). When discussing issues related to improving the organization's management system, in the event of a conflict of interest, a discussion of the knowledge of a particular specialist and his awareness of a particular issue often begins. Thus, the subject of the conversation (ways of improving the control system) is replaced by the discussion of specific people. In this situation, it is very difficult to introduce managerial innovations and especially the strategic planning system. The interests of various groups may not coincide, each of them may pursue its own goals, and this contradicts the ideas of a strategic planning system focused on uniting different

² Hofstede G. Cultures and Organizations: Software of the Mind. New York., 2004.

³ Шо. Роберт Б. Ключи к доверию в организации: результативность, порядочность, проявление заботы. - М.: Дело, 2000.

⁴ Williams R.M. International Encyclopedia of the Social Science. New York., 1968.

characters into a single team, collective efforts in generating ideas and implementing a plan.

Managers, in contrast to Western European and American, are more focused on ready-made recipes. In the US, the trend is opposite. Managers often seek to understand the principle and then independently develop a management procedure and forms of documents, negatively perceiving the teacher's attempts to impose ready-made recipes on them.

Managers are literally drowning in current affairs. Perhaps the point is in the inability of leaders to organize themselves, to distribute powers and not to do small things. Maybe the subordinates do not know how to organize themselves and their work. Most likely, the truth is somewhere in between. In any case, the strategic planning system is a powerful weapon in the fight against organizational chaos. The leader who decides to implement it must be ready to change, first of all, himself, his methods of work. Only then will the system be effective. The activities of the strategic plan should ideally be of equal importance to the operational issues.

Compared to Western companies, organizations pay less attention to the analysis of corporate culture and its systematic propaganda among staff and customers, strategic thinking, lead to underestimation or even neglect of competitors. "We know them, they are not our competitors, we are simply better than them." As a result - passivity instead of studying competitors, intercepting their achievements; excessive optimism, calm drift, until, as they say, "thunder breaks out."

Organizations often ignore customer needs or confine themselves to slogans. Technology matters more. Extensive application of the old principle of planning "from achieved".

Introducing a new culture and adapting to new norms of corporate behavior is often a difficult and painful process. Adaptation is one of the most difficult moments after coming to a new place. Usually the main help is provided by the HR manager. Some companies specifically conduct adaptation trainings, but the minimum requirement in this case is that the new employee should not be in conditions of information hunger or receive incorrect information.

The idea of cultivating a corporate culture, imported from abroad, was rather uncritically accepted by the business as a guide to action. How successfully this can be determined by analyzing the main mental characteristics and fundamental foundations that form the peculiarities of the formation of corporate cultures, as well as formal principles formed at enterprises.

Thus, the basis for future conflicts in the team is being laid, because people of interest and people of salary speak different languages, but are cooked in one team. Most of today's commercial enterprises find themselves in such a chronic state of smoldering conflict. Cohesion occurs where the interests of the participants coincide. Cohesion lives on as long as the interests of the participants coincide. In commerce, obviously, this is money, earnings. As long as each one individually is able to produce the final product (what is sold), no cohesion is needed: you just need more market space so that colleagues are not cramped and they do not turn into competitors. Here the cement of cohesion is personal likes and dislikes, but another firm producing a "simple"

product does not need another: the firm will never overpay an employee (this is the property of interest).

When a firm's product is too complex to be produced by one person, it is time for a team and division of labor. Cohesion is necessary here, and an important parameter when hiring is "the ability to work in a team". And here the percentage principle of payment from the engine of the company turns into its problem: after all, if a team earns on a percentage, all its participants need to divide the proceeds from the product among all. This causes mutual discontent, envy of those whose work or qualifications were rated higher, contempt for related specialties. The salary system allows the implementation of the Mission. But the salary system becomes appropriate, effective and even the only possible if what the company produces and sells is not done alone. This is not obvious to many leaders, but from this moment it is possible (and worthwhile) to think about the Mission. The mission is a kind of more global than earnings and one's own well-being, an idea that is declared by the company as a priority. Thus, the methodology for managing organizational behavior is based on the methodological foundations of the study of corporate culture, but it has its own specifics, determined by the economic factors of corporate behavior.

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