SOURCES OF CORPORATE CULTURE

Nusratova Zarnigor Baxtiyorovna

University of Economics and Pedagogy

Department of Economics

Abstract: In order to be aware of how the strategy is being implemented, managers need formal and informal sources of information and a wide communication network. Strategy implementers should be at the forefront of creating an environment and culture that supports strategy. When major strategic changes occur, the manager must pay close attention to these changes and personally manage them, make the necessary changes in the company's culture.

Keywords: Supporting ethical behavior, Executive director, strategy, Leading the coordination process, turning ethical standards into reality in companies.

The corporate culture of the company depends on the values, professions, traditions, internal environment and work style of the organization. The basis of corporate culture is the company's philosophy and skills, and it is to show how to conduct business and the reasons why it should be conducted in this way and not otherwise. Company skills and work practices underlying corporate culture can be formed based on various sources. they can be some individuals, working groups, different departments or divisions of the company. The principles of corporate culture can be implemented by gathering new team members whose behavior and goals match the company's style, by systematically introducing new employees to the main principles of the enterprise. Corporate culture is not a one-time, permanent form of interaction in the company. Changes and crises occurring in the economy in many cases force to search for new ways of doing things and new behavioral standards. Changing the company's leaders and management can also cause the emergence of an enterprise culture. Changes in the concept of corporate culture in many cases can be related to the company's entry into a new business area, capture of new markets, and its rapid growth and increase in the number of employees. 4.2. The power of corporate culture. Most managers believe that corporate culture can be an important factor influencing the successful implementation of corporate strategy, based on their own experience or examples presented in the press. In his 1962 speech at the University of California, Thomas Watson Jr., who was more successful than his father as CEO of IBM, noted that the connection between corporate strategy and corporate culture is much stronger than it might seem at first glance. The goals and objectives and practices defined in the enterprise strategy may correspond to the main principles of the internal enterprise culture or differ sharply from them.

Usually, it is difficult to follow the defined strategy in the second case, and a strong connection between the company's strategy and culture, which encourages employees to use their full potential, can greatly increase the effectiveness of the implementation of this strategy. A company can achieve better results when there is a balance between long-term plans and company culture. A strong corporate culture and its relationship with the company's strategy is a powerful tool for managing employees in order to improve their performance. If the culture of the enterprise conflicts with the principles of operation necessary for strategic success, it is necessary to make changes to it, and to do it very quickly, because long-term and deep conflicts between the culture of the enterprise and the strategy are difficult for managers to implement the chosen strategy. can weaken and even destroy its actions. A strong link between corporate strategy and culture can be achieved through a practical

approach to personnel management, which serves to increase productivity in line with the company's strategy. This can be achieved in two different ways: 1) Working conditions created taking into account the complete compatibility of the culture are established by the rules of interaction that determine how employees understand and perform their tasks within the company. Corporate culture does not require employees of highly organized companies to waste time trying to figure out what to do - the corporate culture has internal rules and guidelines that clearly define the habits and behavior of each employee. In organizations where the corporate culture is not well developed, in cases where there is no connection between strategy and culture, the lack of clear instructions and the atmosphere of uncertainty lead to the lack of confidence of the employee and the invalidation of his actions. 2) A highly organized culture supports the strategy and turns work into a lifestyle, educates and motivates employees; it has its own structure, norms and value system, which ensures that employees are inclined to the ideals of the corporation. As a result, employees have a good understanding of what to do and what not to do, and they put a lot of effort into achieving high results and great success for the company. The following is also an important task for the management in the implementation of the company's strategy: in order to apply and implement the strategic plan, the corporate culture must be in line with the strategic line of the corporation. The working environment that operates at the level that provides the highest efficiency indicators of the strategic direction with the corporate strategy is the most optimal condition. As one journalist rightly noted: "It was not just the strategy that helped Japanese corporations to take over the American car market.

It is the resulting culture that inspires workers to assemble cars and develop more consumer-friendly construction materials. Thanks to the corporate culture, Toyota was able to take advantage of many of the rationalization proposals of the workers. In two years, the number of offers has grown from 10,000 to a million, and the company will benefit in the amount of 250 million dollars". 1 4.3. Strong and weak corporate culture. In different companies, the corporate culture has different effects on the company's activity and behavioral norms. In companies, the culture is divided into subsystems, in the absence of common values, rules of conduct and traditions, the corporate culture can be weak and fragmented. In this case, the team members usually do not take the care of the company personally, but see it as a source of income for their department, colleagues, unions and management, usually the company mission and tasks do not cause their passions to awaken. 1 Waterman Robert H. The Seven Elements of Strategic Fit. Journal of Business, Strategy 2. 2009. No. 3. P. 70. When a strong culture is aligned with the strategy, it has great importance and value, and vice versa. However, in cases where the corporate culture is based on clearly defined principles, and managers spend a lot of time explaining the nature of these principles to the employees, the company can have a serious impact on the activity. Such companies usually have a number of basic principles, and managers emphasize the need and importance of applying such principles in decision-making. In such companies, the norms of behavior and values   are such that they do not change even when a new CEO is appointed, although over time they will disappear completely if the new management does not pay enough attention. . Three factors can serve to create a corporate culture that has a great impact on the implementation of the company's strategy:

1. The existence of a strong leader who determines the basic values   and norms of behavior, which are completely based on the point of view of meeting the needs of customers, compliance with competition and strategy;

2. The company's management should act in accordance with established traditions and make decisions based on the principles of corporate culture;

3. Constant care of customers, company employees and shareholders. The company's long-term leadership in a certain business sector, the small number of employees, and the long-term stability of the company's management also serve to create strong traditions of corporate culture.

4. Underdeveloped or unhealthy corporate culture. There are a number of characteristics of an unhealthy corporate culture that can negatively affect the company's performance. One of them is the creation of a political environment in the enterprise that allows influential members of the management to conduct their own policy and resist the necessary changes. In companies, most of these decisions are made on the basis of personal relationships, where the interests of the company come second to personal profit. The second characteristic of an unhealthy corporate culture is a skepticism, and sometimes even a hostile attitude towards various innovations. Thus, caution and refusal of risky operations are more important in career growth than the entrepreneurial spirit and the introduction of new achievements of science and technology. This feature is more typical for companies that have been the leader in their network for a long time and have a developed bureaucracy. Examples of this include General Motors, IBM, Sears, and Eastman Kodak. Today, these companies are trying to restore the principles of corporate culture that allowed them to succeed in time. The third feature is the appointment of managers who pay more attention to the company's organizational structure, budget, and personnel control system than to the company's strategy, employee motivation methods, and corporate culture. Such a management method can lead to the loss of certain advantages of the company. If such a company rises to the level of management, it can be seen that there is a lack of entrepreneurial skills and the necessary skills to manage strategic changes, which, in turn, prepares the foundations for the violation of the long-term plans of the enterprise. And finally, the fourth characteristic is the use of other people's experience and unwillingness to apply it. Often, as a result of companies leading the industry for a long time, they begin to feel as if they know the answers to all the questions. Limitation of the scope of thinking and superiority syndrome usually indicate the fading in the company. Examples of such companies in the late 1970s and early 1980s were Cotter and Heskett cite Avon, BankAmerica, Citicorp, Coors, Ford, General Motors, Kmart, Kroger, Sears, Texaco, and Xerox.

Losing such aspects of corporate culture is a very complex process as a result of people's emotional attachment and inclination to existing values, customs and traditions, as well as old and familiar ways. Sometimes leaders have succeeded in the values   and norms of behavior of certain groups of managers, departments and units, but over time these have been lost under the influence of the whole organization. Support from the majority of the organizer can extinguish the spark of a new corporate culture and hinder the company's progress. Management updates organizational charts, announces new strategies, invites foreign managers, introduces new technologies, and opens new enterprises, but the employees do not believe in new directions of development and seriously resist the change of traditional work methods. may fail to change existing behavioral rules and cultural norms.

Flexible corporate culture. In the conditions of regular changes in the market, the rapid introduction of new production methods and replacement of strategy is an important condition for companies to maintain the leadership positions they have held for a long time. However, this requires a corporate culture that helps the company adapt to new market conditions. There are two specific aspects of an adaptive culture: • the existence of leadership that pays more attention to the principles of permanent business and the real capital of the organization - consumers, company employees, shareholders, suppliers than a certain strategy or business practice; • availability of managers capable of taking risks, conducting experiments, introducing innovations, and changing strategies in order to satisfy the

interests of shareholders in necessary cases. In the conditions of flexible culture, all members of the enterprise are confident that the management of the company can use any opportunity that will benefit the enterprise. In this, they consider themselves involved in all decisions made by the company and try to do everything in their power to ensure the prosperity of the enterprise. Managers usually accept all suggestions from the company's employees, openly discuss new ideas and take risks to create new competitive advantages for the company. Entrepreneurship is encouraged and rewarded. Strategies and traditional methods of operation are subject to necessary changes to adapt to rapidly changing market conditions. The management of a company with a flexible culture makes these changes only when they are really necessary, following the basic principles of doing business. A flexible culture helps managers and employees who are able to develop new and useful ideas to move up the service ladder. A flexible corporate culture is the most reliable partner of the management in the implementation of the strategy. In the conditions of flexible culture, the management of the company takes care of all participants of the enterprise's activity - consumers, employees, shareholders, suppliers and tries to fully satisfy their needs as much as possible. It should not be forgotten which hash category of participants; such fair treatment for all is one of the most basic principles of decision-making. In companies with a low corporate culture for flexibility, resistance to change remains the norm, and managers often prefer a conservative approach. They often only protect the interests of their departments, avoid various risks and prefer traditional ways of working. 4.6. Ensuring compatibility of strategy and culture The responsibility for choosing a strategy that does not conflict with the integral parts and characteristics of the corporate culture lies with the developers of the strategy. Once the strategy is defined, the managers who implement it should be concerned about making the corporate culture compatible with the chosen strategy and then keeping it in the same state. Aligning the corporate culture with the enterprise strategy is a very complex task. For this, first of all, it is necessary to determine which aspects of the current culture support the strategy, and which do not. After that, managers communicate with all stakeholders

Improving corporate culture One of the most important skills in strategy implementation is the ability to assign individual responsibility for strategic success and create an environment where everything is focused on the final results. In cases where the results of the organization's activities have peaked or are close to it, strategic success is determined not only by maximum production, but also by corporate culture, and the worship of perfection is a component of it. The worship of perfection should not be replaced by feelings of happiness, satisfaction and good work of employees. An organization with a cult of perfection focuses on its achievements and strengths. Its corporate culture is results-oriented, while management policies and practices focus on enabling employees to do their jobs well. When companies have a cult of perfection, they focus on people and enhance the focus on each employee at every opportunity. These companies treat employees with respect and attention, set specific and achievable production tasks for them, use all reward and incentive methods to ensure and strengthen high results, managers are encouraged by all employees they force them to work with their suggestions, they appreciate employees for their contribution to the common work. In order to create a results-oriented corporate culture, the company should identify among the employees the champions who strive for high performance: - In Boeing, General Electric, 3M Corporation, the management of the companies to the right of their ideas, transfer their projects through the system and new encourages confident employees who are ready to independently overcome all bureaucratic obstacles by creating products or even new areas of activity. In these companies, champions have a great reputation, and favorable conditions have been created for them to implement their ideas. Usually, employees whose ideas are implemented are rewarded, if not, they stay where they are and have the opportunity to try again next time. - A New York sales manager

rented the Meadowlands (after the N-Y Giants) stadium for one night. After work, salesmen were invited to the stadium and asked to run from the place where the players came out. When each of them ran out, his name appeared on the scoreboard on the square for those sitting in the tribune - the management of the corporation, office workers, relatives and friends. The purpose of this was to celebrate individual sales achievements. This company was the world famous IBM company. The goal of this event was to satisfy everyone's desire to feel part of the community and once again demonstrate IBM's commitment to its top performers. A corporate culture that is focused on results and encourages employees to perform their work as best as possible serves the successful implementation of the strategy. Some companies distinguish the importance and status of each employee by classifying them as caste members (Disney), team members (McDonald's), or partners (Wal-Mart and J.C. Pewney). Companies like Mary Kay Cosmetics, Tupperware, and McDonald's are developing ways to reward employees who stand out from the average. The opportunity to be fairly evaluated according to one's work leads to an increase in labor productivity among employees engaged in the same daily work. McDonald's company will hold a competition for the best hamburger producer in the USA. First, the best manufacturer at the point of sale is determined. The winners will be sent to the regional competition, and then to the All-American competition. The winners of the contest will receive valuable prizes and a badge of "the best American manufacturer" that can be worn on the chest. - Milliken & Co company holds corporate meetings every three months; delegates gather together to share valuable ideas and ways to achieve success. During two days, 100 teams will talk about their success in five-minute speeches. Each slide is conducted under one main slogan (quality, cost reduction, etc.), criticism and negative evaluations are not allowed, important and insignificant ideas are mixed.

References:

1. Lapygin Yu.N. Strategic management. Uchebnoe posobie. - M.:Eksmo, 2010. - 72 - 74 p.
2. Malenkov Yu.A. Strategic management. Textbook. - M.:Prospectus, 2009. - 74 - 78 p.
3. Lvova D.S., Granberg A.G. Strategic management: region, city,enterprise. Uchebnoe posobie. - M.: ZAO "Ekonomika", 2009. - 92 - 95 p.
4. Gurkov I.B. Strategic management organization. Uchebnoe posobie. - M.: TEIS, 2008.- 105 - 108 p.
5. Analoun Farkhad Strategic management manager entrepreneurial. Textbook. Pierre s. English - M.: YUNITI-DANA, 2008.- 101 - 104 p.
6. Grant R.M. Contemporary strategic analysis. Uchebnoe posobie.Peter, 2008.- 86 - 89 p.
7. Tretton Linda Jivaya Strategy. Uchebnoe posobie.-M.; 2008.- 96-98 p.