
Organizational Culture as a Key Factor in Management

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Introduction.

In the contemporary corporate landscape, the rivalry among organizations has shifted its focus from merely delivering products and services to demonstrating adept management practices. Consequently, a paramount mission of modern management education is to nurture leaders who can operate efficiently, adhering to the demands of their time and industry. This responsibility, to some degree, falls on educational institutions offering a diverse range of educational programs. However, the traditional educational framework often encounters limitations within the confines of a classroom, thereby requiring students to possess an unexpected array of competencies when applying their acquired knowledge and skills to real-world management challenges.

Hence, experiential learning, especially the ability to address concrete management issues through practical application, has emerged as a highly effective method within the context of competency-based education. This approach is widely acknowledged as the most efficient approach among existing educational programs. Within this context, the cultivation of leadership skills within the organizational milieu assumes considerable importance.

One of the more efficacious avenues to foster leadership qualities is the resolution of management challenges at the organizational level. This entails studying the experiences of seasoned leaders and acquiring insights into advanced management techniques that align with the standards and norms endorsed by the organization.

Methods

In this study, we employed a questionnaire designed to investigate organizational culture, specifically the Organizational Culture Assessment Instrument (OCAI) developed by K. Cameron and R. Quinn. Additionally, we conducted a focus group study involving young managers as the study participants. The study targeted young managers employed within both public organizations and manufacturing enterprises who were under the age of 35.

Results and Discussion

In the contemporary landscape of personnel management within the field of administration, there is a noticeable shift towards aligning management practices with the interests and expectations of consumers. Simultaneously, consumer demands for the quality of products and services remain consistently high, emerging as a pivotal criterion for assessing the enduring appeal of these

offerings. Today's consumers no longer settle for sporadic instances of high quality; instead, they seek permanence and unwavering product reliability.

The sustained alignment of products and services with prevailing requirements is, to a certain extent, contingent upon the established working standards and management methodologies within an organization. Today, the term "organizational culture" is utilized to denote the procedures and standards that govern operations within an enterprise. It represents the facet that distinguishes one organization from another, essentially serving as the framework that shapes the organization's existence. Within modern management science, organizational culture holds a prominent position as a pivotal concept. The competitive landscape for organizations and companies is undergoing a significant transformation, shifting from mere competition between these entities to a competition centered on the management and organizational cultures they embody.

In contemporary times, the perceived value of a product extends beyond its physical attributes; it encompasses the psychological impression and social influence of its producer. While these observations are inherently connected to product-consumer relationships, organizations themselves are now emerging as objects of consumption. When individuals contemplate their choice of workplace, they increasingly prioritize organizations that boast advanced cultures, substantial social impact, and a track record of positive contributions to society. Among younger generations, the question of "where will I be better compensated?" often takes precedence over "Will my position in society be elevated?" This shift underscores the growing significance of attributes such as learning opportunities, establishing a foundation for future life, and preparing for career advancement in the motivation behind selecting a workplace.

In making such a choice, individuals often aim, sometimes even subconsciously, to elevate themselves to a higher cultural plane and assimilate the values and culture inherent in the life of the organization. Consequently, when considering the role of young individuals in shaping the future of society, the incorporation of advanced culture within the organizations where they are employed should be regarded as a central guiding principle.

Organizational culture encompasses a complex set of traditions, norms, and regulations governing the attitudes of employees toward their work, leadership, and interactions. It is largely governed by unspoken rules and takes shape from the very inception of an enterprise, heavily influenced by the worldview and philosophy of the organization's founders.

In contemporary contexts, fostering an advanced organizational culture stands as a critical prerequisite for propelling an organization towards rapid development. The overarching and fundamental principles of an organization's culture find their most explicit expression in the organization's mission. The mission, in essence, represents the highest aspirations set by the organization's founders during its establishment. A crucial criterion for articulating this mission is its societal significance, signifying a commitment to benefiting society and the broader external environment. Equally important, the mission should be designed with a long-term perspective in mind.

To illustrate this, we can examine the missions of renowned companies. For instance, Volvo's mission states, "We create the safest cars," while IKEA's mission is focused on "Changing the lives

of ordinary people for the better," and Lenovo's mission revolves around "For people on the move!" These slogans directly address the interests of society's citizens, aiming to meet their needs and improve their lives. The mission serves as the nucleus of an organization's culture, and all the explicit and implicit rules governing the organization's operations should be meticulously fashioned in alignment with this visionary concept.

In essence, organizational culture serves as an immaculate manifestation of an organization's life, to the extent that employees within the enterprise view it as an indispensable imperative to adhere to this model and shape their conduct accordingly. Over time, extensive efforts have been dedicated to crafting paradigms of organizational culture. Leading global companies have undertaken substantial endeavors, launching extensive projects aimed at creating and implementing advanced models of organizational culture. This meticulous cultivation of a well-structured organizational culture proves to be a potent catalyst that steers employees along a defined trajectory.

Furthermore, organizational culture fulfils a pivotal role in ensuring an enterprise's adaptability to the demands of its external environment. Research conducted by K. Cameron and R. Quinn on organizational culture highlights this aspect. According to their definition, society places specific demands on organizations, requiring enterprises to harmonize their operations with the nature of their activities and the prevailing external context. Consequently, an organization's orientation toward external environmental requirements and its capacity to respond effectively to the demands set by the environment are profoundly influenced by the culture within the organization. Several critical factors play a pivotal role in delineating the culture of any given organization. It becomes imperative for each enterprise to formulate a fitting organizational culture that aligns with the unique characteristics of its operations and the expectations of society at large.

1. It is imperative for every enterprise to possess the capacity to meet the expectations and demands of society.
2. A key aspect lies in the enterprise's receptiveness to societal demands and its ability to effectively respond to these demands.

Consequently, when articulating the organizational culture, due consideration is given to the requisites of the external environment and the internal capabilities of the enterprise. Organizations may fall along a spectrum, with some being entirely focused on aligning with external environmental dynamics, adapting swiftly to meet environmental requirements. Conversely, there are organizations that tend to exist in relative isolation from the external environment, charting a course of autonomous development and affording minimal attention to external demands.

It is these two vital factors—the orientation toward the external environment and the organization's preparedness for change—that necessitate the delineation of the nature of organizational culture across diverse enterprises.

Hence, it becomes incumbent upon each organization to adopt one of the aforementioned cultural types, a choice contingent on the nature of its operations and the societal orientation of its products. For instance, organizations associated with public management systems tend to thrive under a "Hierarchical culture." In such a culture, robust discipline, strict adherence to deadlines, and

a well-defined internal hierarchy take precedence, with the leadership primarily relying on managerial functions and intensifying control. Similar organizational cultures are pertinent to entities like the armed forces, law enforcement agencies, and various governmental ministries. In these organizations, the leader's steadfast commitment to these standards serves as a linchpin for ensuring effective and stable operations.

In contrast, a family-oriented organizational culture thrives on mutual harmony and collaboration among team members, effectively transforming the team into a closely-knit family unit. In this setting, older and more experienced employees often assume leadership roles, and the organization places high regard on the values and traditions it has cultivated. Such cultural paradigms are exemplified in family-run businesses and entities established by close friends or siblings. These organizations exhibit a readiness for change and are quick to embrace innovation. However, they tend to maintain a degree of insularity, remaining cautious about involving outsiders in their closely-knit "family."

Conversely, an adhocratic culture is characterized by its emphasis on innovation. Organizations adhering to this culture prioritize entrepreneurial qualities in their leaders, who are expected to anticipate environmental changes and steer the organization towards innovative endeavors. The ability to master innovations in the business landscape, invent and create, becomes the chief yardstick for success in such organizations. This cultural paradigm inherently gravitates towards innovation while eschewing monotonous work. Team members are driven and highly attuned to societal changes, displaying a keen sensitivity to shifts in the external landscape.

In a market culture, organizations operate in accordance with the principles of the market. Success is gauged by factors such as the development of new sectors, increased sales volume, and the establishment of entirely new organizational divisions. In this context, effective leadership necessitates the ability to rigorously oversee business development, capitalize on market dynamics, and create products aligned with market consumption trends.

It's worth noting that these various cultural types manifest in organizations to varying degrees. Consequently, leaders must conduct a comprehensive analysis of the norms and rules governing their teams within the cultural framework. While a prevailing culture within an organization can simplify team management, perpetual uniformity in the organization's life can potentially weaken employee performance, encourage actions beyond their prescribed responsibilities, and inadvertently disrupt the established organizational culture.

Research conducted across various organizations underscores that, in certain situations, it may be prudent to introduce different cultural elements alongside the dominant culture. Hence, in practical settings, many organizations may exhibit subcultures that are unique to specific departments. Work teams cannot always function at the same pace or adhere to identical norms. For instance, issues that arise within armed forces or law enforcement agencies, characterized by strict hierarchical systems, can sometimes be traced back to the imposition of an overly absolute culture that curtails individual liberties and imposes stringent discipline.

Conversely, organizations rooted in market culture often prioritize profit as the ultimate metric of success. An excessive fixation on profit can sometimes lead employees to engage in unethical

behavior, and customer interactions may suffer as a result. Consequently, when organizing the operations of a leading organization, it is essential to introduce elements of other cultural types alongside the predominant one. This includes systematically implementing innovations even within organizations entrenched in hierarchical cultures and fostering healthy competition between departments—testing the tenets of market culture—to infuse vibrancy and dynamism into the organizational environment. These changes are instrumental in providing a fresh perspective and revitalizing the workforce's sense of purpose.

The findings from a study examining the perspectives of young leaders suggest that in numerous youth organizations, the organizational culture lacks clear boundaries. Many management-related issues are addressed with impromptu solutions, devoid of well-defined standards for problem resolution. When making decisions, most young managers tend to be influenced by the opinions of their employees. However, in such scenarios, more experienced employees hold a greater sway over the group's public opinion. Consequently, a lack of management experience appears to impact the quality of decisions made.

Survey results indicate that most organizations led by young managers tend to exhibit characteristics of either clan culture or market culture. Given that the operational style of these organizations does not align with these cultural types, it is arguable that these organizations witness a relatively weak leadership presence. Furthermore, insights from focus group surveys reveal that many young managers may lack an understanding of how organizational culture can be leveraged to influence their staff. Several managers seem convinced that the correct decision tailored to a specific situation is the definitive solution to any problem.

In conclusion, young and talented employees working within enterprises imbibe the management culture that surrounds them. They acquire the management skills pertinent to their type of activity, understand the requirements for managing within such organizational contexts, and develop strategies for navigating uncertain situations. Thus, organizational culture not only instills behavioral norms that foster effective conduct among employees but also imparts the abilities needed to orchestrate team activities.

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