



# CHARACTERISTICS OF ORGANIZATIONAL CORPORATE MANAGERS

Associate Professor U.A. Mukhammadiyev<sup>1</sup>, Yuzbayeva Maakhfuza Zakirjanovna<sup>2</sup>, Khudoykulov Urol Charshanbiyevich<sup>3</sup>

<sup>1</sup>Associate Professor of the "Business Management" Department of the Samarkand State University of Architecture and Construction named after Mirzo Ulug'bek

<sup>2</sup>The Head of Educational and Methodical department, Vice Rector at Zarmed University

<sup>3</sup>Senior Lecturer, Doctor of Philosophy in Technical Science

## ANNOTATION

This article analyzes the characteristics of the organizational behavior of managers of corporate organizations from the point of view of a systematic approach. The formation of the culture of organizational management is described as the main direction of creating the uncertainty of managers. Effective development of organizational behavior of corporate managers and stabilization of their actions is analyzed.

**KEY WORDS:** competitiveness, formation of management culture, effective actions, activity management, systematic approach.

## Annotatsiya

Ushbu maqolada korporativ tashkilotlari menejrlari tashkiliy xulqining xususiyatlari tizimli yondashuv nuqtai-nazardan tahlil etilgan. Tashkiliy boshqaruv madaniyatini shakllantirish menejrlarining noaniqligini yaratishning asosiy yo'nalishi sifatida tavsiflangan. Korporativ menejrlarning tashkiliy xulqini samarali rivojlantirish va ularning xarakterlarini barqarorlashtirish tahlil etilgan.

**Kalit so'zlar:** raqobatbardoshlik, boshqaruv madaniyatini shakllantirish, samarali harakatlar, faoliyat menejmenti, tizimli yondashuv.

## Аннотация

В данной статье рассмотрены особенности организационного поведения менеджеров корпоративных организаций. Культура управления представлено в виде основного пути о формирования потенциала менеджеров. Анализированы перспективы эффективного развития организационного поведения.

**Ключевые слова:** конкурентоспособность, формирование культуры управления, эффективные действия, менеджмент деятельности, системный подход.

While emphasizing the relevance of these analyzed problems, it should be said that the professional development of managers is a force that independently affects the characteristics of organizational behavior of managers of a corporate organization - "cognitariat" (social group, knowledge about creating funds, increasing income, benefit).

Communication of management with people in the English dictionary; management art and power; administrative skills, defined as a management body. All this literally refers to the management of a corporate organization.

The purpose of the integrated management system of a corporate organization is to increase the value of a certain economic entity, i.e. to increase the capital's stable growth.

This article focuses on the essence of the organizational behavior of managers in the formation of the internal culture of the organization. In the process of analyzing this problem, it is assumed that systematicity is one of the basic concepts and that the number of managers will increase regularly in the future. Accordingly, the influence and importance of the organizational behavior of managers in the implementation of the goals of the corporate organization will increase in the near future and in the long future. This situation is the main factor that forms the synergistic effect and the success of entrepreneurship.



In the literature of psychology and pedagogy, the behavior of employees is considered at the level of an individual, a group, and an entire corporate organization. A large number of authors admit that, in fact, the essence of this term consists of a system of interconnected responses of the corporation in order to adapt to changes in the external environment. It is also emphasized that the activity and market relations observed in the external environment and the collectivity regulated by cultural traditions are also among them. In the course of the organization's internal activities, people's behavior consistent with the organization's goals is encouraged to a certain extent (including at the group level). It is necessary to talk about cultural psychology and situational psychology.

In this direction, managers of the corporate organization are primarily interested in regulators of organizational behavior (administrative activity, conflict management, ethics of business activity) from the point of view of increasing the effectiveness of their activities (Fig. 1).

From the analysis of the literature devoted to this field, it became clear that the characteristics of the organizational behavior of managers of corporate organizations have not been sufficiently studied. This article makes it possible to make certain conclusions about some aspects of the problem.

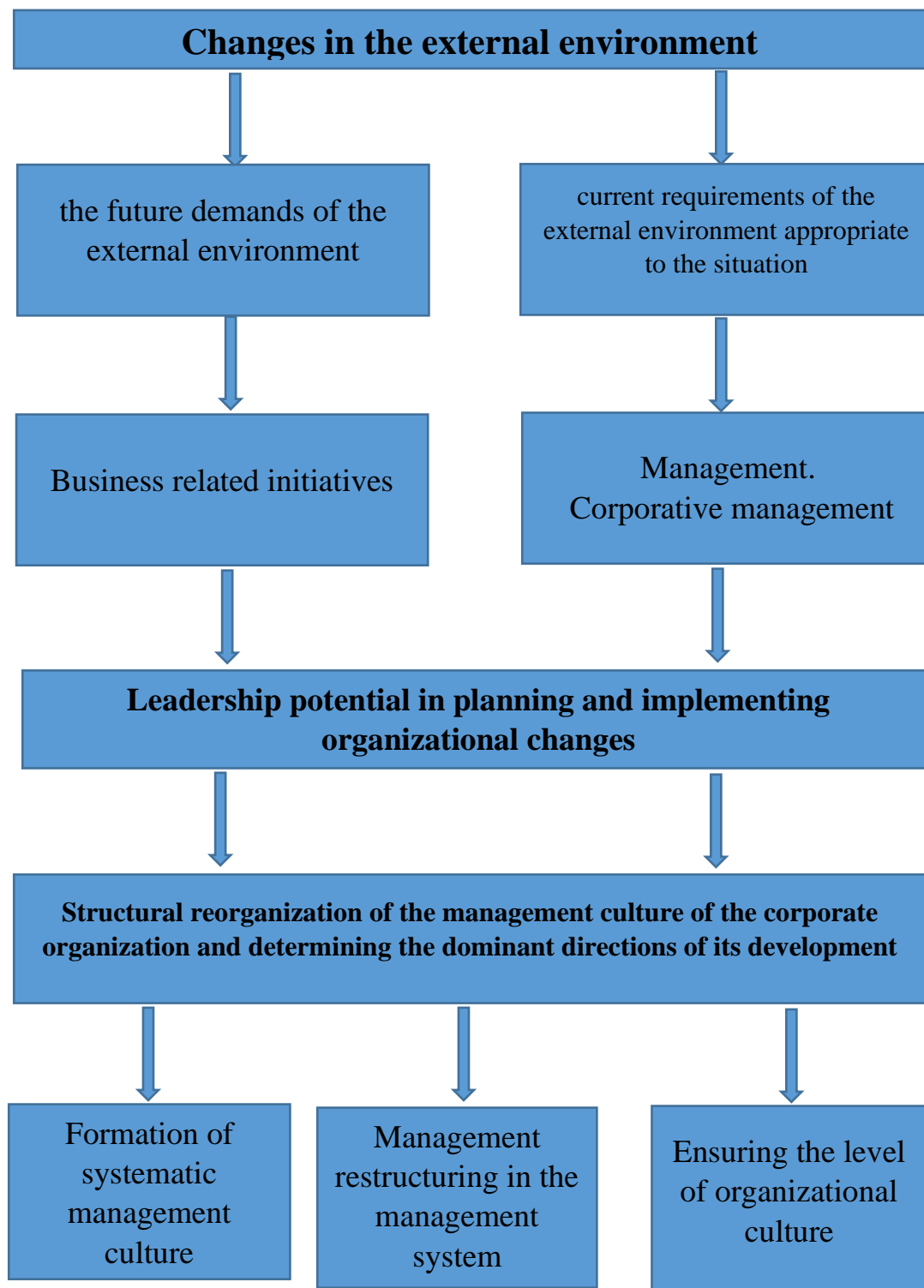
The concept of "organization" can be approached from two different perspectives, i.e. structural and legal approaches. The focus of the ethical approach is not the methods of distribution of production tasks and responsibilities, but the employees of the corporate organization, i.e. people. As noted by many scientists in the field of organizational creativity, no matter how carefully and accurately the management structure of the organization is created, the successful operation of the organization is primarily determined by its employees, their abilities and how motivated they are in relation to the work they do [1].

Behavioral analysis of the business activity of the organization is closely related to a number of basic concepts. First of all, these are: role, status, social group, business communication, leadership, authority and power. The same goes for organizational culture, leadership, and management culture.

Organizational culture in its composition reflects the relationship of the corporate organization to the law, to the person, to the quality of the manufactured product, to financial and production responsibilities, to the transparency and reliability of business information. These aspects should be summarized, supplemented and improved in the set of laws, traditions, rituals and symbolic actions of the corporate organization. In the conditions of the market economy, the success of the corporate organization depends to a certain extent on its respect (image) and reliability as a business partner. The fact that the corporate organization is well-known and recognized as a reliable business partner is clearly formed and made a name, produces quality goods, etc. - this organizational culture is a culture [2].

In order to implement any business-related changes in the organization, it is necessary to have leadership potential that matches the situation and goals of the organization. This applies primarily to strategic changes in organizational culture (Figure 1). Leadership potential determines the influence of management culture, which is the ability to adapt to changes in the external environment. It is very important to explain the organizational changes to be implemented to the employees at the level of organizational culture and the employees to implement these organizational changes.

The essence of leadership is to study the changes occurring in the external environment as deeply as possible, to foresee them with the help of their interpretation, and to find the means of adaptation to these changes and their effective use. In this case, leadership is viewed from the point of view of its role in the team, not the career of an individual. Leadership can be manifested in any department of the organization, but in order for real organizational changes to occur, senior leaders must have leadership skills.



**Figure 1.** A simple model of the use of leadership potential in the formation of organizational culture and implementation of structural changes.

In order for leadership to manage their roles effectively, they need to be at the boundary of the organization and the external environment. At the same time, it is necessary to establish communications with departments (sales and purchases, marketing, public relations, legal and financial departments) that are part of the organization and are in constant contact with the external environment. The main roles of the leader in the organization are as follows:

- 1) clear and deep understanding of the changes taking place in the external environment;



- 2) it is necessary to recognize that there is uncertainty and complexity in the external environment;
- 3) ensuring psychological safety;
- 4) emergence of mutually exclusive information and their summation;
- 5) understanding that mistakes will be made in the process of learning and mastering and implementing organizational changes;
- 6) management of all stages of organizational changes (especially the introduction of new cultural requirements).

It is necessary to determine the critical problems that arise in the process of developing leadership and management culture based on SWOT analysis (analysis of the strengths and weaknesses of the organization, its opportunities and risks from the point of view of entrepreneurship). As a result of these analyses, practical recommendations on the organization and development of cooperation between internal departments of the organization are created.

Currently, "management culture" is used in different senses. In particular, employees working in the same group have different symbols and their meaning, values, rules, norms, traits, behavioral models and so on. This indicates the vagueness of the concepts of management culture and the lack of disclosure of their content and essence. In the process of elucidating the essence of all concepts and terms, historical and traditional approaches are considered as common organizers: depth, sometimes hidden meaning, collective orientation, thinking and thinking tool in forming and accepting an idea; direction of moral and spiritual norms and values, etc. At the same time, the vague organization of existing concepts and terms is inextricably linked with the value system that makes up the management culture. In particular, in most studies, problems arise due to the fact that the criteria that determine the relationship between the activities of the structural units of the corporate organization and the management culture are not developed or are vaguely formulated. Similarly, the relationship between management culture and management functions has not been developed in the structure of corporate management.

Below (table 1) the essence of management culture is proposed by the author. In this, the parameters of complexity are determined, and the concept of management culture, which is considered the main element of new management, is highlighted. Approaches to assessing the importance of management culture should be divided into two types, i.e., cultural and economic approaches. From the point of view of cultural approaches, culture is a goal; from the point of view of the economic approach, it is a means of achieving the goal. In other words, management culture can be both a function and a factor that ensures the success of business activities.

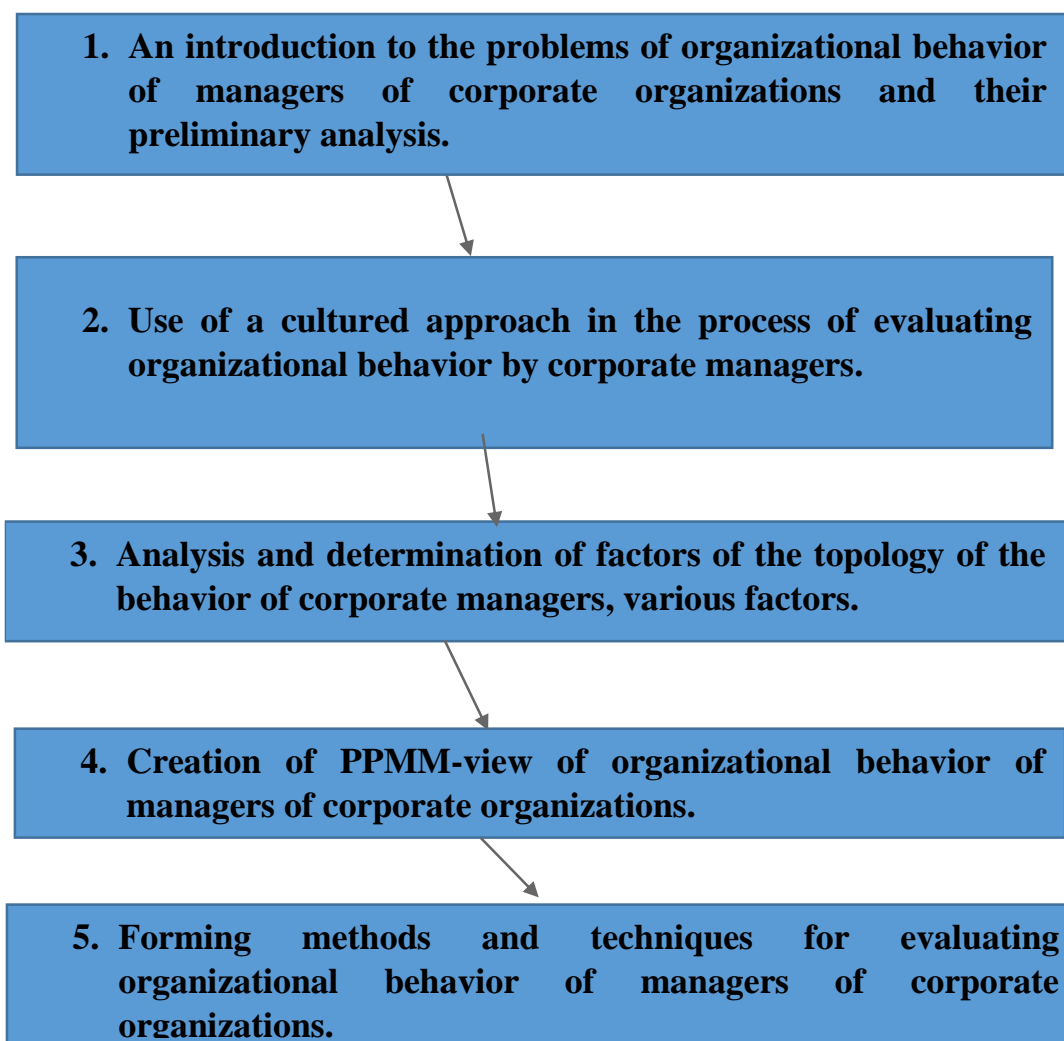
**Table- 1**

**A comprehensive approach that determines the essence of the management culture of organizations of the entrepreneurial category.**

<b>Aggregate parameters</b>	<b>The Essence of the content</b>
The concept of management culture.	General categories involved in management culture: moral norms, values, mentality, worldview, complexity, methods and rules of management activity.
Sides (aspects) of cultural management.	External Internal
Spread limits.	Adaptation to the external environment (adaptation). Internal integration management. The concept of physical and social reality.
The purpose of management culture.	Ensuring profitability: increasing and strengthening the organization's totality, increasing the value of the organization and market attractiveness
Driving forces for improving management culture.	Social, economic and organizational dissatisfaction of the organization's team and its leader.
Ways of influence of management culture on organizational activity.	Recognition of the organization in the external environment. Cohesiveness of the organization in the internal environment Economic security of the organization's economic activity. Social and cultural potential of the person. Quality of management decisions. Personnel policy
Mechanisms for changing management culture.	Primary and secondary. Self-management and state management.

The development of management culture means its legal changes from one state to another improved state. As a result of such changes, a new quality - composition and structure - of management culture appears. We emphasize the above information. These principles were created in time by A. Fayol [3], and they are still used as one of the basic concepts in practice. What has been mentioned is especially related to the principles of management integrity, planning of corporate activities, consistency of the organizational structure of a corporate organization, or the organization of business management. First of all, these are related to the possibility of ensuring entrepreneurial success.

In the process of these studies, an algorithm was developed to determine the characteristics of organizational behavior of managers of corporate organizations (Figure 2). The algorithm includes five blocks. They are connected to each other in a certain way. In one of them, the main attention is paid to the topology of the corporate manager's personal behavior and the various factors, and in the other, the aspects of formation of organizational behavior assessment techniques and methods and the PPMM-view of the behavior of managers of the corporate organization are analyzed.



**Figure 2. Algorithm for determining the characteristics of organizational behavior of managers of a corporate organization.**



This type of vision focuses on: professionalism (P), personal parameters of the corporate manager (P), motivation (M), culture (M).

The culture of a corporate manager (first of all - entrepreneurship) can be at different levels. This literally applies to professionalism.

Personality parameters include: initiator, uniter and integrator of organizational actions, leader, producer. Each corporate manager has a specific set of administrative parameters, one of which is usually dominant.

In terms of the motives of corporate managers, they can be divided into groups [4].

- 1) motivated managers;
- 2) prospective managers;
- 3) problem managers;
- 4) unmotivated managers (most parameters of motivation do not describe their positive aspects).

Especially:

- 1) amount of income or salary;
- 2) clarity of goals and trust relations;
- 3) a stable, reliable workplace and a convenient work schedule are provided. Further, it will be known from

the questionnaires conducted during the research: competitiveness, self-expression, a team with a friendly atmosphere, the availability of opportunities for promotion on the service ladder, interesting creative work, the matching of activity requirements to the manager's abilities, long-term vacation, the availability of opportunities to acquire new knowledge and initiative. A.A. Thompson and A.D. Strickland were among the first to introduce the term "the art of motivation". In their opinion, it is more important to explain to managers the importance of achieving the results expected from their activities, i.e. the goals, rather than the obligations related to their duties. In practice, in addition to motivating managers to act, incentives are also studied. In addition, the following play an important role: needs, interests and interests, expended effort and labor costs, means of motivation and driving forces that encourage these subjects to engage in economic relations.

In the process of assessing the level of motivational efficiency, V. Vroom's theoretical developments were taken as a basis. According to this theory, motivation consists of the interdependence of three functions:

- 1) labor costs - result;
- 2) results - reward (incentive);
- 3) reward value is the degree of satisfaction with the reward. In this case, motivation itself is considered as one of the three scientists that determine organizational behavior.

It can be concluded that various characteristics of corporate activity have been identified. This applies to, for example, accounting, planning and finance. But not enough attention is paid to the behavioral characteristics of corporate managers (while the entrepreneurial success of any corporate organization is determined by corporate managers). The proposed concepts of the characteristics of the managers of the corporate organization serve as one of the effective solutions to these problems.

## USED LITERATURE

1. М.Х.Мескон, М.Альберт, Ф.Хедouri "Основы менеджмента" Пер. С английского: М. Дело. 2016-702с.
2. Мильнер Б.З. Теория организации: учебник. М. Инфра. –М 2009.864с
3. Файоль А.В. Учение об управлении. Пер. с английского. Рязань. 2018г. 70с.
4. Мухаммадиев О'.А. Strategik menejment: Darslik. Toshkent Lesson Press 2021y. 440b.
5. Мухаммадиев О'.А. Menejment: O'quv qo'llanma. Toshkent. Innovatsion rivojlanish nashriyoti – matbuot uyi. 2019y. 267b.
6. Egamov R.M., Mirzayev Z.A., Aliyeva N.B. "Korxonalar faoliyatini boshqarishda samaradorlikni oshirish yo'llari". *Miasto Przyszłości* 34 (2023): 249-251b
7. Egamov R.M. "Qurilish industriyasi korxonalarida innovatsion tadbirlarni samarali tashkil etishning ilmiy-nazariy asoslari". *Innovatsion texnologiyalar* 3(43) (2021): 88-91b