



REVIEW OF THE TRENDS OF MANAGEMENT: CORPORATE CULTURE OR ORGANIZATIONAL BEHAVIOR

Urinov Bobur Nasilloevich

*PhD., Head of Corporate Governance Department, Tashkent State University of Economics,
Tashkent, Uzbekistan.*

ABSTRACT

In the given article discussed conceptual development of management theories, reviewed main approaches of leading economic literatures, explained stages of development of organizational behavior and its transformation to corporate culture, analyzed context of organizational behavior and corporate culture, concluded efficiency of organizational performance.

KEY WORDS: *personnel management, organizational behavior, corporate culture, leadership, labor market, organizational performance.*

DISCUSSION

The present stage of the socio-economic development has a clear direction towards the growth of innovation, efficiency and competitiveness. At the same time, only the employee with his/her creative and physical potential, the ability not only to reproduce his/her labor force, but also to self-development, becomes for the organization a personified asset that determines the success factor of society and each individual organization.

In the modern concept of management, an important element is the recognition of the social responsibility of management both to society as a whole and to the people working in the organization. Today much attention paid to the person who viewed as a key resource of the company, and to creating conditions for the realization of his/her potential and ability to work effectively. Corporate culture is one of the most effective means of attracting and motivating employees. The corporate culture brings the organization a very specific material result.

According to the analysis of modern scientific literature, it can be argued that the development of theories of management and organizational behavior took place in parallel. Organizational behavior is an area of expertise that has embraced many ideas and approaches.

In a sense, research on corporate culture and corporate behavior "inherits" the methodology and developed in the sociology of the production team, whose interests included adaptation and professional

selection of personnel, stabilization and turnover of personnel, cohesion of the primary team and the socio-psychological climate, labor discipline, organization and working conditions, motivation and stimulation of labor. However, in the late 80s - early 90s. the last century in the sociology of labor, a thematic shift of research is outlined. Among the new problems that are beginning to be intensively studied by sociologists, it should be noted labor conflicts and strikes of workers, economic crime and its social consequences, the market and consumer behavior, the variety of forms of ownership in production, employment and unemployment, the labor movement, entrepreneurship, privatization. At the same time, they continued to study the problems characteristic of the previous stages of development of the sociology of labor, including the issues of wages and material incentives, participation of employees in management, organization and working conditions, stabilization of the team and the socio-psychological climate, etc.

In the second half of the 90s. the sociology of labor is increasingly being replaced by economic sociology. And today the sociology of labor is already turning into an economic branch.

Organizational behavior as a scientific direction has two components. So, the development of the psychological component of organizational behavior went through the development of theories of motivation and organizational conditions for increasing the effectiveness of activities (training,



leadership, organizational culture, knowledge management in the organization, etc.). A significant contribution to the development of this direction was made by H.Ford, A.Sloan, A.Fayolle and representatives of the School of Scientific Management recognized the behavioral aspect of management.

However, they did not emphasize the human factor, assigning it a secondary role in comparison with the hierarchical structure, specialization and management procedures such as planning and control. Nevertheless, it was at this stage that various and complex prerequisites appeared for understanding the significance of the behavioral approach in the process of managing an organization.

So, in the studies of American scientists E. Mayo and C. Bernerd, attention was focused on the human factor in the process of managing an organization and on the role of a leader that the latter plays in an organization, as well as in mastering social forces in an organization, in managing its informal components, in shaping values and norms. The views of these authors were the prerequisites for the expansion of research in the framework of organizational behavior.

In the process of analyzing theories of organizational behavior, two main directions can be distinguished, namely, an orientation towards human resources and towards achieving results. In the real process of managing an organization in the formation of organizational behavior, a situational approach is most often used. But nevertheless, we can state the fact that the foundations of the theory of organizational behavior were developed by Douglas McGregor in his theory of X - Y, in which the author will reorient the attention of researchers to human resources, where one of the models of employee behavior in an organization involves the analysis of personal growth and development individuals, their achievement of ever higher levels of competence, creative activity and considers a person as the main resource of the organization (theory "Y"). The traditional approach to management (theory "X") assumes that the decision is made by the manager, who tightly controls the performance of the task by the employee. In this case, management is of a directive and controlling nature. In theory "Y", the task of management is to provide opportunities for improving the skills of employees, increasing their sense of responsibility, creating an atmosphere conducive to increasing their contribution to the achievement of the organization's goals.

Thus, developing the abilities of workers and providing them with opportunities for their implementation directly leads to an increase in their productivity and the degree of satisfaction with work. The human resources approach is also called supportive, as it involves shifting the main focus of

the manager from controlling employees to actively supporting their growth and performance.

Traditional management relied on the principles of providing "the right way" of leadership, based on "right" goals, power distribution and work assignments, which were seen as universal for organizations of all types and effective for all possible situations.

When implementing this approach in practice, the theory of organizational behavior was based on some "universal" principles. In particular, it was widely believed that, regardless of the circumstances, employee-centered management was significantly preferable to problem-solving management. Some exceptions to the rules were allowed, but the basic concepts were not questioned.

In connection with the above, the question arises about understanding the effectiveness of organizational behavior. There is no doubt that strategic goals and job satisfaction play a key role in this contest.

Performance, in its simplest form, is the ratio of what is received in the output to what is invested in the input (usually according to some predefined standard). If, while the input resources remain unchanged, the output increases (with the same output, the input resources decrease), then the organization's performance indicators increase. However, the concept of "productivity" does not imply a mandatory increase in output; rather, it is a measure of the efficiency of production of the final product. Consequently, higher productivity means more efficient use of public resources. Reducing production waste and saving resources are results that are highly appreciated by society.

Productivity is often measured in terms of economic inputs and outputs, but human and social costs and outcomes are equally important. For example, in cases where improving the practice of organizing behavior allows you to increase employee satisfaction with the labor process, there is a way out, or a result, in terms of the human factor. In the same way, if the implementation of training programs for employees of an organization indirectly contributes to the personal development of members of society, then a valuable social result is achieved. Usually, human, social and economic factors are taken into account when making a decision on IT, therefore we consider a number of measures focused on the results of effective organizational behavior. Many of these measures are used in the practice of total quality management, aimed at improving the quality of the company's products or its services through various management influences and employee training. Typically, management focuses on achieving a high level of customer satisfaction through partnerships with suppliers, continually looking for opportunities to improve working methods by training employees



in the use of statistical control methods and their informed participation in teamwork.

J. Meyer and F. Herberg in the book "Theories of Organizational Behavior" give several criteria by which you can distinguish a good theory when faced with it. Such a theory should:

- Contribute to the achievement of scientific goals by aiding understanding, allowing prediction and facilitating understanding;
- Define clear boundaries of use so that it is not used in situations for which it was not intended;
- Direct the attention of researchers to the solution of priority issues;
- Allow generalizations that go beyond the scope of a specific study;
- Freely allow further verification by using well-defined variables and terms;
- Not only be confirmed by research undertaken on its basis, but also be consistent and consistent with other known facts;
- Be formulated in the simplest terms.

Thus, organizational behavior as a scientific direction arose at the end of the 50s of the twentieth century, at the time of the rapid development and emergence of scientific disciplines engaged in the study and explanation of the processes occurring in the organization, both in the external and internal environment, and the first Fred Lutens became the author of a textbook on organizational behavior published in the USA in 1973.

Organizational behavior as a scientific direction arose in the late 50s of the twentieth century, at the time of the rapid development and emergence of scientific disciplines involved in the study and explanation of the processes occurring in the organization, both in the external and internal environment.

The term "organizational behavior" originated in the early 60s of the 20th century. When several areas of scientific disciplines, such as sociology, psychology and management, were combined, dealing with the explanation of the processes that occur in an organization, between organizations, and between the internal and external environment.

In the context of the transformation of the labor market, the intensification of competition for labor resources between enterprises, taking place against the background of unfavorable demographic processes, the management of organizational behavior acquires particular importance. This trend is not only Russian, but also worldwide and is noted both in the scientific community and in the business community.

Most of the leaders of the largest organizations, seeking to improve the management of

organizational behavior, "automatically" transfer the appropriate Western methods, often without adapting to the existing conditions in the organization. In our opinion, this approach is incorrect, does not allow taking into account the Russian specifics, which reduces the effectiveness of methods that have positively proven themselves in the West. The problem is complicated by the fact that domestic developments in this area are not enough, and as practice shows, not all Russian entrepreneurs are able to adapt the available foreign methods in the field of organizational behavior management.

Currently, there are many concepts and approaches to the definition of "organizational behavior", which are the synthesis of such scientific areas as: economics, management, sociology and social psychology ("school of human relations") and some others.

However, despite the great contribution of the world scientific community to the development of the theoretical foundations for managing organizational behavior, this problem has not lost its relevance both in the scientific environment and in the business community. In addition to the theoretical approaches and research findings discussed in the discussions, the identification crisis was probably the biggest problem. What exactly is meant by organizational behavior? Is the introduction of this concept an attempt to replace all management with the concepts and methods of the behavioral sciences? How does it differ (if any) from traditional applied or industrial psychology?

In this regard, it seems appropriate to clarify the essence and typology of organizational behavior, the prerequisites for the emergence of this scientific direction and its practical use, as well as focus on the final result.

Considering that in all the concepts, to one degree or another, the basic position of the theory of organizational behavior formulated by F. Lutens is used, let us consider it in more detail. In his book *Organizational Behavior*, he described this concept as a "behavioral approach to management", i.e. the author focused on the consideration of the dynamic aspects of the organization's functioning.

As a result of our analysis of scientific literature, we can conclude that, in our opinion, we consider corporate culture to be a system-forming factor influencing the effectiveness of an employee's organizational behavior, since it is a systemic tool for indirectly managing organizational behavior and, accordingly, its effectiveness.

Currently, it is quite obvious that the activities of any organization should be as effective as possible and be expressed in specific, primarily economic, indicators. A high-performance organization has a number of characteristics that need to be identified and described in order to build on their basis a generalized model that can be adapted in



each specific organization in order to optimize existing and new strategic goals and plans.

Effective organizational behavior is ensured by creating conditions for the development of the potential of employees and providing opportunities for continuous positive results of their activities. "Rather than treating people as replaceable elements of ever-changing temporary alliances, a highly effective organization sees individuals as its main resource for achieving consistently high results".

Intellectual capital is the foundation of effective organizational behavior. In this sense, even in the era of high technologies, people are an irreplaceable resource, thanks to the contribution of which the strategic goals of the organization are achieved.

Thus, high-performing organizations are open systems, influenced by a changing external environment, which is global in nature, and rapidly changing customer expectations. The most important factors of production include location problems, opportunities, goals, missions and strategies of the organization, vision. (A high-performing organization creates a complex mission and vision for the company that ties these elements together and integrates them with its core values.) In a highly effective organization, the vision and management mix should involve workers and managers at all organizational levels. This combination is a decisive factor in guaranteeing a high degree of approval by all members of the organization. It is this high level of mutual acceptance that is at the heart of the difference between high-performing organizations and more traditional organizations.

The end result is the product of individual, group and organizational performance. Organizational achievements reflect the financial achievements and quality of working life of the organization's members, including job satisfaction, loyalty to the organization on the part of employees. Let's call this characteristic - employee satisfaction with his activities in the organization.

In our opinion, the following tasks are faced by the leadership of a highly effective organization:

- Formation of the employee's personal interest in the task performance;
- Establishing close feedback with colleagues and consumers;
- Financial reward and moral encouragement of the most successful employees.

In the same organizational environment, different people behave differently. A person always has freedom in choosing forms of behavior: he may or may not accept the values of the organization, share or not share its goals and philosophy. Depending on the combination in which the main components of the basis of behavior are combined, the style of activity of a particular employee, his model of behavior, is formed.

REFERENCES

1. Бернерд Ч. *Функции администратора*. 1938.
2. Шермерорн Дж., Хант Дж., Осборн Р. *Организационное поведение*. 8-е издание. - Спб.: Питер, 2006.
3. Armstrong M. *Handbook of personnel management practice*. - L., 1991.
4. Crane A. *Business Ethics*. - «OXFORD University Press», 2004. - 484 с.
5. Hofstede G. *Cultures and Organizations: Software of the Mind*. New York., 2004.
6. Lawler E.E. *Motivation in work organizations*. San Francisco, 1994.
7. Lynch R. *Corporate strategy*, Pitman Publishing, 1997.
8. Luthens F. *Organizational behavior*. McGraw-Hill., 1992.
9. Milchen J. *Inherent Rules of Corporate Behavior: A Primer*. Reclaim Democracy.org, Bozeman, Montana, USA., 2002
10. Parker M. *Efficiency or Ideology? Assessing the usefulness of organisational culture*. - Moscow, 1994.
11. Urinov B. *Corporate approach of personnel management: theory and analysis* //Austrian Journal of Humanities and Social Sciences. – 2016. – №. 5-6.
12. Уринов Б. Н. *Основные аспекты оценки эффективности премирования персонала предприятий* //Проблемы экономики. – 2014. – №. 5. – С. 18-20.
13. Urinov B. *Evolution of corporate management of the personnel in national economy* //2nd Student Conference of MDIS Tashkent. – 2017. – С. 39.
14. Urinov B. N. *Research of motivation problems in personnel management* //Journal of Management Value & Ethics.