

Scientific-Theoretical and Methodological Basis of Corporate Culture Development in the Management of Cultural Institutions

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Abstract

In this article, the scientific-theoretical and methodological foundations of the development of corporate culture in the management of cultural institutions, the distribution of functions and obligations, and obligations distribution, rules of interaction and level of reward, decision-making and responsibility for everything are analytically stated. Also, in the article, you will get acquainted with the suggestions and recommendations of the author regarding the scientific-theoretical and methodological foundations of the development of corporate culture.

Keywords: culture, institution, management, corporate culture, development, scientific, theoretical, methodological, foundations.

In today's highly globalized era, the creation and formation of corporate culture is becoming extremely important. The methodological basis of corporate culture is to know not what a person has done, but what is the basis of his work. As stated in President Shavkat Mirziyoyev's address to the Oliy Majlis and the people of Uzbekistan on December 20, 2022, "... we have an important task ahead of us to select suitable personnel who will provide effective work for the positions." In this sense, researching the technologies used in different companies of the world and studying the ways of using them in our national culture remains an urgent issue in cultural management.

As in every field, the theoretical and scientific methodological foundations of corporate management are given priority in the field of culture.

The theoretical-scientific methodological foundations of corporate management in the field of culture are typical for enterprises, and their main features are:

- 1) presence of a charismatic leader;
- 2) the absence of clearly expressed bargaining relationships on the distribution of rewards and work. The most important reward is prestige;
- 3) the role of the top level of management is minimized.

The direction that serves to reveal the scientific-theoretical and methodological foundations of the development of corporate culture in the management of cultural institutions is called "artel", it is a corporate culture based on the unstabilized division of labor, the non-separation of functions and obligations [1]. Each employee is responsible for everything and does everything he can for his company.

Let's talk about the scientific-theoretical-methodological basis, research and project departments, service areas, repair-construction brigades work here. In addition, the artel type of corporate culture is characteristic of small enterprises, the size of these enterprises is determined by the individual

requests of customers, production features oriented to their formed circle (small workshops, bakeries, workshops)[2].

From this, let's list the main signs characteristic of artel culture within the framework of the scientific-theoretical and methodological foundations of the development of corporate culture in the management of cultural institutions:

- 1) there is a multiplier effect of actions - the whole is always greater than the sum of its parts, that is, the synergetic, economic and social effect of the team exceeds the competitive advantages of a single case;
- 2) trust between team members - individuals to each other suitability;
- 3) exchange of activities has the character of contributing to the common work.

In revealing the scientific-theoretical and methodological foundations of the development of corporate culture in the management of cultural institutions, the so-called "colony" - the method of corporate culture based on the absolute subordination of the employee to technology has been widely proven in experiments. In this way, employees are turned into slaves of the production process. Strict discipline is enforced by an army of supervisors.

Here, the scientific-theoretical and methodological foundations of the development of corporate culture in the management of cultural institutions are as follows:

- simplifying the labor functions of the employee, turning him into a bolt of the production process;
- a strict hierarchical system of subordination, the minimization of employee independence and initiative. The founder of this type of culture is Henry Ford, who implemented the ideas of continuous production system, modeling, conveyerization and rationalization of production.

In the field of culture, we can take the theoretical-scientific methodological foundations of corporate management as an example of the corporate culture based on the "collective farm" system, which was used in the previous period, and the work is opposed to the enterprise. Employees perform planned tasks and use the company's resources and time to work for themselves.

In our opinion, we will show the main features of the collective farm system in the following aspects:

- 1) treating work as an obligation;
- 2) clearly expressed hierarchical trade. The salary is considered the social minimum. Any intensity of the employee requires additional payment;
- 3) using each other in plundering the company's resources.

We can safely say that this method, which is an outdated system, is no longer used in almost any country today.

In addition, let's consider the theoretical-scientific methodological foundations of corporate management in the field of culture with the method of corporate culture called "housing economy". In this case, it appears as a type of corporate culture based on separate ownership of activity and its results. In this method, an employee "works his field", and the contribution to the common work is considered a mandatory assignment or deductions from income [3].

If we continue our analysis through examples, a lawyer's office (each lawyer does the minimum necessary work for his office, looks for work - clients on his own); comparable real estate firms (employees use a shared database, legal support, firm brand, but find clients themselves and receive a percentage of the deal).

Its main symptoms are:

- minimum internal firm cooperation;
- direct communication with clients - whoever can communicate better, earns more money;
- internal competition (fighting for customers).

The above-mentioned methods serve to scientifically reveal the theoretical-scientific methodological foundations of corporate management in the field of culture.

At this point, let's talk about popular, popular methods. Including in the method of "feudal socialism" - equal rights of all performers. It is considered as a type of corporate culture based on a view of one place and a strict hierarchy[4]. In this, division of labor and cooperation are combined with continuous trade both vertically and horizontally in relation to the terms of interaction.

Let's list its main features:

- strong inertia of the created system of relations - most of the relations have the character of reproducing the bigotry;
- unique character of submission;
- variety of changes - a system of interests that is constantly changing.

These signs appear as a methodological basis in the current era of global changes.

Also, in today's information society, the "corporation" method is manifested as a type of corporate culture based on cooperation of activities with a clear division of "responsibility areas". In this method, the basis of mutual relations is a strict regulation that defines the functions, rights and obligations of each executive, as well as the processes of decision-making and coordination of interests. The corporate method is mainly characteristic of large companies.

Let's list the main characteristics of this important corporate culture:

- individualistic behavior style;
- nature of contract in employee-enterprise relations;
- formal and real, the maximum conformity of the norms of behavior allowed in society.

During our analysis, we witnessed that sometimes several types of corporate culture can coexist in one company. At the same time, there are completely incompatible types (for example, "collective farm" and "colony"). In the field of culture, as theoretical-scientific methodological bases of corporate management, methods of coordination of interests, forms of corporate actions and conflict resolution methods are considered holds.

In the field of culture, the theoretical-scientific methodological foundations of corporate management mean any groups whose interests are affected by the company's activities: shareholders, managers, partners, consumers. Among interested parties, three main groups with objective conflicts of interests of different orientations are distinguished: shareholders, managers and directors [5].

In revealing the methodological basis, we take as an example the shareholders. Shareholders, in turn, are divided into two categories - majority and minority shareholders, and their interests are divided among themselves. Majority shareholders, unlike minority shareholders, are focused on long-term prospects of the company's development and smaller risks. If they have to choose between paying dividends and capitalizing profits, they prefer capitalizing profits. The following principles of corporate behavior can be recommended for majority shareholders [6].

Let's focus our attention on the importance of minority ownership and prudent dividend policy and other relevant aspects:

- implementation of well-thought-out motivation of managers' activities together with the Board of Directors, which reduces the risk of abuse by managers;
- to increase the professionalism and independence of the Board of Directors on a planned basis. Principles of corporate culture for minorities:
- to prevent the abuse of the rights of shareholders to the detriment of the company's interests;
- not to disclose information that is part of the company's commercial secrets;
- requiring the company's directors, managers and major shareholders to follow accepted ethical rules.

In the field of culture, the methods of shareholders and managers are very important in opening the theoretical-scientific methodological foundations of corporate management.

Solving conflicts between shareholders and managers is the main task of directors. To address this, the Board of Directors should be separated and independent from both shareholders and managers, not formally, but in fact [7].

The following principles can be recommended for directors:

- development and approval of ethical rules in the company;
- All of the company during the activities of the Board of Directors taking into account the interests of interested parties;
- monitoring the "transparency" of the company, compliance by the company's shareholders, managers and employees with legal requirements, the founding and internal documents of the company;
- developing recommendations on reasonable dividend policy and presenting to shareholders;
- developing an effective motivation system for managers;
- to report to shareholders and provide them with complete and reliable information about the state of affairs in the company.

At this point, let us dwell in detail on the theoretical-scientific methodological foundations of corporate management in the field of culture:

Managers do not risk losing their property by only putting the owners' money at risk. I recommend the following for them can do:

- not to abuse their powers;
- damage to company shareholders by deliberate actions failure to deliver;

- notifying the Board of Directors of the company when there is a risk of damage to the company;
- introduction of ethical rules developed by the Board of Directors to the company's activities;
- fulfilling one's obligations wholeheartedly, conscientiously and proactively;
- properly reporting to the Board of Directors;
- observe the founding and internal documents of the company, legal requirements and demand the same from the company's employees;

Protecting the interests of employees, providing decent working conditions for them. Principles of corporate culture. In the field of culture as well, we can highlight the following among the general ethical norms to the theoretical-scientific methodological foundations of corporate management:

- respect each other;
- refrain from unethical methods of competition;
- to serve the development of open markets for trade and investment.

Of course, there are theoretical and scientific methodological foundations of corporate management in the field of culture [8]. We now fully list the principles of relations with suppliers of goods and services:

- proper price formation, licensing;
- exclusion of unnecessary court proceedings;
- development of long-term and stable relations;
- sharing non-confidential information;
- making payments on time in accordance with the terms of the concluded contracts.

Principles of relations with consumers:

- providing consumers with high-quality goods and services according to their needs and desires;
- right treatment, goods and services of the joint-stock company to consumers, their health, safety, environment to improve their condition and guarantee support;
- not to discriminate against consumers of goods and services of the joint-stock company based on their gender, age, race;
- guarantee respect for human dignity in goods and services offered to consumers, including their marketing and advertising;
- respecting the integrity of consumer culture.

At the time, Japan was occupied by the US military and economic

Although the system is completely derailed, leaders who aim to transform the economy work to adapt different management systems to suit Japanese social culture.

they started The so-called Japanese model is now somewhat outdated and needs to be modified to align with the global economy However, in any case, the management systems created at the time were an inspiring force in the 1970s and 1980s in Europe's ability to reach and become the second largest economy in the world[9].

Let us give examples of the theoretical and scientific methodological foundations of corporate management in the field of culture. A company's foundation is built on a culture with a well-understood intricacies, in which the psychological factor plays a greater role than rational arguments.

Company culture determines financial and economic activities and what activities are implemented. Marketing and innovation are the main activities that follow the company's concept and its main policy.

If we continue our views in the field of culture, revealing the theoretical-scientific methodological foundations of corporate management, with considerations in the field of automotive engineering. Toyota, Honda in the automotive industry, Toshiba, Matsushita (Panasonic), and Sony in the electronics industry are known as companies that produce high-quality products.

In the 1950s, these companies were small enterprises and gradually entered the world market during the 1960s and 1980s. The period between 1980 and 1990 is considered the lost decade for Japanese industry. In the 1990s, the Japanese economy continued to decline, and many companies exited the market as they failed to adapt to the global economy. At the same time, many strong companies continued to grow even during this period by "shedding the old skin"[10].

There are a number of factors that allow these companies to reveal the theoretical-scientific methodological foundations of corporate management in the field of culture, among them, culture served as the main decisive factor for them. Culture is the core of a company's formation, which can be compared to the roots of a tree. The root is not visible, but if there is rot, the tree is comfortable. It can only be understood on an emotional level. Culture is like environment or climate. The characteristics of Japanese companies are that they pay a lot of attention to culture.

In the field of culture, we will continue the correspondence to the theoretical and scientific methodological bases of corporate management with our views on the example of Japanese companies. The identity of Japanese cultural organizations until the early 1990s:

- Age honor system
- Hire for life
- Labor unions within the company
- Keiretu
- Support system

Now let's talk about each of them separately. The seniority system is based on the fact that the monthly salary is determined based on the employee's age and work experience in the company. Lifetime employment means that the company hires an employee for a long period of time, for example, until the age of 60. In the system of labor unions in cultural organizations, all employees, except executive directors and management staff, must be members of the company's labor union, regardless of their professional direction. A keiretsu is a group of companies with shareholders that maintain close relationships with each other by constantly sharing information and creating opportunities for each other[11].

In conclusion, we reviewed the theoretical-scientific methodological foundations of corporate management in the field of culture through many examples related to how companies' activities are coordinated and controlled, normative and regulatory documents are developed, and they create conditions for companies to protect and gain advantages. In general, the methodological

foundations are established in each corporate culture organization under the control of the headquarters.

There is no doubt that if the above-mentioned aspects are fully used, the theoretical and scientific methodological bases of corporate management in the field of culture, as well as scientific, technical, economic and positive methods and tools, will quickly develop the development of the field and bring it to the stage of development.

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