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THE SCIENTIFIC BASIS OF CORPORATE CULTURE DEVELOPMENT IN THE MANAGEMENT OF CULTURAL INSTITUTIONS

Abstract: In this article, the scientific basis of the development of corporate culture in the management of cultural institutions, the behavioral characteristics of organizational structure employees, individual and group interests, customs and traditions, formal and informal norms and rules of activity, management style, guidelines for employees' satisfaction with working conditions are analytical statements. Done also, in the article, you will get acquainted with the author's suggestions and recommendations regarding the practical application of the corporate culture system.

Key words: culture, institution, management, corporate culture, development, scientific, basis, structure, system.

It would not be an exaggeration to say that the next years will be a period of fundamental changes in the management methods in the field of culture in the new Uzbekistan. All conditions have been created for radical renewal of the field. A number of laws, decrees and decisions are being adopted by our government on the development of cultural management based on foreign experiences [1;].

At the 2017 meeting with leaders of culture and art, President Shavkat Mirziyoyev said: "We should never forget one fact: if culture and art do not develop in our country, society will not develop. The level of development of our people is evaluated primarily according to our national culture. In this sense, culture is the image of our people and society. As we are starting to create a new image of Uzbekistan, we should start with the development of our national culture. At this point, it determines the style of interaction and the environment in the development of corporate culture. With the adoption of corporate culture, ethical norms and principles came to the fore in the practice of joint-stock companies. We can see that these ethical requirements for corporate relations have certain characteristics related to the conflicting interests of different parties in this field.

In our opinion, the scientific basis of corporate culture is formed and developed under the influence of morals (ethics) (this is a system of moral norms, attitudes of people to each other and to society). Currently, three main groups of corporate culture organizations are distinguished in Uzbekistan:

- 1) corporate culture organizations formed as a result of privatization and post-privatization processes;
- 2) established and developed corporate culture organizations;
- 3) corporate culture organizations belonging to natural monopolies.

In each of these groups, the characteristics of business ethics have been formed under the influence of the main tasks of this business. Business ethics is a set of norms and ethical principles of business activity, the main "rules of the game" in business, without which business becomes problematic, risky and unpredictable.

Business ethics - the relationship between shareholders, board of directors, managers, company employees and other stakeholders of the corporation: suppliers of goods and services, distributors, sellers, end consumers, local residents and government authorities is a serious factor regulating a complex system.

The universal principles of business ethics, which are the scientific basis of modern corporate culture, were successfully expressed by the American sociologist L. Hosmer and are based on the axioms of world philosophy [2]:

1. Never do anything that is not in your long-term interests or the interests of the company. The principle is based on the teachings of ancient Greek philosophy about self-interest intersecting with the interests of other people (Protagoras) and the distinction between short-term and long-term interests.
2. Never do anything that can't be said honestly, openly, and truthfully. The principle is based on the views of Aristotle and Plato about personal qualities.
3. Never do things that are not considered good, that do not serve to form feelings of commonality and work for one common goal. The principle is based on the teachings of the world's religions, which encourage goodness, interaction and awareness of interdependence.
4. Never do anything that violates the law, because the law specifies the minimum moral standards of the society. The principle is based on the teachings of Hobbes and Locke about the role of the state as an arbiter in the struggle between people for worldly goods.
5. You do more harm than good to the society you live in never do things. The principle of utilitarian ethics - I. Bentham and John S. Based on the practical utility of moral behavior developed by Mill.
6. Never do what you wouldn't recommend to others in a similar situation. The principle is based on one of Kant's rules.
7. Never do anything that undermines the established rights of others. The principle is based on Rousseau and Jefferson's views on individual rights.
8. Always try to maximize profit within the legal framework, taking full account of market requirements and costs, as compliance with these conditions indicates the greatest efficiency in producing maximum profit. The principle is based on A. Smith's economic theory and V. Pareto's theory of the optimal transaction [3].
9. Never do anything that could harm the most vulnerable in society. The principle is based on Rawls' principle of distributive justice.
10. Never do anything that hinders the personal growth and development of another person. The principle is based on Nozick's theory of expanding the level of individual freedom for the development of society.

Despite the lack of a general and universal definition of corporate culture, this concept is used in connection with generally accepted moral values, compliance with legal requirements, treating people with respect, and protecting the environment. Modern the following main principles of corporate culture are highlighted:

1. Professionalism, in-depth knowledge and awareness. In the absence of complete information, in cases where unprofessional decisions are made, the interests of all

interested parties suffer, the corporation and all participants of corporate relations are harmed. Professionalism implies that a person has certain business qualities and characteristics necessary to fulfill his professional obligations and to compete honestly with other representatives of his profession. Disclosure means that it is impossible to hide any information related to their rights and legal interests from shareholders (property owners), members of the board of directors and other interested parties.

2. Confidentiality and secrets related to the profession. Confidentiality means keeping confidential only information about honest and lawful behavior. When it comes to not having full information, hiding information that should be disclosed, the mandatory rules of disclosure of information come into force when reporting information about unethical or illegal behavior to the company's management bodies or competent state authorities [4]. In order to give the necessary strictness and regulation to the confidentiality regime, directors and managers should provide guidance to owners (shareholders) and other interested parties regarding the company's employees handling confidential information, the disclosure of which may harm the specified persons, and to prevent the disclosure of information in the company. they must guarantee that real mechanisms and processes (regulations, instruction, control measures) will be applied.

3. Rules of action in case of conflict of interest. If the main requirement of confidentiality is non-disclosure, i.e. inaction, the conflict of interest, as a rule, requires active actions from the organizers of corporate culture. A conflict of interest occurs when the financial and personal interests of a director, manager or employee conflict with the interests of the company.

The scientific basis of the development of corporate culture in the management of cultural institutions should be given to management and all employees with clear instructions on how to operate in areas where conflicts of interest may arise. It is possible to highlight the following areas where a conflict of interest may arise for a director, manager, or employee:

- 1) financial investments. Employees should not invest in a company that competes with their employer or in a company that is their company's counterparty. Naturally, if it is not about direct, but about insignificant (portfolio) investments, then there is no conflict of interest. However, in any case, the question of "insignificance" of investments is an evaluation criterion, so the employee must inform the management about it;
- 2) non-service entrepreneurship or other companies type of activity. If an employee, director or manager has another business or job, this will objectively take away the time and energy that can be spent on the prosperity of the company[5] (restrictions may vary depending on the nature and color of the duties of the position);
- 3) gifts. Any valuable of an employee, director or manager gifts are not allowed. Otherwise, the gift giver may consider the gift recipient's actions as acceptance of certain obligations by the company;

- 4) business activity or work of relatives. It should be taken into account that the business activity of the director, manager or employee's relatives may cause a conflict of interest in cases where they worked in competing firms or counterparty firms of the company or have business.

At this point, we will cite several examples to reveal the scientific basis of the development of corporate culture in the management of cultural institutions. This process is of urgent importance at the time of the series of corporate disputes (Enron in the USA, Parmalat in Europe, etc.) to protect the assets of the corporation [6]. Directors and top managers of cultural institutions must undertake a written ethical commitment not to abuse the company's assets and to take all measures to ensure their appropriate use. Special demands should be placed on the ethics of management even when concluding major deals and beneficial deals. Implementation of the specified transactions without the approval of the general meeting of shareholders and the board of directors will cause serious damage to the company's owners (shareholders), the corporation's and he can bring himself to the brink of bankruptcy.

Also, as we mentioned above, if we rely on "Richard Dart's pyramid" (an American expert on management) to serve to open the scientific basis of the development of corporate culture in the management of cultural institutions, compliance with the rules of ethics is the second level of the pyramid of business development based on the first level (compliance with laws). It is impossible to follow the code of ethics without following the legal requirements and norms.

In addition, reporting the immoral or illegal behavior of any person to the management bodies of the company or state authorities. It is recommended that the company's codes of ethics specify the procedure and grounds for reporting the unethical or illegal behavior of any person to the company's governing bodies or state authorities. Naturally, such messages are for their authors an independent and impartial review process with no adverse consequences must be guaranteed.

Based on our analysis, it is necessary to introduce innovative technologies in the development of corporate culture in the management of cultural institutions, to prevent corruption in corporate culture organizations, to fight against the "black cash" of individual entrepreneurs (funds that are not reflected in official reports), because money for buying bribes (corruption) it is spent at the expense of these funds. In this regard, the USA has rich experience, and it is among the countries that consistently fight against corruption.

In conclusion, we tried to explain the scientific basis of the development of corporate culture in the management of cultural institutions in two groups with idealistic and pragmatic approaches. Supporters of the idealistic approach understood the importance of corporate culture as the goal of development of the organization and its functioning.

Also supporters of a pragmatic approach to the culture of the enterprise

It is not an exaggeration to say that aspects of behavior as a set of defined descriptions - formed norms, rules and traditions serve to increase their place in the development of corporate culture. A correct understanding of these cases revealed

that most of the norms of corporate culture have a latent, that is, a hidden character. While the scientific basis of the development of corporate culture in the management of cultural institutions follows the established rules, we can undoubtedly contribute to the incomparable development of the field by fully studying them.

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