

## Formation of Corporate Culture and Employee Motivation in Organizations

**Turdiyeva Muqaddas Umarovna**

*Associate Professor, Department of Economics, Faculty of Economics and Tourism,  
Doctor of Philosophy in Economics, PhD*

**Ravshanov. R. R.**

*Bukhara State University,  
Faculty of Economics and Tourism Marketing and Management, Department of human resources  
management, student*

**Abstract:** *This article analyzes the issues of corporate culture and formation of employee motivation in organizations. The role of corporate culture and motivation mechanisms in the modern management system, their interdependence and impact on the effectiveness of the organization are studied, analysis and results are given.*

**Keywords:** *corporate culture, employee motivation, organizational effectiveness, management mechanisms, value system, motivational factors, corporate values, productivity, organizational environment.*

### Introduction

Today, in the context of globalization and competition, organizations use various strategic approaches to improve their activities, increase efficiency and ensure sustainable development. In modern management practice, human resources are considered not only an element of the production process, but also the most important strategic asset of the organization. In this context, the issues of corporate culture and employee motivation are of particular importance. The theoretical foundations, practical methods of formation of corporate culture and motivation in modern economic conditions and the factors affecting them are considered. The article also highlights the features of the introduction of corporate culture and motivational mechanisms in the conditions of Uzbekistan and their importance in increasing the competitiveness of organizations. According to the results of the study, a model of corporate culture that harmonizes national and international experience is proposed.

Corporate culture is a system of specific values, norms, traditions and codes of conduct of an organization that serves to direct the actions of employees towards the goals of the organization. Motivation is a complex psycho-economic process aimed at activating the work of the members of the organization, harmonizing their personal interests and the interests of the organization.

In the course of the research conducted, it has been observed that in many organizations there is a discrepancy between corporate culture and motivation systems. While a number of organizations have well-developed motivational mechanisms, the corporate culture does not give the expected results due to insufficient development. In other organizations, on the contrary, while there is a strong corporate culture, motivation systems do not work effectively. As a result, the full potential of employees is not manifested and the development of the organization slows down.

In the context of economic reforms being implemented in Uzbekistan in recent years, measures to develop entrepreneurship and improve investment climate, the issues of corporate culture and motivation of employees are becoming more relevant. In particular, it is necessary to introduce modern corporate culture and motivational systems to attract foreign investment, cooperate with international companies and increase competitiveness.

The main purpose of this article is to analyze the processes of formation of corporate culture and employee motivation in organizations, to study their relationship and influence on organizational efficiency, as well as to identify the features of their implementation in the conditions of Uzbekistan.

In the research process, qualitative research methods were mainly used. The theoretical foundations of corporate culture and motivation were studied through the analysis of scientific literature. Comparative analysis was carried out on the basis of the study of scientific works of domestic and foreign scientists.

In the process of collecting empirical data, interviews and questionnaires were carried out in 12 different forms of ownership (4 public organizations, 5 local private companies and 3 branches of international companies) in Tashkent. A total of 86 staff members and 14 executives were interviewed. In the development of the questionnaire questions, questionnaires prepared on the basis of E. Shayne's model of corporate culture and F. Gertsberg's motivation-hygiene theory were used.

The study sought answers to the following questions:

1. What is the level of corporate culture in organizations?
2. Which factors have a greater impact on employee motivation?
3. What is the correlation between corporate culture and motivation?
4. What are the distinctive features of the formation of corporate culture and motivation in the organizations of Uzbekistan?

The results were analyzed and summarized on the basis of a systematic approach.

There are different approaches to the concept of corporate culture and its role in the work of the organization. Edgar Schein looks at corporate culture on three levels: core values, beliefs, and expectations; endorsed values and norms; and the appearance of culture. An organization manifests itself as a system of values and beliefs that have been formed over a long period of time.

The main components of corporate culture are:

- Philosophy and mission of the organization
- Value system
- Standards of ethics and behavior
- Traditions and ceremonies of the organization
- Communication and communication styles
- History and legends of the organization

Motivation theories are also broad and diverse, and they can be conditionally divided into meaningful and processual theories. Whereas meaningful theories (Maslow, Herzberg, McClelland) study human needs and the factors that motivate them to act, process theories (Vroome, Adams, Locke) analyze the mechanisms of the motivation process.

Based on the literature analysis, it can be said that in modern management practice the correlation of corporate culture and motivation systems is becoming more and more clearly manifested. The stronger the corporate culture and the more accepted it is by employees, the more effective motivational

mechanisms will be. In turn, a properly structured motivation system has a positive impact on the development of corporate culture.

In the study of the work of local scientists, I discovered that research on corporate culture in Uzbekistan is not sufficiently developed. For the most part, the existing literature is aimed at analyzing foreign experience, and the peculiarities of the formation of corporate culture in the conditions of Uzbekistan are less studied. This situation underscores the need for further in-depth research in this direction.

### **Correlation of Corporate Culture and Motivation**

The correlation between corporate culture and employee motivation is manifested through a number of factors. Table 1 below analyzes these correlation indicators.

**Table 1. Correlation of corporate culture and employee motivation**

<b>Elements of Corporate Culture</b>	<b>Mechanisms of motivational action</b>	<b>Results</b>
Mission and values of the organization	Employees' awareness of the meaning and significance of their work	Job satisfaction, increased productivity
Organizational Internal Environment	Psychological comfort, an atmosphere of trust	Creating conditions for creative and innovative activities of employees
Management style	Employee participation in decision-making	Increased sense of responsibility, initiative
Corporate events, traditions	Team spirit, pride in the results achieved together	Development of commitment to the organization, teamwork skills
Professional Growth Opportunities	Self-development motivation	Increase of staff qualifications, reduction of staffing shortage

Source: Compiled by the author.

My research has shown that corporate culture shapes the overall values, beliefs, and standards of behavior of the members of the organization. This leads to the formation of not only material, but also moral motivation of employees. For employees who have mastered the values of the organization, gaining respect, recognition and demonstrating their potential in the team become important motivating factors.

As a result of the survey, 78% of respondents working in international companies see corporate culture as an important factor of motivation, while in local companies this figure was 42% and in public organizations it was 31%. These results suggest that attitudes and levels of understanding of corporate culture vary significantly across organizations.

The results of the research show that in organizations with a strong corporate culture, employees direct their activities based on the norms accepted by other employees and management. This encourages action that aligns with the goals and strategy of the organization. As a result, the need for formal control and management mechanisms is reduced, which in turn reduces management costs and increases the efficiency of the organization.

### **Methods of formation of corporate culture in organizations**

Formation of corporate culture is a complex and long-term process that is purposefully implemented by the management of the organization. Based on the analysis of scientific literature and the results of the research, I have identified the main directions for the formation of corporate culture, which are presented in Table 2 below.

**Table 2. Methods and tools of formation of corporate culture**

Directions of formation	Practical measures	Expected results
Formation of the mission and values of the organization	Development of a mission statement, code of values	Shared values-based actions of employees
Create Organization History	Keeping and promoting information about the history and achievements of the organization	Respect for the traditions of the organization, a sense of heritage
Development of corporate symbols	Logo, slogan, corporate color, clothing and other symbolic elements	Organization identity, team spirit
Labor Improvement	Comfortable working areas, relaxation areas, ergonomic conditions	Staff's well-being and efficiency
Holding corporate events	Professional holidays, sports competitions, social projects	Team spirit, informal communication, loyalty to the organization
Improving the information exchange system	Corporate portal, email, internal network	Effective Communication Within Organization
Opportunities for Professional Growth	Professional development programs, career planning	Capacity building, knowledge management

Source: Compiled from the author's research.

During the study, it is often found that there is a predominance of formality in the formation of corporate culture in organizations in Uzbekistan. That said, while many organizations focus on the external attributes of corporate culture (logo, corporate color, clothing, etc.), the issues of its deep value system formation are overlooked. As a result, it's hard to say that corporate culture is fully formed.

The role of leadership in shaping corporate culture is incredibly important. The conversations I have had with executives have shown that while most leaders understand the importance of corporate culture, they are unaware of the specific mechanisms and ways to shape it. Therefore, increasing the knowledge and skills of leaders in the field of corporate culture requires special attention.

One of the proposals that I formed is that the leaders of the organization should demonstrate the corporate values by their behavior, support the corporate culture and contribute to its development. Example leader is one of the most effective ways to form a corporate culture.

### **Mechanisms for the formation of employee motivation**

When forming a motivation system, it is important that the management of the organization takes into account the needs, interests and values of employees. According to the results of the surveys, the main factors influencing the motivation of employees in Uzbekistan are:

1. Financial incentives (salary, bonuses) – 82%
2. Opportunities for career growth – 67%

3. Working conditions – 63%
4. Healthy community – 58%
5. The content and significance of work – 52%
6. Recognition from the board – 47%
7. Opportunities for professional development – 45%
8. Reputation of the organization – 39%

The results of the research and the results carried out show that when the incentives of employees in enterprises take into account not only their work or practical experience, but also their contribution to the development of the enterprise, the efficiency and attractiveness increase.

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