



## THE METHOD OF FORMATION AND DEVELOPMENT OF ORGANIZATIONAL CULTURE IN A GENERAL EDUCATIONAL INSTITUTION

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### Annotation

The relevance of the survey is related to the need to understand the role of the manager of the higher education institution in the conditions of uncertainty against the background of socio-economic crises, in which the organizational culture of the management of the educational institution is formed. Large-scale changes have been identified in all spheres of life, which lead to the development of innovative approaches to the formation of organizational culture based on the need to use professional skills and deeper experience, which govern the economy, science, culture, education, production. This article describes the essence and conceptual and terminological apparatus of the subject under study.

### Key words

organizational culture, corporate culture, higher education institutions, innovative management, consulting activities, modeling, design.

### INTRODUCTION

Universities, which are higher education organizations, have an academic and autonomous structure of education, fundamental and scientific research, and by fulfilling the tasks assumed by the society, they improve a certain organizational culture. The organizational culture of the university differs from other universities in its values, basic assumptions and norms, leaders and heroes, symbols and language, stories and narratives, rituals and traditions. In this study, the terms organization and culture were defined first, organizational culture and organizational culture were defined above, and education was studied later.

The urgency of the problem in the general form is determined by the state of research uncertainty, the state, stimulating deep socio-economic changes.

In particular, it is the context of the new priorities for the development of the improvement of the mod-industry management process in the context of education and pedagogic science and practice. It is emphasized that it is necessary to increase the effectiveness of the management of higher education institutions, the trends of the subjects of the educational process to develop knowledge, abilities, skills, competition through assimilation, reproduction and use, aimed at ensuring intellectual and creative activity. The complexity of socio-economic processes at the current stage of our country's development has created the need to transfer knowledge, experience, skills, methods of management activities, which are a permanent area of economic relations, which in turn contribute to the implementation of innovative activities. The organizational culture began to break down, and in the 1970s and 1980s, this phenomenon defined the activities of groups that were condemned. However, the phenomenon of organizational culture has appeared a lot. In different periods, depending on socio-economic conditions, there were different forms of organization. With the development of the market economy, my transition to the information society, knowledge, skills and motivation, could not be done without them. Organizational culture has now become a stronger motivator, regulator and indicator of the effectiveness of employees in the organization. The organization is the management ideology of the national culture and organization of the socio-economic

system. Or - organizational culture expresses the potential and main values of the system aimed at increasing labor. At the same time, the question of distinguishing “organizational culture” and “corporate culture” remains open. In management, corporate culture is used as a synonym for the term body. Organizational culture, because a corporation is a kind of organization, that is, an object of management. It should be noted that the institute plays a decisive role in the formation of the head of the higher education institution.

## **LITERATURE ANALYSIS AND METHODOLOGY**

The implementation of the model consists of such steps, interconnected by a logical sequence. Let's take a closer look at these steps:

1) justification of the need to introduce innovations, active management. This technology stage designing the need to introduce innovative management study in a higher education institution. Pedagogy - the model of pedagogical conditions for the implementation of the conditions defined and presented by us has the influence of the institute on the basis of innovative management in higher education. At the same time, the head of education determines the possibilities of changing the national institute.

in individual elements of the system, organizational-national structures, content, educational technologies, etc., the current state of the object, the resource possibilities of its provision have been studied and analyzed.

2) decision-making on the implementation of innovative management. The manager forms, gives reasons and makes decisions on a formal basis. At this stage, the project draft is being developed, its main stages and deadlines are determined.

This stage is the reality and system innovation of higher education, which should reflect the conditions, the choice of forms, the content, means, and methods of the institution's activity.

3) Monitoring the process of innovation application management. At this stage, the examination of existing things - includes the forms and methods of management, the negative and positive aspects of pedagogy, the conditions and factors that help to apply innovative management were determined.

At the same time, the manager's management style, presentation of new ideas, evaluation and control of intermediate results, delegation of authority, development of cooperation, external and international relations are emphasized.

4) Analysis, control and evaluation of the process and the results of the introduction of innovative management. From both points of view, the extremely capacious stage is semantic and meaningful loadings. External and internal environment, macro and micro environmental elements are analyzed. Based on a detailed analysis of all processes of innovation management in higher education, direct control of their implementation and results is the implementation of innovation management. The trends of changes in the process are determined, and in necessary cases, recommendations are made in this regard.

## **DISCUSSION AND ANALYSIS**

It can be assumed that the relevance of the study of organizational culture is related to the knowledge of the uniqueness, the relationship of the organizational culture of higher education allows to assess the level of stability of the institution of higher education.

Organizational culture is a concept that expresses the culture of correct and effective organization of work among a specific organization, team, work group. In this regard, terms such as “production culture”, “entrepreneurial culture”, “internal culture of the organization” are used. The concept of organizational culture has been used since the second half of the 20th century. But this does not mean that this culture appeared in the middle of the 20th century. Material and spiritual production came into being, elements of organizational culture existed. The concept of "organizational culture" is a very complex and multifaceted concept. It encompasses many interrelated, complementary events that form the basis for the organization's activities. Organizational culture consists of a set of views, ideas and personnel recognized by the members of this organization. Today, it is widely believed that values form the basis of organizational culture. Values are a phenomenon that determines the behavior, level of motivation, and activity of organization members. Sometimes, organizational culture refers to external signs, such as special work clothes and the organization's logo. In fact, these signs represent only external aspects of organizational culture. The concept of organizational culture was first used at the end of the 19th century. German Field Marshal Helmut von Moltke organized the army based on a certain principle used the term organizational

culture to justify the need for organization. Later, this term was also used by industrialists. There are many cases where representatives of different organizations have their own clothes, symbols, symbols. For example, to this day, students at Oxford and Cambridge universities wear a certain color tie, while students at the University of Tartu wear a specific hat. Organizational culture is classified differently depending on its main characteristics. Currently, the classifications of F. Harris and R. Moran are recognized by many. These scholars classify organizational culture according to ten main qualities:

## **RESULTS**

1. Realization of one's place and role in the organization (in some cultures, restraint, self-restraint, not revealing one's inner mood and problems are encouraged, while in others, openness, open expression of feelings are approved).

2. Communication system and language of communication (verbal, written, non-verbal communication, the use of "telephone rights" is manifested differently in different organizations; professional jargon, sign language, abbreviations of organizations in different fields and regions have their own appearance and characteristics) .

3. Appearance, clothing, and how they feel at work (different types of uniforms, work styles, use of cosmetics, and jewelry indicate the existence of different microcultures).

4. Customs and traditions related to eating and recreation (how the meals of the organization's employees are organized, whether the organization allocates funds for employee meals or not, whether employees of different organizational positions eat together or separately, etc.)

5. Attitude to time, its understanding and use (effective use of time or wasting it, obeying time indicators in the organization's activities or regularly violating it).

## **CONCLUSION**

One of the important elements of organizational culture is manifested in the attitude of newly hired employees. First of all, it is necessary to introduce new employees to the elements of organizational culture, adapt them to this culture, and teach them what rules and norms should be followed in interaction with other employees. The period of adaptation of new employees to the organizational culture is the most difficult period of their activity in this enterprise. At the same time, the newly arrived employee brings with him the elements of the organizational culture of the companies where he previously worked. Organizational culture changes and develops as a result of such elements and other influences.

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