

## COMPARATIVE ANALYSES OF MODELS

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**Abstract:** This article discusses comparative analyses of organizational culture models

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Most scientists have begun to study and develop their own models of organizational culture, which allow enterprises to analyze their culture, determine in which direction they are developing and what measures need to be taken to improve their system.

To begin with, let's highlight the model of T. Peters and R. Waterman, which they developed in 1980. Scientists conducted a study on 62 large corporations, analyzed their activities and development. They wanted to find the main controls that would lead the company's activities to success. Researchers have identified seven main elements that managers should pay attention to because they strongly influence the activities of the organization and allow you to analyze it.

Tom Peters and Robert Waterman tried to convey to the others that people and human relationships play an important role in the management of the company, i.e. the success of the company can increase due to the organizational culture of the company, namely due to those people who invest their efforts in its development. Thanks to their

research, the authors explained to many companies about the value and importance of employees, because they are one of the key advantages of the organization.

They identified seven main elements of the organization that directly depend on each other and are interconnected:

- 1) employees;
- 2) clear structure embedded in the organization;
- 3) clear system and procedures;
- 4) qualification of personnel, namely their skills;
- 5) management style;
- 6) strategy;
- 7) the values that are distributed in the organization.

As a result, when all the main elements of the organization were found, scientists noticed that their names begin with the letter "S", which is why their concept was called "7S".

Tom Peters and Robert Waterman, due to their outstanding contribution, were able to explain to society how important and necessary organizational culture is for the company. Their contribution also allowed other scientists, corporations and society to consider organizational culture not only as an influence on the internal environment, but also as an influence on the external environment, especially in the field of economics in the 1980s in the USA.

Next, let's move on to the work done by E. Shane. His model makes it easy to analyze organizational culture and its structure thanks to a system having three levels.

The first level is also called superficial because it is visible and understandable to everyone around. It includes all artifacts that interact with the external environment: customs, rituals and rituals, architecture, technologies used, the appearance of employees and their behavior, the color and style of the organization, the location of the building, etc.

The second level is characterized by the presence of values embedded in the organization. By values we mean the mission and ideology of the organization, which are shared by the members of the company. This level is subsurface, that is, not all elements of the organization and its organizational culture are visible to society.

The third level includes the basic ideas of the organization about certain events and phenomena. This level is deep, that is, it is very difficult to understand and realize, sometimes it is difficult even for the employees of the company to penetrate into their beliefs and beliefs. By such features of the organization, we mean its attitude to nature and to man; to human activity; also, this includes how religion has its effect on people and their ethnic attitudes. In turn, I would like to note that the national culture has a strong impact on the behavior of employees and on the organizational culture as a whole.

E. Shane said that it is necessary to investigate the organizational culture of the company from top to bottom in the hierarchy, that is, first we investigate the surface, then the subsurface and deep levels of the system. In turn, the author wrote about the importance of interaction between the internal and external environment of the company because it directly affects the development of organizational culture.

Some scientists believe that for a given period of time, culture has a subtle relationship with the external and internal environments. Researchers justify this by the fact that the internal environment of an organization acts as an organic component of the external environment, and for this reason it can receive from the external environment all the necessary resources in order to realize its purpose, and offers it the results of its efforts as part of the transformation of resources into products and services. The internal environment of an enterprise usually includes its employees, the team as a whole, its various departments that are directly in interaction with the external environment.

Such work, made by the American psychologist Edgar Shane, helped other researchers specializing in the field of organizational culture to see its various components from a different angle. One of the important components of organizational culture is the basic concepts.

Next, consider the following model of G. Harrison, which considers environmental factors in more detail. It distinguishes 4 types of organizations with organizational culture, oriented:

1) on the role. Such an organization is guided by all the rules and instructions. Employees in such an organization have no individuality, they are a means to achieve any goals. All employees perform only their duties and never go beyond what is permitted;

2) on tasks. Such an organization is like a team, where everything is interconnected. Such units follow a common mission and strategy in the organization;

3) per person. Such an organization is more like a family in which everyone respects each other, confers together and never raises their voices at each other. Individual approaches to each individual employee are carried out here;

4) on power. In such organizations, everything is usually solved through the center of power, through managers. Employees cannot help but consult with their superiors before making any decision.

I would like to say that there is no such culture that would belong to the same type according to all its criteria. Usually, organizational culture has some features of these types, identified by G. Harrison.

Another researcher, Charles Handy, also analyzed factors affecting the external environment. He tried to explain that the models of his culture are able to interact with

each other in the same organization in the process of their development, compared with G. Harrison's statement on this score.

Let's look at the following model of organizational culture, which was highlighted by Kim K. Cameron and Robert E. Quinn. They identified 4 models of organizational culture:

- 1) hierarchical;
- 2) market;
- 3) clan;
- 4) adhocratic.

Based on these typologies, it is possible to determine which culture the organization belongs to, what rules and values are laid down in it. Let's take a closer look at each model:

1. Clan culture is characterized by the fact that employees trust each other and consider themselves one big family; such a culture has its own rules and traditions, and the head is a father who takes care of each employee.

To maintain the clan culture, it is necessary to improve formal and informal relations with employees, give employees the opportunity to make decisions themselves and encourage them for making the right decisions, create comfortable working conditions for their employees, and it is also necessary to establish rules for completing tasks. I would like to note that this type of culture is a family one because employees treat their boss with great respect, and they responsibly carry out all his orders, and the manager in response shows his trust, care and importance of each employee in the company.

2. Adhocratic culture is characterized by the fact that it is able to respond to changes occurring in the external environment very flexibly. An organization with such a culture guarantees the quality of its work and guarantees its ability to change itself immediately. Also, such a culture always develops its creative potential and it likes to constantly improve in this area. The activities of the adhocratic culture are more suitable for any research developments in the field of technology, innovation, etc.

Hierarchical culture has its own clear rules and guidelines, its own clear schedule of work. In such a culture, there is a centralization of power, where employees cannot go beyond what is allowed because of constant control. The purpose of such a culture is to regulate and increase its profits. An important advantage of bureaucratic culture is that they guarantee the quality of their products or services due to their established strict rules and requirements for the performance of work. Scientists have pointed out that this type of culture corresponds to state organizations with a hierarchical level, as well as large enterprises [9]. Market culture is a culture that is always ready to go into battle, to compete with other companies. An organization with such a culture has high competitiveness, determination, activity and productivity. It is the market leader. In the

main enterprise with a market culture, they always want to win, to be the first. X5 Retail Group, which is one of the best companies in the retail sector, will serve as a striking example here. An organization with a market culture constantly develops a spirit of rivalry and competition between departments and employees.

Culture increases the loyalty of employees due to constant financial incentives, due to certain additional payments and salaries. And she also highlights the contribution of each employee, she appreciates his invested effort and work.

Conclusion: We reviewed the Cameron-Quinn model because they were the first to create and develop their own OCAI (Organizational Culture Assessment Instrument) questionnaire, which allows an enterprise to build a diagram of the general profile of organizational culture. Such a study allows the organization to determine the attitude of the staff to the company, as well as to determine their real and desired opinion.

T. Peters and R. Waterman in their model identified the main elements that lead the company's activities to success. They managed to formulate 7 main elements that allow companies to increase their competitiveness.

Edgar Shane, thanks to the three-level system, made an important contribution that helped other researchers specializing in the field of organizational culture to see its various components from a different angle.

Ch. Handy and G. Harrison made a new round in the study of organizational culture, which to this day helps managers of various companies in the study of their culture.

These models of organizational culture allow managers and managers to determine in which direction the organization is moving, and what elements and features are embedded in it that affect its activities. These models can serve as a means of understanding the place and specific meaning of organizational culture in the internal environment of the organization.

**Conclusion:** Thus, there are a large number of models of organizational culture. In this paper, the most interesting and memorable models of organizational culture were considered, which made a strong impact on the development of the theory of organizational culture.

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