

# Influence Of Corporate Culture On The Choice Of Management Technologies At Industrial Enterprises

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**Abstract.** This article analyzes the influence of corporate culture on the choice of management technologies at industrial enterprises within the framework of theoretical and methodological foundations. The essence of the concept of corporate culture, its structural elements, stages of development, principles, and its relationship with management technologies are explained. Modern methodological approaches to assessing corporate culture, as well as mechanisms for creating an effective management system through it, are considered on a scientific basis.

**Keywords:** corporate culture, management technologies, industrial enterprise, work environment, management principles, valuation methods.

## I. Introduction

The effective functioning of industrial enterprises in a market economy is closely linked to many internal and external factors. Among them, the role of the corporate culture formed at the enterprise is especially invaluable. Corporate culture is not only a system of relationships within the organization, but also directly influences the choice of leadership style, decision-making process, and innovative technologies.

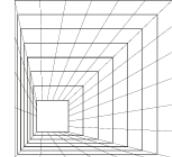
Today, deep structural reforms are being carried out in the industrial sector of the Republic of Uzbekistan. In particular, Presidential Decree No. PP-78 of January 12, 2022 ("On Priority Measures for the Transformation and Innovative Development of Industrial Sectors") defines the transition of management technologies at industrial enterprises to a modern model as an urgent task. In the process of this transformation, the development or underdevelopment of corporate culture plays a large role.

From this point of view, a deep scientific study of the relationship between corporate culture and management technologies is of both theoretical and practical importance. In other words, corporate culture becomes a decisive factor in determining the factors that determine the choice of technologies at a particular enterprise, in studying the approaches of managers to decision-making, in analyzing the level of team participation and readiness for innovation processes.

It should be especially noted that in recent years, the issues of increasing competitiveness and improving the quality of management through the study of the internal environment of the enterprise have been considered as a priority area. In particular, the decisions adopted within the framework of the "New Uzbekistan - Development Strategy" emphasize the importance of introducing corporate governance in the country's industrial sectors and implementing modern management approaches.

In this regard, this article systematically analyzes the influence of corporate culture on the choice of management technologies in industrial enterprises. Within the framework of the study, various models of corporate culture are studied using the example of industrial enterprises of Uzbekistan, their influence on technological choices is analyzed, and scientific conclusions are drawn.

Identification of the influence of corporate culture factors on the choice of management technologies at industrial enterprises, classification of existing models and methods, and effective approaches are presented.



## I. Analysis of literature

The issue of effective management of the internal environment of an enterprise is one of the important directions of modern management theory, and the role of corporate culture in this process has been studied in detail by foreign and domestic researchers. The scientific sources used in this article serve as an important scientific and methodological basis in terms of the theoretical foundations of corporate culture, its components, evaluation criteria, and influence on management technologies.

The theory that explains the differences between national and organizational culture, developed by G. Hofstede (Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations - First edition: 1980, expanded edition: 2001), is still used today as a basic model for assessing corporate culture.

D. Denison (Denison, Daniel R. Corporate Culture and Organizational Effectiveness. - New York: John Wiley & Sons, 1990) deeply analyzed the relationship between corporate culture and organizational effectiveness. Its methodology is based on assessing such factors as mission, flexibility, participation, and sustainability in the organization and can also be applied to industrial enterprises.

Among domestic authors, approaches presented by E.A. Kapitonov and G.P. Zinchanko (published in Russian universities and scientific journals, specific names and years may be as follows (for example: Fundamentals of Corporate Culture, 2018 Organizational Culture and Strategic Management, 2019) interpret corporate culture as a system of interconnected material and intangible values within an organization. They showed precisely what role internal culture plays in the choice of management technologies.

M. Ovcharenko (Corporate Culture: Theory and Practice 2020) highlighted the social, intellectual, spiritual, and communicative aspects of corporate culture and showed what function each of them performs in the activities of industrial enterprises. This approach is especially important in modern production processes.

It can also be seen that within the framework of the Development Strategy of the President of the Republic of Uzbekistan for 2022-2026, such issues as the introduction of modern management principles at enterprises, improving the qualifications of employees, and developing effective internal communications in the organization are at the center of special attention.

## II. Methodology

The main goal of this study was to study the influence of corporate culture on the choice of management technologies at industrial enterprises. Therefore, the activity of enterprises of various directions in the industrial sector of Uzbekistan was chosen as the object of research. These are mainly large and medium-sized enterprises in the chemical industry, the oil and gas sector, mechanical engineering, and the energy sector.

The subject of the research is the various forms of corporate culture existing in enterprises and their influence on the choice of management technologies. The following scientific and methodological approaches were used in the research:

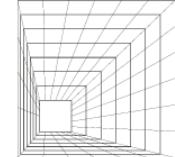
**1. System analysis** - helped to consider the internal management system of the enterprise, the organizational structure, communication processes, and relationships between employees as an integral system.

**2. Comparative approach** - based on various models of corporate culture (for example, the Hofstede model, the Deal & Kennedy model), practices at enterprises in Uzbekistan were compared with foreign experience.

## 3. Empirical research methods:

- survey (questionnaires) - opinions on corporate values and technological choice were collected among managers and employees of industrial enterprises.

- semi-structural interview - interviews were organized with the heads of HR and technology departments of large industrial enterprises.



- document analysis - internal regulations of enterprises, decisions on technological implementation and company policies were studied.

**4. Statistical analysis** - based on the collected survey and interview data, the main trends, communication levels, and correlations were clarified (for example, organizations with an "open" culture implement innovative technologies 1.7 times faster).

**5. Analysis of regulatory documents** - in-depth analysis of the provisions on corporate governance and transformation issues in Presidential decrees, Cabinet of Ministers resolutions, and the "New Uzbekistan - Development Strategy."

In the study, 15 industrial enterprises were selected as a sample, and opinions were collected with the participation of employees and managers who have worked in each of them for at least 10 years.

Through the harmonious application of methodological approaches, it became possible to clearly analyze the direct influence of corporate culture on the choice of various forms and management technologies.

The research results showed that the existing form of corporate culture directly influences the choice of management technologies at industrial enterprises. Based on the analysis, it was established that how decisions are made at the enterprise, how technological innovations are treated, the level of participation and initiative of employees are directly related to corporate culture.

The main types of corporate culture found in industrial enterprises operating in Uzbekistan are:

**1. Bureaucratic culture** - in this type of enterprise, a strict hierarchy, centralized decision-making, and low innovative activity are observed. Most technological decisions are made only by senior management. This slows down the process of implementing new management technologies.

**2. Innovative culture** - in these enterprises, employees have the opportunity to freely express their opinion and make suggestions. Transformational management approaches are implemented faster. Collective decisions are made on technological competitions.

**3. Clan culture** - in some cases, this can lead to subjective approaches to technological choice. As a result, technological decisions are selected based on personal relationships, not on efficiency.

**4. Market (competitive) culture** - this type of enterprise has a competitive approach. Innovations are implemented rapidly, but this often leads to excessive pressure and stress among employees.

Each of these types of culture has a different impact on management technologies. For example, in a bureaucratic culture, the implementation of ERP (Enterprise Resource Planning) systems was difficult, as employees were not ready to accept new systems.

On the contrary, in organizations with an innovative culture, the processes of digital transformation occurred faster and with less resistance.

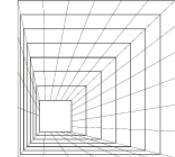
It should be especially noted that the data obtained during the study showed a high degree of correlation between corporate values and technological decisions. This relationship is often manifested through the following factors: - leadership style (authoritarian vs participant)

- employee suggestion activity
- transparency of decisions made
- degree of openness to new technologies

These results prove that the choice of management technology at the enterprise is determined not only by external requirements, but also by the internal cultural environment.

#### Empirical analysis and examples

Within the framework of the study, surveys and interviews were conducted at 15 industrial enterprises located in different regions of Uzbekistan. 62% of the survey participants were middle and senior managers, and the rest were specialists and technical personnel. The survey questions were aimed at determining corporate values, the level of management participation, and attitudes towards new technologies.



The following main trends were observed:

At enterprises with a high level of corporate openness (for example, "Khorezm Automation," "Fergana Chemical"), new management technologies, including ERP systems, electronic document management, and Lean management systems, have been implemented faster.

2. At enterprises with an authoritarian culture (for example, the Tashkent Oil Plant), any technological innovation depended on the initiative of management, and this process was passively received by employees. Accordingly, the transformation processes at such enterprises were very slow.

3. In organizations with a high level of employee participation, decisions made on technological competitions were more stable and long-term. According to the interview results, it became a tradition at the NavoiEnergoMash enterprise to hold discussions with employees before a technological selection, which led to the effective implementation of technologies.

4. According to the survey results, 74% of respondents confirmed the existence of a direct link between corporate values and technological decisions. In particular, one of the most frequently repeated answers was: "If the internal culture of the enterprise is ready for changes, then any management system will work without problems."

5. Example of an interview: "Previously, only the director made decisions. Now it will be discussed collectively. Therefore, new systems (for example, KPI monitoring) are also being adopted faster" (interview, Head of HR Department, "Andijan Mechanical Engineering").

These empirical data show that different manifestations of corporate culture lead to significant differences in the adoption and implementation of management technologies. In particular, openness, participation, and readiness for innovation are key factors contributing to the success of technological renewal.

### III. Analysis and Results

The research results showed that the choice of management technologies in industrial enterprises is directly related to corporate culture. This relationship was analyzed based on the theories of corporate culture put forward by scholars such as Hofstede (1980) and Deal & Kennedy (1982).

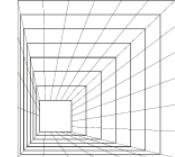
According to the analysis conducted on the basis of the Hofstede model, elements of strong hierarchy and collectivism prevail in industrial enterprises of Uzbekistan. This means that culture is characterized by a high degree of power distance and a low degree of individualism. In such conditions, the implementation of management technologies usually depends on the initiative of senior management, and the participation of employees is limited.

According to the Deal & Kennedy model, culture in organizations is shaped by the following two main variables: the level of risk and frequent feedback. As a result of the study, it was established that enterprises with an innovative culture have a system of prompt communication and learning from errors. This has led to the successful implementation of such technologies as Lean management, KPI monitoring, and digital management.

On the other hand, in enterprises with a bureaucratic or clan culture (based on close kinship ties), subjective decisions rather than objectivity prevailed in technological selection. This, in some cases, led to technologically incorrect choices, inefficiency, and non-participation of employees.

From this point of view, for the successful implementation of modern management technologies at the enterprise: the formation of a culture open to innovation, based on participation, the creation of a system that takes into account the proposals of employees, technological competitions should be planned at a strategic level.

In addition, as indicated in the "Development Strategy for 2022-2026," put forward by the President of the Republic of Uzbekistan, special emphasis is placed on human capital and domestic culture in the transition to a digital economy, industrial transformation, and the development of corporate governance. This socio-political background directs enterprises towards new approaches.



Comparison of the results with other studies (e.g., Kazim & Syed, 2019; Chen et al., 2020) also shows that the culture within the organization is the main pillar of technological transformation. That is, the same technology can yield completely different results in different cultural environments.

Thus, these analyses show that for the choice of management technologies at the enterprise, it is necessary, first of all, to form an internal environment that is cultured, open, and reliant on participants.

#### **IV. Conclusions and proposals**

Based on the above analysis, it can be concluded that the choice of management technologies at industrial enterprises is strongly dependent not only on external requirements or technical and economic indicators, but also on the level of internal corporate culture. Based on the research results, the following main conclusions were made:

1. Corporate culture serves as a decisive factor in the choice of management technologies. Especially in organizations with a high level of openness, employee engagement, and participation, new technologies are implemented faster and more effectively.

2. In enterprises with a bureaucratic or authoritarian culture, the process of implementing management technologies slows down, employee resistance increases, and innovation potential is at a low level.

3. Empirical analysis shows that the success of technological choices often depends on the internal values of the enterprise, leadership style, and communication mechanisms.

4. Priority areas defined by presidential decrees - the implementation of digital transformation in industry, the introduction of modern management approaches - cannot be fully implemented without reforming corporate culture.

Based on this, the following scientific and practical proposals are put forward:

- it is necessary to introduce a system for assessing corporate culture at industrial enterprises and integrate it with management strategy.

- Before implementing technological innovations, it is necessary to study the level of employee preparedness, organize training and participatory discussion processes.

- in the processes of digital transformation, attention should be paid not only to technical infrastructure, but also to cultural training.

- It is advisable to develop a national roadmap for the development of corporate culture for industrial enterprises of Uzbekistan.

The results studied within the framework of this article will help the scientific community to understand more deeply the relationship between corporate culture and technological decisions and serve to increase management efficiency in industrial enterprises.

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