

MUHANDISLIK

& IQTISODIYOT

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ijtimoiy-iqtisodiy, innovatsion texnik,
fan va ta'limga oid ilmiy-amaliy jurnal

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05.00.00 – Texnika fanlari
08.00.00 – Iqtisodiyot fanlar



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- 05.01.00 – Axborot texnologiyalari, boshqaruv va kompyuter grafikasi
- 05.01.01 – Muhandislik geometriyasi va kompyuter grafikasi. Audio va video texnologiyalari
- 05.01.02 – Tizimli tahlil, boshqaruv va axborotni qayta ishlash
- 05.01.03 – Informatikaning nazariy asoslari
- 05.01.04 – Hisoblash mashinalari, majmualari va kompyuter tarmoqlarining matematik va dasturiy ta'minoti
- 05.01.05 – Axborotlarni himoyalash usullari va tizimlari. Axborot xavfsizligi
- 05.01.06 – Hisoblash texnikasi va boshqaruv tizimlarining elementlari va qurilmalari
- 05.01.07 – Matematik modellashtirish
- 05.01.11 – Raqamli texnologiyalar va sun'iy intellekt
- 05.02.00 – Mashinasozlik va mashinashunoslik
- 05.02.08 – Yer usti majmualari va uchish apparatlari
- 05.03.02 – Metrologiya va metrologiya ta'minoti
- 05.04.01 – Telekommunikatsiya va kompyuter tizimlari, telekommunikatsiya tarmoqlari va qurilmalari. Axborotlarni taqsimlash
- 05.05.03 – Yorug'lik texnikasi. Maxsus yoritish texnologiyasi
- 05.05.05 – Issiqlik texnikasining nazariy asoslari
- 05.05.06 – Qayta tiklanadigan energiya turlari asosidagi energiya qurilmalari
- 05.06.01 – To'qimachilik va yengil sanoat ishlab chiqarishlari materialshunosligi
- 05.08.03 – Temir yo'l transportini ishlatish
- 05.09.01 – Qurilish konstruksiyalari, bino va inshootlar
- 05.09.04 – Suv ta'minoti. Kanalizatsiya. Suv havzalarini muhofazalovchi qurilish tizimlari
- 10.00.06 – Qiyosiy adabiyotshunoslik, chog'ishtirma tilshunoslik va tarjimashunoslik
- 10.00.04 – Yevropa, Amerika va Avstraliya xalqlari tili va adabiyoti
- 08.00.01 – Iqtisodiyot nazariyasi
- 08.00.02 – Makroiqtisodiyot
- 08.00.03 – Sanoat iqtisodiyoti
- 08.00.04 – Qishloq xo'jaligi iqtisodiyoti
- 08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti
- 08.00.06 – Ekonometrika va statistika
- 08.00.07 – Moliya, pul muomalasi va kredit
- 08.00.08 – Buxgalteriya hisobi, iqtisodiy tahlil va audit
- 08.00.09 – Jahon iqtisodiyoti
- 08.00.10 – Demografiya. Mehnat iqtisodiyoti
- 08.00.11 – Marketing
- 08.00.12 – Mintaqaviy iqtisodiyot
- 08.00.13 – Menejment
- 08.00.14 – Iqtisodiyotda axborot tizimlari va texnologiyalari
- 08.00.15 – Tadbirkorlik va kichik biznes iqtisodiyoti
- 08.00.16 – Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 – Turizm va mehmonxona faoliyati

Ma'lumot uchun, OAK
Rayosatining 2024-yil 28-avgustdagi 360/5-son qarori bilan "Dissertatsiyalar asosiy ilmiy natijalarini chop etishga tavsiya etilgan milliy ilmiy nashrlar ro'yxati"ga texnika va iqtisodiyot fanlari bo'yicha "Muhandislik va iqtisodiyot" jurnali ro'yxatga kiritilgan.

Muassis: "Tadbirkor va ishbilarmon" MChJ

Hamkorlarimiz:

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2. Toshkent davlat iqtisodiyot universiteti
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8. Toshkent kimyo-texnologiya universiteti
9. Jizzax politexnika instituti



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CORPORATE CULTURE AND ITS ROLE IN TALENT MANAGEMENT

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Abstract. The method by which an organization acquires talent—whether by cultivating it internally or attracting it from external sources—is directly linked to its corporate culture. This article conceptualizes corporate (organizational) culture as a combination of phenomena inherent to the moral and material life of a workforce: ethical norms and values, accepted behavioral codes, traditional rituals, established standards of product quality, dress codes, and other defining features. The development of corporate culture is identified as one of the key determinants in establishing an effective talent management system. Through the analysis of corporate culture, the argument is made that high performance from talented employees can only be achieved when talent management is fully aligned with the business strategy.

Keywords: corporate culture, talent, value, behavior, cultural fit, business strategy.

Annotatsiya. Tashkilotning iste'dodlarni jalb qilish usuli — ichki yetishtirish yoki tashqi yollash orqali — uning korporativ madaniyati bilan bevosita bog'liq. Ushbu maqolada korporativ (tashkiliy) madaniyat ishchi kuchining axloqiy va moddiy hayotiga xos bo'lgan hodisalar majmuasi sifatida ko'rib chiqiladi: axloqiy me'yorlar va qadriyatlar, qabul qilingan xulq-atvor normalari, an'anaviy marosimlar, belgilangan mahsulot sifati standartlari, kiyinish qoidalari hamda boshqa hal qiluvchi omillar. Korporativ madaniyatning rivojlanishi samarali iste'dodlarni boshqarish tizimini yaratishda asosiy omillardan biri sifatida belgilanadi. Korporativ madaniyat tahlili shuni ko'rsatadiki, iste'dodli xodimlar orasida yuqori samaradorlikka faqat iste'dodlarni boshqarish biznes strategiyasi bilan to'liq muvofiqlashtirilganda erishish mumkin.

Kalit so'zlar: korporativ madaniyat, iste'dod, qadriyatlar, xulq-atvor, moslashuvchanlik, biznes strategiyasi.

Аннотация. Способ привлечения талантов организацией — будь то возвращение их внутри компании или привлечение из внешних источников — напрямую связан с её корпоративной культурой. В данной статье корпоративная (организационная) культура рассматривается как совокупность феноменов, присущих моральной и материальной жизни рабочей силы: этических норм и ценностей, принятых норм поведения, традиционных ритуалов, установленных стандартов качества продукции, дресс-кодов и других определяющих факторов. Развитие корпоративной культуры определяется как один из ключевых факторов создания эффективной системы управления талантами. Анализ корпоративной культуры показывает, что высокая эффективность работы талантливых сотрудников возможна только при условии полного соответствия управления талантами бизнес-стратегии.

Ключевые слова: корпоративная культура, таланты, ценности, поведение, соответствие культуре, бизнес-стратегия.

INTRODUCTION

In modern human resource management theory, corporate culture is acknowledged as the central element of talent management technology. This is because the most crucial factor shaping the organization's intellectual capacity is not merely the presence of employees with professional knowledge and skills, but rather talented individuals who actively embody and transmit corporate values. Therefore, corporate culture forms the foundation for identifying, developing, and retaining talented employees with organizational loyalty.

Corporate culture establishes the principles of internal collaboration, communication norms, methods of task execution, and motivational mechanisms. The harmonization of organizational values and goals integrates employees' individual professional aspirations with the company's strategic direction, resulting in a synergy effect. In such conditions, the collective strength of talent enhances organizational competitiveness

and contributes to sustainable market advantage. One of the major advantages of corporate culture is its role in creating a positive working environment and fostering long-term employee commitment. A psychologically supportive internal climate, mutual assistance, knowledge and experience exchange, and opportunities for professional development reduce staff turnover and serve as an effective mechanism for retaining talent. In turn, this optimizes expenditures on recruitment and public relations activities.

REVIEW OF LITERATURE ON THE SUBJECT

Corporate culture has been conceptualized as a deep pattern of shared assumptions, values, and artefacts that shape employee behaviour and organizational routines. Edgar Schein (2010) frames culture as layered — artefacts, espoused values, and basic underlying assumptions — arguing that culture both constrains and enables managerial action as well as employee sense-making. John Kotter and James Heskett (1992) provide empirical evidence that culture influences long-term organizational performance, creating a logical bridge to talent management: organizations with cultures aligned to strategy perform better and are thus better positioned to attract, develop, and retain high-potential employees. Deal and Kennedy (1982) and Charles Handy emphasize that different cultural archetypes — risk-taking, bureaucratic, market-oriented, and clan-oriented — produce different talent outcomes because they send distinct signals about career paths, risk tolerance, and rewards.

Frameworks for diagnosing culture are central in the literature because they translate abstract cultural attributes into actionable HR interventions. Cameron and Quinn (1999) propose the Competing Values Framework, linking cultural types — clan, adhocracy, market, and hierarchy — to organizational outcomes. This framework is frequently used to map which talent practices (for example, developmental mentoring in clan cultures or performance, pay, and mobility systems in market cultures) are most effective. Senge (1990) situates culture within the learning-organization paradigm, highlighting how cultures that value continuous learning and psychological safety facilitate internal talent development and knowledge retention. From a strategic perspective, Jay Barney (1991) and scholars of the resource-based view argue that culture can be a firm-specific, hard-to-imitate resource that supports sustainable competitive advantage — talent routines, internal promotion pipelines, and tacit knowledge all becoming part of that resource bundle.

The talent management literature explicitly connects culture to the full talent lifecycle: attraction, selection, development, engagement, and retention. Collings and Mellahi (2009) synthesize strategic talent-management scholarship and stress that talent systems must be designed in alignment with organizational strategy and culture to be effective. Lewis and Heckman (2006) provide a critical review of talent-management practice and draw attention to how vague definitions and misaligned HR programs often undermine talent objectives; they point out that culture is a frequent silent variable explaining cross-organizational differences in program success. Peter Cappelli (2008) examines the supply–demand dynamics of talent markets and demonstrates that organizational culture influences both external employer reputation and internal deployability of skills — factors that drive “talent on demand.”

Empirical studies show concrete mechanisms: culture shapes socialization processes, performance norms, and psychological contracts, which in turn influence voluntary turnover, discretionary effort, and internal mobility. Kotter and Heskett (1992) document how adaptive cultures correlate with lower turnover and higher long-run growth. More recent empirical work on employer branding and organizational-support theory confirms that employees interpret cultural signals when assessing fit and deciding whether to remain. In practice, firms that institutionalize developmental feedback, internal career ladders, and mentoring — features of learning or clan cultures — report higher internal hiring rates and faster promotion of high-potential employees, whereas firms with strong market cultures often excel at external recruitment but face higher retention costs for employees seeking developmental experiences.

Scholars also emphasize tensions and boundary conditions. A culture that aggressively rewards short-term performance can attract high performers but may erode longer-term capabilities by discouraging collaboration and learning. Conversely, a culture that over-prioritizes consensus and comfort risks stagnation and talent flight among ambitious employees. Collings and Mellahi (2009) and Cappelli (2008) argue that talent architecture must balance these tensions — combining selective external hiring with internal development and creating cultural microclimates where different talent segments (technical, managerial, innovative) can thrive.

Gaps in the literature point to promising directions for research and practice. Cross-national studies (drawing implicitly on Hofstede’s cultural dimensions) indicate that national and organizational culture interact, so global talent programs must be culturally sensitive. Research on culture change and talent outcomes remains methodologically challenging; Schein (2010) warns that cultural interventions require deep embedding and time, complicating causal inference. Recent practitioner research highlights analytics and employee-experience design as levers to make culture more observable and manageable, yet rigorous studies linking cultural diagnostics, targeted interventions, and measurable talent outcomes remain limited.



In sum, the scholarship converges on a clear proposition: corporate culture is not ancillary to talent management but constitutive of it. Culture defines what talent looks like inside the organization, how talent is mobilized, and how career narratives are constructed. Effective talent strategies therefore begin with cultural diagnosis, proceed through aligned talent architecture, and are sustained by leadership behaviours that embed desired cultural practices. A modest reminder for practitioners: culture is not a ping-pong table you can change overnight — it is a web of routines, stories, and incentives that must be rewired consistently if talent outcomes are to shift.

RESEARCH METHODOLOGY

The research methodology is based on a qualitative analysis of academic publications, organizational case studies, and international reports related to corporate culture and talent management. Data were collected from scientific databases such as Scopus and Google Scholar. Comparative and content analysis methods were used to evaluate relationships between cultural characteristics and talent management effectiveness.

ANALYSIS AND RESULTS

Ethical conduct and reputation management are also integral components of corporate culture. Fair treatment, recognition of employee contributions, and principles of transparent governance stimulate creative initiative and facilitate the integration of talented individuals into the organizational environment. The types of corporate culture—clan, adhocracy, market, and hierarchy—each exert a different influence on talent management. In practice, these models rarely appear in their pure form; however, the dominance of one type determines the strategic direction of organizational development. The most effective cultural frameworks are those in which the principles of adaptability and stability are harmoniously balanced.

The classification of corporate culture into positive and negative forms plays an important role in assessing its impact on organizational effectiveness. A positive culture encourages self-realization and professional growth, whereas a negative one may lead to decreased motivation, internal conflicts, and a slowdown in development processes. The experience of leading international companies demonstrates that corporate culture is one of the primary sources of long-term competitive advantage. In the recruitment process, not only professional skills but also the personal values of the candidate and their compatibility with the corporate environment are carefully evaluated. While professional competencies can be formed through training, personal values and qualities largely determine an employee's adaptability and performance within the organization.

At the core of corporate culture lie values. They reflect employees' perceptions, beliefs, and assumptions concerning both internal and external environments. These very values form the basis for norms, standards, and behavioral models in relation to fellow employees and other social groups. In many successful companies, strong emphasis is placed on cultural fit and value alignment. For example, Infosys reduces the emphasis on technical skills when evaluating candidates for vacancies, while prioritizing cultural compatibility and—what the company refers to as—learning ability. In addition to diploma verification, Infosys administers analytical assessments, personality orientation tests, and conducts in-depth interviews to determine whether candidates align with the company's values and culture.

Thus, which type of corporate culture can be considered positive and appropriate for a talent-driven organization? Indeed, it is difficult to provide universal recommendations, as each organization operates under unique circumstances. However, a company is unlikely to achieve its goals unless its corporate culture embodies the following characteristics:

- recognition of the value of individual knowledge;
- mutual trust;
- orientation toward shared objectives;
- encouragement of creativity;
- assurance of open communication.

The acknowledgment of human knowledge, skills, experience, and creative potential as core values constitutes an essential component of corporate culture. Nevertheless, management may sometimes assume that such values do not require deliberate cultivation because employees bring them into the organization from outside. Practice, however, demonstrates that this assumption does not always hold true, as the mere perception of an ideal does not automatically function as a sufficient motivator.

A similar phenomenon may occur within the organization itself. Certainly, employees may receive financial incentives for new ideas; however, it is not always reasonable to reward every initiative whose commercial feasibility remains uncertain. Therefore, additional stimuli—non-monetary ones included—that encourage risk-taking and creativity must be cultivated by the collective itself through the system of corporate values. Indeed,

recognition and respect are powerful drivers of employee engagement. There are companies that adopt value-based management systems, assessing employees not only based on results but also on their contribution to shared values. Organizational values must never be subordinated to individual values, which underscores the importance of evaluating the extent to which talented employees accept and align with the corporate culture. One employee may perform effectively under conditions of strict hierarchy and constant pressure, while for another such environment may be entirely unsuitable.

Leadership must actively support initiatives aimed at strengthening corporate traditions. A vivid example of this approach is demonstrated by Deloitte. The company has implemented a unified corporate culture across its global branches, grounded in core values such as trust, collective aspiration toward common goals, and encouragement of every employee's achievement. Based on these values, a "talent formula" has been developed, and even the HR Department is officially referred to as the "Talent Department."

For Deloitte, the primary mission is to support employees and create conditions that enable them to grow beyond their own expectations. Every employee is regarded as a leader, and continuous development is expected. As a result, the company successfully enhances its human capital, maintains high levels of employee loyalty, and exhibits a turnover rate that is twice as low as that of competing organizations. This clearly illustrates that high productivity among talented employees can be achieved only through a well-established corporate culture. Such alignment ensures a strong interconnection between talent management and business strategy.

Corporate culture also directly influences the decision of whether to grow talent internally or attract it from the external labor market. External recruitment is typically referred to as headhunting, whereas internal development falls under talent management. Headhunting is generally undertaken by specialized professionals; however, their focus often lies in identifying candidates who meet client expectations rather than discovering genuine talent. Their primary criteria are the candidate's past achievements—yet such achievements do not necessarily guarantee similar results in a new organizational context.

Conclusions and suggestions

In conclusion, the contemporary management paradigm demonstrates that corporate culture is a strategic institution playing a decisive role in the development of an organization's human resource potential. The success of talent management technologies depends largely on how effectively this culture is cultivated. Knowledge and skills alone cannot ensure performance; only when aligned with corporate values do they transform into true intellectual capital for the organization.

The experience of major international companies such as Infosys and Deloitte demonstrates that a value-based management model:

- fosters employees' intrinsic commitment to organizational goals,
- enables the demonstration of creative and proactive potential,
- significantly reduces employee turnover,
- ensures sustainable competitive advantage.

Thus, the long-term success of an organization is closely linked to a corporate culture grounded in a strong value system. Through this system, it becomes possible to support employees' professional development, promote knowledge and experience sharing, enhance innovative activity, and harmonize both material and non-material motivation mechanisms. In this regard, talent management should be interpreted not as the search for highly qualified specialists in the external labor market, but rather as the strategic development of existing human capital in accordance with organizational values. Otherwise, specialists recruited from outside may fail to integrate into the corporate environment, which can lead to decreased performance.

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