

Factors Influencing The Formation of Entrepreneurial Culture

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Abstract: The article provides a socio-analytical examination of the factors influencing the formation of entrepreneurial culture. In analyzing entrepreneurial culture, the author makes extensive use of scholarly literature from foreign countries and, through its critical review, identifies key factors shaping entrepreneurial culture in international contexts. At the same time, particular attention is paid to the factors contributing to the formation of entrepreneurial culture in Uzbekistan under conditions of ongoing reforms. The article also elucidates the role of entrepreneurial culture in societal development, revealing the factors that influence its formation through the example of the entrepreneur as a social actor. On this basis, the main tasks involved in fostering entrepreneurial culture are systematically analyzed. In addition, the author proposes an original definition of the concept of entrepreneurial culture and examines its institutional foundations.

Keywords: Entrepreneurial Culture, Entrepreneur, Philosophy of Entrepreneurship, Entrepreneurial Activity, Entrepreneurial Functions, Innovative Function, Organizational Function, Human Capital, Intellectual Resources, Ethics, Personality, Society, State

Introduction

Under the conditions of ongoing reforms, the socio-economic development of society necessitates the creation of production systems based on innovative ideas within entrepreneurial activity. This, in turn, gives rise to the need to educate and train a new generation of specialists with a high level of entrepreneurial culture. Through the formation of entrepreneurial culture, an individual creates a specific social environment around themselves in which respect for the individual is affirmed, natural human ambitions are acknowledged, and the desire for self-awareness and self-affirmation is fully realized. Such an environment enables the раскрытие creative potential, facilitates the choice of a sphere of activity and the application of personal efforts, and functions as a distinctive form of management.

Entrepreneurial activity becomes effective when its managers and leaders are professionally trained to identify and implement optimal strategies for conducting business operations. In this regard, entrepreneurial culture plays a decisive role in the organization and development of entrepreneurial activity. It not only enhances the reputation and social

standing of entrepreneurship but also contributes to increased production efficiency, improved quality of goods and services, and, consequently, the growth of profitability.

Entrepreneurial culture determines the manner in which an entrepreneur interacts with clients, partners, subordinates, and other stakeholders in the course of their professional activity. This is because the culture of the entrepreneur reflects the norms of behavior, requirements, knowledge, and skills that guide personal conduct in business practice. Entrepreneurial culture presupposes the ability to organize production and commercial activities in such a way that entrepreneurial success is harmoniously combined with the creation of conditions that ensure employees' maximum satisfaction with their work.

Literature Review

Works devoted to entrepreneurial ethics, various dimensions of entrepreneurial development, and the relationship between ethics and entrepreneurial culture occupy an important place in the study of factors shaping entrepreneurial culture. In this regard, the scholarly contributions of M. Weber, V. Sombart, N. Demeter, P. Kozlovskiy, M. Koryagina, S. Loginovskiy, N. Makasheva, E. Mikhailova, M. Olson, A. Rich, I. Ustian, and others are of particular significance.

In particular, the German philosopher and sociologist M. Weber examined the role of Protestant ethics in the development of capitalism. His views on entrepreneurship were not grounded solely in economic principles; rather, he emphasized its cultural and ethical dimensions. The thinker argued that devotion to work, a sense of responsibility, and religiosity (asceticism) constitute key factors for the successful development of the capitalist orientation in entrepreneurship. In Weber's doctrine, special emphasis is placed on the moral guidelines of the individual, through which the philosophical foundations of entrepreneurship can be discerned.

According to the French sociologist N. Demeter, entrepreneurial culture represents a system of ideas, symbols, values, and behavioral patterns shared by all participants in entrepreneurial activity.

Based on the definitions of entrepreneurial culture proposed by the above-mentioned philosophers and scholars, the following definition may be formulated: Entrepreneurial culture is a form of activity that is shaped and developed through a structure of legal, ethical, economic, and social relations grounded in interaction between the individual, society, and the state.

Methodology

In conducting this study, a set of general scientific and empirical methods was employed, including the principles of historicity and logical consistency, questionnaire surveys, observation, comparative analysis, content analysis, and expert evaluation.

Based on the above definitions of entrepreneurial culture, the main objective of the article is to analyze the key aspects and conditions influencing the formation of entrepreneurial culture.

Result and Discussion

In all developing countries worldwide, the market economy is regarded as a strategic direction of development. This process encompasses the transformation of property relations, the promotion of fair competition, and the establishment of appropriate market infrastructure. Mastering market relations does not merely involve understanding new categories and concepts; rather, it requires the formation of a new economic mindset and a strategy of action adapted to market conditions.

The philosophy of entrepreneurship is rooted in free individualism, the core characteristic of which lies in achieving well-being through one's own efforts. However, such efforts must not contradict the interests of society. An entrepreneurial individual creates a specific environment around themselves in which respect for the individual is affirmed, natural ambitions are realized, and the desire for self-awareness and self-affirmation is fully expressed. This environment enables the disclosure of creative potential, determines the sphere of activity and application of efforts, and functions as a distinct form of management.

Entrepreneurship represents a qualitatively new and effective form of managing economic activity, requiring advanced methods, technologies, and approaches. It serves as a means of individual participation in the economic life of society and functions as a tool for creating national output. At the same time, entrepreneurship acts as a source of inspiration for millions of citizens and provides the material basis for their livelihoods. In most countries around the world, entrepreneurship is viewed as the driving force of sustainable economic development, a key factor in employment generation, and a primary source of national prosperity.

For this reason, in developed countries the essence of entrepreneurship and its functions are examined in greater depth. Entrepreneurship is understood not only as a method of organizing activity but also as an integral component of production relations within the broader system of socio-economic interactions. Its functions are diverse in nature, revealing and defining the relative characteristics of entrepreneurial activity.

Modern scientific and educational literature identifies several fundamental functions of entrepreneurship. One of these is the resource function, which involves the formation and efficient utilization of capital, labor, material, financial, and intellectual resources.

The organizational function of entrepreneurship encompasses the structuring of marketing and advertising activities, the introduction of advanced forms and methods of production organization, the implementation of new remuneration systems and their optimal integration with established traditions, the effective coordination of labor division, and the rational combination of the main factors of production.

The innovative function of entrepreneurial activity consists in the development and active application of advanced ideas of a technical, organizational, and managerial nature. This includes conducting research and development, creating new products, and simultaneously offering innovative services that respond to changing market demands.

The social function of entrepreneurship involves the production of goods and the provision of services essential for society, as well as the satisfaction of both individual and

collective needs. The personal function, in turn, ensures the realization of the individual entrepreneur's goals and reflects their level of satisfaction derived from entrepreneurial activity.

The above-mentioned functions of entrepreneurship determine the key behavioral parameters of the entrepreneurial personality. These parameters include valuing human capital, perceiving people as a primary source of entrepreneurial efficiency, generating new ideas, fostering economic thinking among employees, focusing on innovative solutions, and developing the capacity for rational risk-taking. In addition, every entrepreneur must be capable of uniting employees around common organizational goals, acting as a team leader, consistently addressing the needs and aspirations of staff members, cultivating high moral qualities, and ensuring that entrepreneurial values become embedded in the employees' mindset.

Entrepreneurial activity becomes effective when managerial personnel and managers are professionally trained to identify optimal strategies for implementing entrepreneurial initiatives. This requires the ability to plan entrepreneurial activity, a continuous effort to acquire and process information, and the capacity to take well-calculated risks. Furthermore, entrepreneurs must orient their enterprises toward meeting consumer needs and improving the quality of products, services, and operations in compliance with existing legal regulations.

An entrepreneur should act as a law-abiding citizen, adhere to environmental and tax legislation, and be able to harmonize personal, collective, and public interests. Equally important are the entrepreneur's ability to pursue goals in a systematic and purposeful manner, maintain confidence in the success of their enterprise, demonstrate determination combined with adaptability, and continuously develop as a creative individual.

In entrepreneurial activity, entrepreneurial culture plays a decisive role. It not only enhances the entrepreneur's social prestige but also contributes to increasing production efficiency, improving the quality of goods and services, and ultimately maximizing profitability.

In a general sense, the concept of *culture* refers to the aggregate of material and spiritual values created by humanity throughout the course of historical development. At the same time, culture encompasses the methods of producing these values, as well as the mechanisms through which they are applied and transmitted. In this regard, culture functions as one of the most significant criteria for evaluating the individual. It is precisely culture that shapes the social—including economic—orientation of entrepreneurial behavior and obliges entrepreneurs to adhere to ethical norms governing business activity.

Entrepreneurial culture determines how an entrepreneur interacts with clients, partners, subordinates, and other stakeholders in the course of conducting business. It reflects a structured set of rules, requirements, knowledge, and competencies that guide appropriate conduct within entrepreneurial activity.

The culture of organizing entrepreneurial activity defines the entrepreneur's operating conditions, patterns of social relations, and value orientations. Any newly established organizational structure develops its own culture, which determines its

position, internal and external relations, and strategic direction. This culture manifests itself in established patterns of authority distribution, decision-making processes, and attitudes toward employees, functioning much like a system of behavioral stereotypes. The essence of a particular entrepreneurial culture is expressed both in formal regulations and accepted norms, as well as in informal models of behavior.

Entrepreneurial culture represents a system that includes norms and rules of activity, customs and traditions, diverse interests, behavioral characteristics of employees within a specific enterprise, leadership style, levels of employee satisfaction with working conditions, degrees of cooperation, and perspectives for development.

A key feature of entrepreneurial culture lies in the entrepreneur's ability to organize production and commercial activities in such a way that business success is harmonized with the creation of conditions that ensure a high level of employee satisfaction. Each entrepreneur develops a distinct culture shaped by industry characteristics, regional context, the history of entrepreneurial activity, and the specific nature of human interaction within the organization.

The principal factors influencing entrepreneurial culture include:

- the goals of entrepreneurial activity;
- the system of values and ideas guiding the entrepreneur;
- the standards and rules adopted within entrepreneurial practice.

Elements of entrepreneurial culture are formed both through the accumulated experience of a particular enterprise and through the directives and leadership style of its management. It is important to note that before initiating the formation of an organizational culture, the underlying system of values and beliefs must be clearly understood. These processes evolve over time within the broader context of entrepreneurial activity in society and are gradually refined based on principles of stability and continuity.

The formation of entrepreneurial culture may occur naturally, drawing upon past and present experience to support those cultural traditions that have proven most effective in achieving established objectives. At the same time, entrepreneurial culture can also be shaped deliberately through targeted implementation of specific behavioral models.

Entrepreneurial activity is largely conducted according to a *horizontal* principle, in which social relations play a central role. This is due to the fact that the counterpart in mutually beneficial interactions is also typically an entrepreneur. As a rule, business relations are established on an equal footing, where interpersonal relations are grounded in entrepreneurial cooperation. Over time, sustained collaboration with long-term partners fosters stable, trust-based, and often amicable relationships that support the continuity and effectiveness of entrepreneurial activity.

The productive activity of any employee within an entrepreneurial organization is closely linked to their adherence to ethical standards, norms of behavior, and the quality of their relationships with the external and internal environment, including managers, colleagues, subordinates, clients, and business partners. Compliance with ethical norms throughout entrepreneurial activity serves as one of the principal indicators of

professionalism, both at the level of the individual employee and of the organization as a whole.

Ethics may be understood as a system of universal and context-specific moral requirements and behavioral norms that regulate social life. Accordingly, the ethics of entrepreneurial relations and business interactions constitute a distinct sphere of social practice. Ethics represents a system of duties and patterns of conduct governing relationships among individuals and between individuals and society at large. Entrepreneurial ethics, in turn, refers to a structured set of universal and profession-specific moral principles and behavioral norms applied within business activity. These include:

- ethical evaluation of the internal and external policies of an entrepreneurial organization;
- moral principles guiding the members of the organization;
- the ethical climate within the enterprise;
- norms of entrepreneurial conduct and professional etiquette.

In most Western countries, entrepreneurial ethics is incorporated into the curricula of institutes, universities, colleges, and business schools. This reflects the recognition that all forms of human activity—including political and entrepreneurial practices—are subject not only to legal but also to ethical regulation. In practice, particularly in business activity, situations often arise in which individuals formally comply with legal requirements while violating ethical norms. Such contradictions generate negative consequences both for entrepreneurs themselves and for society as a whole.

Many Western companies have developed and implemented their own codes of ethics, operating on the premise that adherence to high ethical standards contributes to sustainable profitability and long-term organizational success.

Within the context of ongoing reforms in Uzbekistan, special attention is therefore being given to the development of entrepreneurial skills among the younger generation. In this regard, President Shavkat Mirziyoyev has emphasized the priority of equipping young people with modern professions in high demand on the labor market, fostering entrepreneurial competencies and a strong work ethic, supporting their initiatives, and ensuring access to employment and housing.

Enhancing entrepreneurial culture to an appropriate level requires a systematic examination of the mechanisms of interaction among its constituent elements, as well as the interconnections and dynamics between them. It is also essential to critically assess whether the values traditionally associated with entrepreneurial success have become outdated or require renewal. Changes in entrepreneurial culture occur in accordance with evolving perceptions of values and social expectations.

Entrepreneurial communication constitutes a specific form of activity in which interaction emerges and develops. Business communication may be defined as verbal interaction between interlocutors who possess the necessary authority and are oriented toward solving specific tasks. Effective communication is facilitated when participants share a common professional language and are oriented toward constructive cooperation. The foundations of business communication culture include ethical norms and ritualized rules

of professional interaction, competencies related to information exchange, methods and tools of interaction, and mutual understanding. Professional communication is shaped within specific conditions of activity and thus reflects its characteristics, functioning as both an integral component and an essential instrument of that activity.

The key factors influencing entrepreneurial culture include entrepreneurial goals, core values and ideas, standards and rules adopted in the course of entrepreneurial activity, as well as formal and informal channels of communication. Elements of entrepreneurial culture are formed both through the accumulated experience of the enterprise and through the attitudes and leadership approaches of its management.

In organizing entrepreneurial activity, the rational utilization of human resources is of particular importance. Addressing the key challenges of innovative, economic, and social development is impossible without establishing fundamentally new market relations between entrepreneurs and partners, improving management methods, transforming managerial styles, and reshaping the psychology and mindset of managers. These processes must be accompanied by the expansion and deepening of democratic practices, the strengthening of discipline, and increased responsibility at all levels of production and management.

To ensure sustainable development, profitability, and competitiveness, management must optimize the returns on all types of resources—material, financial, and, most importantly, human capital. Human resource management represents a purposeful activity aimed at the effective utilization of employees in order to achieve both organizational and individual objectives. Entrepreneurs and their employees constitute the primary drivers of development; care for personnel inevitably translates into improved organizational outcomes. Consequently, the management of human resources should be grounded in the core principles of contemporary human resource management theory and practice.

Conclusion

The analysis presented above demonstrates that a country's socio-economic development, the improvement of citizens' living standards, and the achievement of full and effective employment are complex and multidimensional processes that are directly linked to the development of entrepreneurship. The efficient functioning of a market economy requires the establishment of competitive production systems grounded in a new philosophy of management. This, in turn, necessitates the training of a new generation of specialists characterized by a high level of entrepreneurial culture.

Thus, the formation of entrepreneurial culture is inseparable from business ethics and encompasses such principles as integrity, transparency, commitment to one's word, compliance with existing legislation, and adherence to established rules and traditions that ensure effective participation in market relations. An entrepreneur is an individual who is willing to take calculated risks, demonstrates initiative and perseverance, is capable of overcoming obstacles in pursuit of clearly defined goals, possesses non-standard thinking skills, and is able to make sound managerial decisions.

A well-developed entrepreneurial culture contributes not only to increased profitability but also to customer retention. According to experts, maintaining existing clients is significantly more cost-effective than attracting new ones. Therefore, entrepreneurs must consistently adopt a consumer-oriented approach. In this regard, even prior to investing in fixed capital, considerable attention should be given to shaping the ethical and cultural foundations of entrepreneurship, as well as to allocating sufficient resources—financial, temporal, and organizational—for the professional training and development of employees.

In conclusion, entrepreneurial culture should be regarded as a strategic factor in sustainable economic growth, organizational effectiveness, and long-term competitiveness. Its systematic development enhances not only economic outcomes but also the social responsibility and ethical orientation of entrepreneurial activity, thereby contributing to broader societal progress.

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