

LEADERSHIP PSYCHOLOGY, THE ESSENCE AND MAIN STAGES OF MANAGING EMPLOYEES

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Abstract

One of the important issues affecting the fate of our entire nation is the problem of managing, national economy and public education, health care, culture and sports, and developing small and medium-sized businesses. At the same time, finding effective ways of leadership and setting up the management system are the priority directions of our country's development. Because progress has been achieved in the most developed countries of the world in this way. Therefore, there is no doubt that if leadership activities in our society are properly planned, many problems facing our country and people will be solved, and our country will be prosperous and our life will be prosperous. But frankly speaking, it is clear that leadership activity and its effectiveness in our society are not up to the required level.

Keywords: leadership, essence, manager, medium-sized, situation.

Of course, there are various objective and subjective factors. One of the subjective factors is that the consciousness and outlook of some members of the society seem not to be ready for management. As a result of not understanding the nature, goals and tasks of leadership, some leaders are indifferent to their work. Some people are not completely freed from the mood of bakumanda. At the same time, some leaders do not know enough about their rights, duties and obligations. Especially today, every manager should know many fields, the unique complexities of each field, feel the goal he has set for himself, and deeply understand the leadership culture and ethics.

The concept of leadership can be defined as follows:



1. As a social person, a leader is a person who unites productive forces and production resources and works effectively as a manager of its main driving force.
2. In order to carry out any work, the leader first of all makes an independent decision. This cap

defines the goal of the leader's entrepreneurial and business activities.

3. A leader is an entrepreneur who introduces a new idea, a new initiative, and new technologies into his field.

4. The work of a manager is a laborious activity based on entrepreneurship. The effort and money spent on it can sometimes cause damage rather than temporary profit, and the institution may suffer losses instead of profits. He should be able to anticipate such situations and be ready for it, if necessary, restart his activities, find the strength to do so.

There are also factors that do not allow the leaders to understand each other properly and lead to various disagreements in the relationship. It is possible to indicate the three most common types of such obstacles. These are:

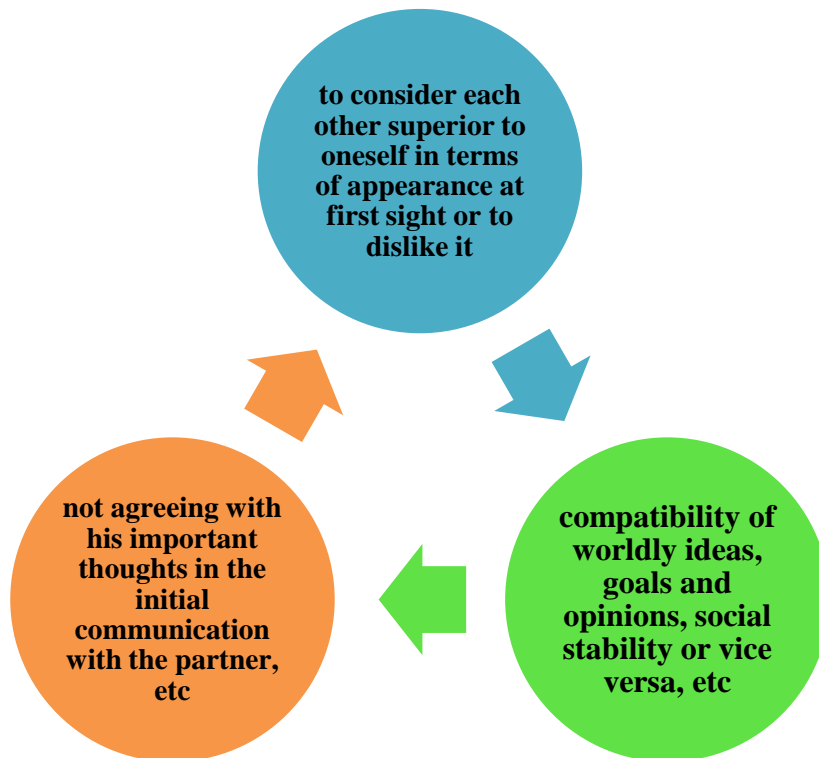


Fig. 2 Common types of such obstacles

So, it is very difficult to be the leader of the team. The team is the majority. Therefore, their thoughts, outlook, spirituality, character, and mentality are also different. Of course, the leader will have to keep an eye on their various good and bad works, so that no work is left out of their sight. If a leader is only busy with management and his personality, and is indifferent to monitoring the people under his command, then this leader should be abandoned. Not being aware of the behavior of the members of one's institution leads to the division of the team into several parties. Such a leader will harm both the state and the community.

Setting the problem. The concept of personality occupies a central place in the science of psychology, and the main psychological interpretations are carried out around the topic of personality.

There are different definitions of the person, but the one in the song that fully reflects this concept is important: "A person is a subject, a person, who can change the external world through his knowledge, feelings and relationships." Note that this definition lists three aspects of personality:

1. Knowing;
2. Emotion;
3. Attitude.

The qualities belonging to these three groups are aimed at a single goal, that is, to change the external world according to the needs of a person.

In order to understand and manage human behavior in production conditions, it is necessary to have certain information about the nature of the individual. In this regard, it is necessary to analyze the psychological laws specific to the groups and communities to which a person is a member. In this section, we will focus on the specific and necessary qualities of a leader and his successful management.

The issue of psychological analysis of the management process is aimed primarily at improving the performance of the manager. In order to realize this goal, it is necessary to study the requirements for the leader, the tendency to fulfill them, and the characteristics of the person who is responsible for the successful implementation of management activities.

Characteristics of a leader. Analyzing the concept of a leader's personality, it is suggested to study its characteristics in three groups:

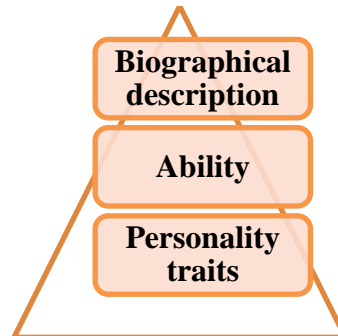


Fig. 3 Analyzing the concept of a leader's personality, it is suggested to study its characteristics

Biographical aspects of a leader include age, gender, socioeconomic status, and education.

The age of the leader. The dependence of the successful implementation of management activities on the leader's age is based on research from developed countries. It was found that the average age of the leaders of Japanese manufacturing companies is 63.5 years, while the age of American leaders of this category is 59 years. One of the most surprising things about Japanese CEOs is how old they are. Although in some organizations (for example, Sony Corporation) the age limit for the president of the company is 65, it is not surprising that the age of the leaders of many companies in the automotive industry is 75 and above. In general, in Japan, an employee's lifetime employment experience is used. It turns out that most of the senior managers have been working in their organization for more than 30 years. Research in this area shows that older leaders, if they are in good health, are a great source of experience for the organization. When we talk about the seniority of the leader, we should consider not only his biological aspect, but also his social aspect and life experience. After all, it was not for nothing that our people said, "What an old man knows, a fairy does not know." However, the introduction of modern technology into production requires a certain skill in mastering them. Unfortunately, it is not difficult to meet senior executives who have not yet learned how to work on a computer. In this respect, the young leader is often perceived as bringing advanced technology and agility to the organization.

The average age of employees in an organization led by a young leader is often lower. Youth (around 30-35 years old) is characterized by a tendency to innovation and discovery, creativity, fearlessness and adaptability to a changing environment. Unfortunately, in such an organization, older employees (over 40-45) are even looked at with suspicion. However, it was found that at the age of 35-55, a person becomes a skilled master of his profession, acquires knowledge in his field and feels eager to introduce inventions. At the same time, a cold analysis of the situation, a mood of restraint is formed.

Of course, it is safe to say that all young leaders are supporters of advanced technology and are inclined towards it, but modernity is characteristic of young people. This, in turn, increases the possibility of a young leader to turn to modern and advanced production methods. In our people, there is a saying that even if you are old, you are still young. Therefore, a modern leader, regardless of his age, should be a supporter of advanced technologies, capable of introducing modern production at the organization level.

This is a transitional requirement.

Gender of leader. The human race requires him to follow the same role. This situation is especially evident in the conditions of eastern countries and our territory. In this area, the sexual social norms specific to men and women are clearly defined. As long as this is the case, most of the actions performed by a person are perceived under the influence of this sex role criterion. Now, regardless of a person's sexuality, we see great opportunities emerging in the career or career ladder. A great path has been opened for women in the field of entrepreneurship and public administration in our country. But, despite this, the word leader is often compared to the male gender, and for some reason, it does not go beyond education, health care, and public services as areas where female leaders manage.

Indeed, whether a woman occupies a managerial position in one or another field depends to a large extent on the question of whether the field is suitable for women or for men. According to a number of studies, men often take the initiative in a group where men and women are mixed. According to the experience of the researcher E. Hollander, men can find a more acceptable way to solve a task that is solved within a group, and in a mixed group they strive for superiority. According to the scientist, such behavior characteristic of men, to a large extent, originates from the established norms and expectations of men's behavior in society. The standards based on such regulations have a great impact on the perception of the surrounding people. For example, in the experiment conducted by the psychologist R. Raye, the following scene is observed: during the experiment, a certain (not very positive) attitude towards women was formed in the cadets of the military school. After that, the trainees were divided into two groups of three and invited to participate in the experiment in laboratory conditions. Two groups of cadets were led by two leaders - one male and the other female. The groups solved certain complex tasks, and the leader took an active position during the solution. It was found that female-led cadets attributed the group's success to chance, while male-led cadets attributed the leader's ability to success. This experience shows that our assessment of the surrounding events largely depends on the norms and standards accepted in the same society.

In management practice and also in some literature, there is an idea that the work of a male leader is more effective than that of a female leader. Usually, the following arguments are given for such an opinion: a man is a sucker with a clearly expressed logical reasoning, and a woman is often given to emotions; If a man is devoted to his work, a woman spends her precious time on the family. For example, if a man is resistant to various negative effects and stress, a woman can even "lose" her mind in a difficult situation.

However, life shows the opposite, and at the same time, you can meet many women who are effectively managing production. In the analysis of gender differences, it is more effective to talk about management style. It is not uncommon to conclude that a male leader focuses his attention on tasks related to production problems, while a female leader focuses more on the social and psychological aspects of the team, on improving the psychological environment. Of course, this idea has caused some discussion and debate, but now it requires additional research.

Well, in fact, we get the answer to the question of whether there is a certain difference in the success of male and female leaders. The well-known scientist F. Denmark, based on his large-scale research, came to the conclusion that there are no significant gender differences in success in management. The difference in management activities of female and male managers is that women pay more attention to human relations in the team. It is natural that there is a gender psychological difference between male and female managers, but there is no gender difference in terms of performing the task before the team and achieving the desired goal. In our opinion, the reason for these successes is determined by factors that are not specific to gender. For example, many work qualities of a person are not based on sexual tendencies, but on social qualities and character traits. In particular, attention to human relations, reliance on democratic

principles in day-to-day management are more common among women, and these indicators are, in a certain sense, factors that positively affect team activity.

A number of experimental and observational results also provide other information. The higher the level of leadership, the more the male and female leaders exhibit opposite gender characteristics in their styles. We see that a male leader uses some of the qualities characteristic of a woman in his management practice: cheerfulness, sensitivity, intuition... On the other hand, women also use the qualities characteristic of men in their activities: strong will, determination, activity, diligence. Therefore, it is wrong to determine the effectiveness of management by gender. Other factors are more important here. For example, indicators such as intelligence, personnel, personality characteristics, level of education, experience in the field of management can be cited.

Among the biographical details, it is possible to include a person's socio-economic status and level of education. Position and information are also important factors in the successful implementation of management activities. According to the "Management Manual" authored by R. Stogdill, a scientist in the field of business management, the correlation between successful management and the socio-economic status of a person is equal to 94%, and the correlation between education is equal to 88%. According to Japanese Researcher T. Kono, an ordinary Japanese manager must have a university degree in engineering or social sciences. In many cases, managers have two specialty degrees, and a biographical analysis of a number of leading businessmen and major executives shows that they have a high level of education.

A person's socio-economic status is a strong factor in the performance of leadership activities. The importance of this is especially evident in the case of Eastern culture. An ordinary citizen of our territory wants to see an influential, self-sufficient and full-fledged person in the person of the leader. A leader should be able to easily solve small economic problems, have great social connections, and be superior to other employees in terms of his intellectual ability and experience. The socio-economic status of the leader plays a leading role in the early stages. Later, the team's perception of him is based on the leader's ability to perform tasks. However, it is also very important to study the influence of the environment in which a person is formed on leadership, as well as family traditions on the development of management skills. Indeed, being born in a leader's family, learning the father's experience while growing up can be the basis for the formation of a tendency to dominance, that is, superiority. According to F. Fidler, a scientist in the field of business management, "the most reliable factor for becoming a company president is being born into a family that owns a company." But the biography of a great manager like Lee Iacocca completely defies the above description. Consequently, this person rose from the lowest levels of leadership to its highest peak.

As a result of analyzing the past of a number of famous entrepreneurs, it was found that most of them grew up as the first child in the family. In fact, being the firstborn in a family means certain responsibilities according to one's position. The situation of large number of children in Uzbek families requires the eldest child to be helpful to the parents, to guide and supervise the younger ones. This will further increase the ability of the developing person to organize and control, and form the ability to self-manage in his future activities.

Life experience. Human experience and its manifestation in management activities are analyzed through two main issues. First, management experience is necessary for a senior manager, and they are also required to have life experience. Second, the middle manager should have at least three years of experience in his field. Analyzing the experience of this category of leaders, the main attention is paid to the professional field.

Ability. Usually, in the science of psychology, general and special types of abilities are indicated. While general abilities create an opportunity for success in any activity, special abilities are the basis for success in certain areas of activity. Human mind, i.e. intellect, can be included in this group of general

abilities.

A senior manager must have a very high level of intelligence to be successful in his management activities. Such authority arose from the need to manage several tasks in parallel in the process of analyzing an unexpected situation and solving a problem. For example, organizing emphasizes the need for different mental capacities for leaders to propose a solution to a problem, to think about the interests of the organization and the group. Senior managers must have a clearly expressed social intelligence, they must be proactive, communicative, have a high political and social position, have a lot of work contacts, have developed intuition, and must quickly notice the direction of the organization's activities.

Special skills should be more developed in middle managers who take the main weight in any organization. They are attentive to work, responsible, capable of analyzing large amounts of quantitative and qualitative data.

Personal feelings. The above-mentioned general abilities make it urgent to identify the necessary personality traits that ensure successful management and to develop them in leadership. As a result, not only identifying these characteristics, but also organizing research in this direction requires solving a number of tasks in this regard. Researchers working in this regard say that the evaluation of managers has become the most sensitive part of the issue of working with personnel. It is known that there are several psychological methods that determine personality traits related to leadership, and their successful use depends on the skills of the researcher on the one hand, and on the other hand, there is the question of the effectiveness of these methods and the accuracy of the obtained data. For example, we have witnessed that the adaptation of the tests and questionnaires developed in Garb to our local area and mentality has been relevant until now.

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