



Organizing the Activity of Managers in the Management System, the Modern Manager

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Annotation: This article describes the mechanism of organizing the work of a manager, the concept of a manager, personal and work-related qualities. In addition, optimization of the work of the management apparatus, work is also explained. At the same time, the psychology of leadership, the essence of personnel management, the concepts of manager and leader are highlighted.

Key words: management system, labor, labor organization, mechanism, management apparatus, labor productivity, psychology of the leader, management of employees.

A manager is a person who is engaged in management activities and has the authority to make decisions on certain types of activities of an organization operating in market conditions. Managers occupy various positions in the organization (director, team leader, organizer of certain types of work, head, manager, etc.), solve various issues and perform tasks. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.¹

An organization cannot function without managers, because they perform the following tasks:

- establish connections between separate operations in the organization;
- ensure that the organization fulfills its main task;
- they lead the team of the organization or division;
- they are in the role of a leader who is able to manage subordinates using their reputation, high professional skills and positive emotions;
- they develop the strategy of the organization's activities;
- are responsible for the results of the organization's activities;
- ensure the interests of persons or agencies belonging to the organization;
- they play the main role in the relationship of the organization with the external environment (authorities, partners, etc.);
- they organize the team and put its development on the right track and, having high moral

¹ Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

qualities, show the right way to the team members;

- those who understand the role of science in the present conditions, who know how to evaluate this or that discovery or "know-how" and are in the role of innovators who immediately apply them to production (trade);
- develop a new idea, find its strengths and weaknesses, seek to understand and know the essence of the problem;
- they analyze and evaluate the performed work, determine and implement measures to improve the condition of workers;
- represent the organization in various events.

The tasks of managers and the situations in which they are implemented are different, however, three main ones can be distinguished. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.²

First, the manager defines the main tasks of the organization, solves the issues of resource allocation, and makes current adjustments, in which he is responsible for the consequences of the decision made. Therefore, the manager should not only choose the most convenient way of decision, but also be determined to lead the team he leads in a certain direction.

Second, the manager gathers information about the internal and external environment, disseminates it, and finally explains the goals of the organization. The result of the manager's work depends on how much information he has.

Thirdly, the manager is a leader who shapes relations inside and outside the organization, motivates the members of the organization to achieve their goals, coordinates their actions, and acts as a representative of the organization. He should be someone who is willing to go after his employees.

According to the position of managers in the organization, the tasks they solve, these tasks can be more or less suitable for them. But each manager makes decisions, works with information and is considered the head of the organization (department). Managers are traditionally divided into three levels: lower, middle, upper (Fig. 1).

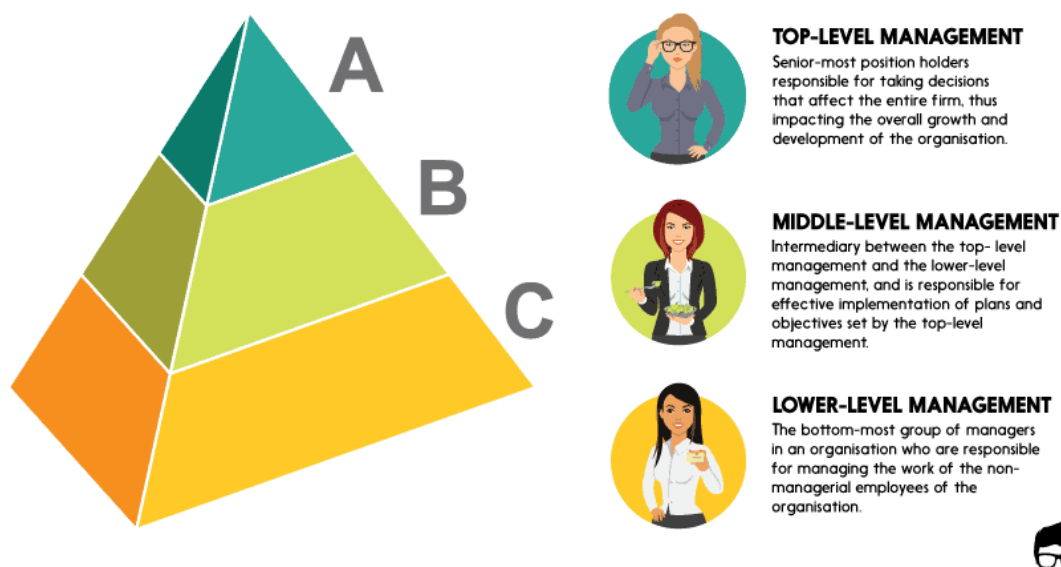


Figure 1. Levels of enterprise managers.

² Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.

Lower-level managers (junior bosses) directly supervise workers and other employees (not managers). Their hard work is characterized by frequent switching from one task to another. The time period for the implementation of decisions is extremely short.

Middle managers coordinate and supervise the work of junior managers. They usually lead large departments in the organization and act as a kind of buffer between the upper and lower levels of management. Team mood—a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.³

Top managers are responsible for making decisions for the organization as a whole. Their work does not have a clear conclusion, that is, it has a high risk. These line managers are much less than other line managers. Their work is highly valued and they are usually well paid.

In Western enterprises, the following are also distinguished:

"Top management" - i.e. the top level of management (the CEO and other members of management);

"Middle management" - an average link of management (heads of departments and independent departments);

"Tower management" - lower levels of management (heads of departments and other similar departments).

Until now, in the USA, which is considered the homeland of management, rational type managers have been prioritized, they have more engineering-economic skills and approaches to management. But now a new type of managers has appeared, they are gradually turning to the consideration of human factors in production. In addition, these variables acquire behavioral characteristics related to work.

It should also be noted that the higher the level of the hierarchy, the more the manager's working time should be spent on solving strategic, prospective tasks. At a lower level, on the contrary, the manager has to deal with more operational issues.

The following structure of working time is recommended for high-level managers: strategic tasks - 60% of time, tactical - 25%, operational - 15%, middle-level managers - 20, 50 and 25%, respectively; lower level managers 10, 25 and 65%.

Managers can be divided into linear and functional. The first manage organizations, institutions, workshops, and the second lead functional units. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁴

Managers form a social stratum that plays a significant role in society. Managers mostly work in private companies. The fact that a manager is the owner of a profession consists, first of all, of having special knowledge and skills in the field of production (trade) and management organization, and the ability to work with people from different fields.

Also, in the past, it was not necessary to be an expert in this field to manage an organization, but it was considered sufficient to know management technology and techniques, to be able to work with people.

Currently, as a result of the development of social production, such an approach is criticized, because hired managers do not equate themselves with production, the company's goal does not become their personal goals. Moreover, their education in business schools often does not correspond to the needs of production, school graduates cannot adapt to its conditions. Therefore, European and Japanese

³ Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 5-12.

⁴ Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

companies, as a rule, do not invite managers from outside, but "grow" them inside the company. Nevertheless, the practice of hiring a professional manager is still widespread in a number of countries, especially in the USA.

1. According to researchers, a modern leader should be only 15-20% specialist in his field, he should be an organizer, psychologist, sociologist first of all. Modern enterprises need more human-centered sociotechnical systems specialists. Any manager has a number of requirements. It should have the following basic qualities:

- availability of knowledge and experience in the field of modern organization management;
- factoring in the state and development of the field to which the organization belongs according to the type and nature of the activity (state of research, technology, technology, competition, dynamics of product demand);
- to acquire not only administrative management, but also entrepreneurial skills, know how to manage the market situation, show initiative and actively redistribute the company's resources in more useful areas of application;
- in the conditions of high dynamism and uncertainty, justifying and making effective decisions based on agreement with subordinate managers and employees, knowing how to distribute their participation in the implementation of the adopted decisions;
- the availability of practical knowledge and experience in the field of analysis of the economic situation in the main markets or their segments that are currently operating or intend to operate;
- high culture, purity, ability to be an example in everything;
- to know how to analyze the activities and actions of rival companies;
- ability and knowledge to manage organizational resources;
- know how to predict and plan the work of the organization;
- owning methods of increasing the effectiveness of management and operation of the organization;
- possession of modern information technologies, communication and communication tools;
- the ability and knowledge to work with people, to influence them, to have compassion, fairness, and knowledge of "human relations" necessary for this;
- knowing how to manage oneself and one's time;
- persistence, enthusiasm, dynamism in solving problems;
- knowing how to establish relationships between people, taking into account the interaction of official and unofficial structures;
- knowledge and resourcefulness (knowing specific conditions in the organization, being able to find one's way in them, being resourceful and resourceful);
- to know how to help oneself, to support oneself due to the development of management skills in certain conditions in the organization;
- to know how to foresee the development of the economic situation, the characteristics of demand, the trends of measures of state regulation of the economy in one's own country and in other countries, where the firm is trying to strengthen its position or maintain its position. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.⁵

⁵ Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

Managers must have organizational skills, which mean the personal and psychological characteristics of a person that allow a person to master the methods of organizational activity and successfully implement them. The following are organizational skills:

- adapted mobilization, i.e. creative forms of activity, deepening of knowledge, inclination to initiative, intolerance to conservatism, preparation for reasonable risk, striving for innovations, self-restraint, entrepreneurship, etc.;
- the ability to communicate, that is, the ability to win over people, the ability to hear, understand and convince people, as well as the ability to look at a conflict situation through the eyes of the interlocutor;
- stability to stress, i.e. mental and emotional protection in problematic situations, self-control and vigilance of thinking when making decisions;
- Dominance, i.e. dominance, ambition, personal independence, striving for leadership, self-respect, strong-willed character.
- An important requirement for a manager at any level is to know how to manage people. They include:
 - a perfect knowledge of his direct subordinates, their abilities and opportunities to perform the specific work assigned to them;
 - to know the conditions connecting the enterprise and employees, to protect their and others' interests on a fair basis;
 - psychological effectiveness of the manager;
 - Know how to eliminate incompetents in order to maintain the unity of the team and improve the efficiency of the organization. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.⁶

When organizing the work of a manager, it is necessary to ensure that the work of each executive in the management apparatus is limited and relatively uniform. This makes it possible to increase labor productivity, improve the quality of work, and increase the experience of each performer. It is necessary to determine the scope of specialization duties in such a way that each employee's issue is fully utilized as much as possible.

Labor cooperation envisages the establishment of communication between management organizations and employees of various divisions of the management apparatus. In the process of management, the activities of separate employees, services and departments are combined both in this enterprise and outside it.

The ways of division of labor and cooperation of managers are determined by the regulations on structural units and the job manual of management staff. On the basis of the Law "On Enterprises", job manuals are developed for every manager, specialist and technical executive in the enterprise and its divisions. Position manuals, rights and obligations of officials are determined based on the principle of sole leadership, responsibility for assigned tasks.

Job manuals and rules should be periodically revised, corrected and supplemented, taking into account the improvement of production, labor and management processes.

⁶ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

In order to ensure a unified approach to the optimization of the work of the management apparatus, the definition-qualification manual is also used, which indicates the complexity of the work to be performed by the employees, the level required for the management position and the seniority of those who perform various management tasks. .

Most of the working time (77%) is spent working with documents in management work technology. Therefore, it is necessary to constantly improve the exchange of documents.

The manager's work is also greatly influenced by the direction of information flows and the acceptability of document circulation technology in the enterprise and organization. Here, reducing the number of stages through which documents go through as a result of combining them has a great effect, and as a result, unjustified coordination is eliminated. If coordination is important, it is also a good idea to replace the steps of the document transfer. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of —relations contrary to the charter” is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.⁷

In order to reduce the time required for the exchange of documents, the transition technology is determined, and the optimal ways of information transmission are determined. The leader only signs documents that cannot be handed over to others. The use of standard sheets with special sample texts is of great importance in saving work time related to the preparation of letters. In correspondence between enterprises and organizations, it is widely used to return a document with an answer.

Unification and standardization of documents is an important direction of organizing managerial work. The use of standard sheets leads to a reduction in errors and, as a result, to a reduction in management costs.

Mechanization and automation of the manager's work is especially important in the conditions where the amount of information is constantly increasing. According to experts, it is possible to mechanize 7% of the work in the management apparatus with the help of organizational and computing computers, communication tools. An important direction of improving the manager's work is the optimal organization of the workplace and, first of all, the placement of work characteristics, taking into account the importance of work. Desks, equipment, shelves, filing cabinets should be placed in a convenient and handy way.

Requirements for continuous operation should be taken into account when placing workplaces and equipping them with technical means and auxiliary equipment. It is known from experience that placing the workplace in accordance with the requirements of technology, ergonomics, psychophysiology, and aesthetics allows to increase labor productivity (by 5% or more). Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.⁸

It is important to create conditions for the work of the management apparatus, taking into account sanitary and hygienic standards, temperature, humidity, light standards, noise level, as well as work and rest procedures.

Labor productivity

Labor productivity is greatly influenced by the psychological factor, the relationship between employees and the manager, as well as between employees. Their mood, work activity, and finally the results of work depend on this factor.

⁷ Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of “Relations Contrary to the Charter”(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

⁸ Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of “Relations Contrary to the Charter”. *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

The effectiveness of management is mainly related to how successfully the leader performs his task. The modern manager should apply new scientific and technical solutions and methods of labor and management organization, economically expand production possibilities. A manager must have the qualities of an organizer, educator, seeker, and leader.

When defining the goal of the manager's activity, he should first of all derive from the tasks facing the higher management system, because otherwise he may act inconsistently (or contrary) to the activity of the entire system.

The speed of the leader's work requires that his work activity be accompanied by complete rest, as well as changing the types of work during the working day, because only in this way can the work be highly effective and the ability to work can be fully restored. It is very important to establish an acceptable pace of work in the work of a manager, to establish a permanent order of actions performed by him.

Most of the manager's working time is spent working with documents. The amount of received information (letter, order, document, etc.) is very large. In this case, it is very important to "filter" the information. The leader should be given information that only he can handle. At this stage, the leader is greatly assisted by a secretary or assistant (referent) who distributes information among the performers. He must be a qualified employee, know the nature of the activities of all departments and organizations of management. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.⁹

Optimal distribution of responsibilities between the leader and the management apparatus subordinate to him allows the leader to spend his working time effectively. It should allow executors to sign as many documents as possible within the framework of existing legislation. This allows to save the manager's time, increase the initiative and responsibility of the executives. Various meetings and meetings occupy an important place in the activities of managers, and 77% of their working time is spent on them. Therefore, in order to properly organize meetings, special attention should be paid to the following.

The issue discussed at the meeting should consist only of the problem to be solved by the team. This problem should be solved during one session. The participants of the meeting should have sufficient experience and knowledge on the discussed problem. The topics of the meeting should be announced to the participants in advance so that they have time to prepare. The date, time and place of the meeting should be indicated in advance, because its participants should plan their working hours. The leader of the meeting should determine the purpose and the form of the meeting in advance. It is also important to conduct the meeting, create conditions for a free, productive discussion. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.¹⁰

Among the many duties of the leader, it is necessary to single out receiving visitors and conducting interviews. It is important to set aside time for subordinates to take initiative, because the "open door policy", while outwardly democratic, leads to a waste of work time. During the interview, the manager should try to find out their intentions from the employees by asking questions, justify their requests or suggestions. If the conversation takes place at the initiative of the manager, the employee should have information about the time and purpose of the conversation. This allows the employee to prepare for the content of the issue and avoid psychological stress. Creating an atmosphere of mutual trust during the conversation will make it possible for it to be successful. In this case, the manager should take into account the purpose of the interview and the employee's characteristics. At the end

⁹ Usmonjon o'g'li, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. *INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY*, 2(5), 230-235.

¹⁰ Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in *Library*, 20(3), 21-27.

of the interview, the leader must make a note of the result achieved on the discussed issue and ways to solve it later.

One of the important factors of the effectiveness of the leader's work is the organization of control over the implementation of the decisions made. Control is a constant task of the manager, which should be taken into account in his work plan, and it is carried out by familiarization with materials, reception for personal information, and inspection. A convenient form of control is to record tasks using special term cards and punched cards. The leader must create conditions for the smooth operation of the entire team and management apparatus, because the entire management system and, as a result, the entire production efficiency depends on this.

One of the most important issues related to life is the problem of managing the economy, 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. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.¹¹

The concept of leadership can be defined as follows:

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

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

- 1) when they first see each other, they consider each other superior to themselves in terms of appearance or do not like them;
- 2) not agreeing with the partner's important opinions in the initial communication with the partner, etc.;
- 3) Compatibility of worldly ideas, goals and opinions, social stability or vice versa, etc.

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 following one that fully reflects this concept is appropriate: "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.

¹¹ Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

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.

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

- Biographical description; - Ability; - Personality traits.

The biographical aspects of the leader include his age, gender, socio-economic status and education. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.¹²

The age of the leader. The dependence of the successful implementation of management activities on the leader's age is based on the researches of developed countries. It was found that the average age of the heads of large Japanese remanufacturing companies is 63.5, while the age of American heads of this category is 59. One of the most surprising things about Japanese CEOs is how old they are. Although in some organizations (for example, "Sony Corporation") the age of the company president is limited to 65, it is not surprising that the age of the leaders of many companies in the automotive industry is 75 and older. 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 senior leaders, if they are healthy, are a great source of experience for the organization. When talking about the seniority of the leader, it is necessary to consider not only his biological aspect, but also his social aspect and life experience. After all, there is a saying in our people: "What an old man knows, a fairy does not know."

The average age of employees in an organization led by a young leader is often low. 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 a person becomes a skilled master of his profession at the age of 35-55, acquires knowledge in his field well, 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 difficult to say that all young leaders are supporters of advanced technology and are inclined to it, but modernity is characteristic of young people. This, in turn, increases the possibility of the young leader to turn to modern and advanced production methods. 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 region. In this area, male and female sexual social norms are clearly defined. As long as it is so, most of the actions performed by a person are perceived under the influence of this sex role criterion. Now, regardless of a person's gender, we see great opportunities emerging in the career or career ladder.

Cheerfulness, subtlety, intuition... In their turn, women also use masculine qualities in their activities: strong will, determination, activity, diligence. Therefore, it is wrong to associate the effectiveness of management with gender. Other factors are more important here. For example, indicators such as intelligence, values, personality traits, level of education, experience in the field of management can be cited.

As a result of analyzing the past of a number of famous businessmen, it was found that most of them grew up as the eldest children in the family. In fact, being the firstborn in the 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 lead 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. Secondly, the middle manager should have at least three

¹² Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

years of experience in his field. When analyzing the experience of this category of leaders, the main attention is paid to the professional field.

Ability. Generally, general and special types of abilities are shown. While general abilities create an opportunity for success in any activity, special abilities are the basis for success only in certain areas of activity. Human mind, i.e. intellect, can be included in this group of general abilities. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.¹³

Personal feelings. The above-mentioned general abilities make the issue of determining the necessary personal qualities that ensure successful management and their development in leadership urgent. As a result, it is necessary not only to determine these characteristics, but also to solve a number of tasks related to the organization of research in this direction. Researchers conducting practical activities 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 a number of psychological methods for determining personality traits related to leadership, and their successful application depends on the researcher's skills 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 information. For example, adaptation of tests and questionnaires developed in the West to our local area and mentality has been relevant until now.

One of the characteristics of a great leader is restraint and patience. It is known that a leader lives among people and in the midst of their different qualities. Therefore, the negative or positive feelings of the surrounding people have the characteristic of being "contagious" in daily communication. Therefore, in unstable and conflicting situations, the leader should not only not be influenced by the temperament of others, but also be able to influence those around him with his balance and restrained feeling. depends on life experience gained. For the moderation of the nervous system, the leader should take care of his health. Organizing work in a rational way, that is, paying more attention to the positive aspects of work, wisely eliminating unconscious situations, being in the circle of close friends more, spending time in a mood of passion for physical education and useful activities. conducting, strengthens the ability to resist any stress, and also serves to restore the body's ability to work.

Another quality necessary for a leader to perform management activities effectively is the desire for success. A leader should be able to set a goal and try to fulfill it. In general, human desire can be divided into two categories:

- striving for success; - avoiding defeat.

When a difficult and crisis situation arises, some people think about achieving success by solving this situation, while someone else avoids the "disaster" as much as possible in order not to suffer losses.

These are two different approaches to the same situation, whose owners are people with different personalities. And since the leader who manages effectively belongs to the first category, he quickly solves problems and moves forward towards his goal. A person of this category can usually take risks. When the time comes, he divides the big goal into smaller pieces, envisioning the outcome behind each smaller goal. However, such a factor is not always easy to implement. Therefore, a leader must have a character that can take risks and is not afraid of danger. Famous businessman and manager Lee Iacocca said: "Sometimes it's good to take risks, but mistakes should be corrected in time."

Another necessary quality for effective management is responsibility and confidence in solving tasks. In economic and social conditions, instilling trust in one's partner, guaranteeing the next job

¹³ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

and successfully completing it is an important quality for a modern leader. In this process, leadership is combined with entrepreneurial activity, and the concept of trust takes center stage.

One of the qualities of a leader, which not only increases his reputation, but also leads him to the main goal in a difficult situation, is independence. A leader should strive to own his vision, observational ability and personal point of view. It is true that the leader must listen to his colleagues, as well as his advisors, but the decision and its implementation rests with the leader. Therefore, independence in thinking and acting is one of the main factors of effective management. However, independence should not turn into stubbornness. For this, the leader must always align his initiative with the goals of the organization or team.

Another of the next necessary qualities is a tendency to communicate. It was found that the leader spends three-fourths of his daily activities on various communication. As we look at the importance of communication in management, we come across the words of Lee Iacocca: "I know a man who has worked in the automotive industry all his life. He was highly educated, self-directed, a great strategist and a great expert in his company. But no one ever appointed him to a high position, because he did not know how to communicate with others."

Thus, we got acquainted with the qualities of a person who realizes the effectiveness of a leader. It's no secret that no person is born with the traits on this list. All of these are the product of human abilities and socio-historical living conditions. Manifestation of such qualities in the activity of a leader requires a person to work regularly and on himself, to constantly create an example in his perception and to imitate him.

Effective leadership image. Above, the necessary personal qualities for the implementation of effective management activities were mentioned. Knowledge of these qualities, the leader's desire to form them in himself, will bring his management skills to higher levels and accelerate the direction of the organization to the intended goal. However, from the point of view of methodology, the leader is not just a set of qualities, at the same time, there are more intense forces that embody and harmonize these qualities, with the participation of which there may be a leader image consisting of a certain combination of qualities. In the science of psychology, this idea has found its meaning through the phrase "personal structure". Until now, there are various definitions of personality structure in the science of psychology, and there is no need to give a comparative description of them. The following analysis can be described as the most important of them. All psychological traits and social qualities in a person can be imagined in the form of the following system:

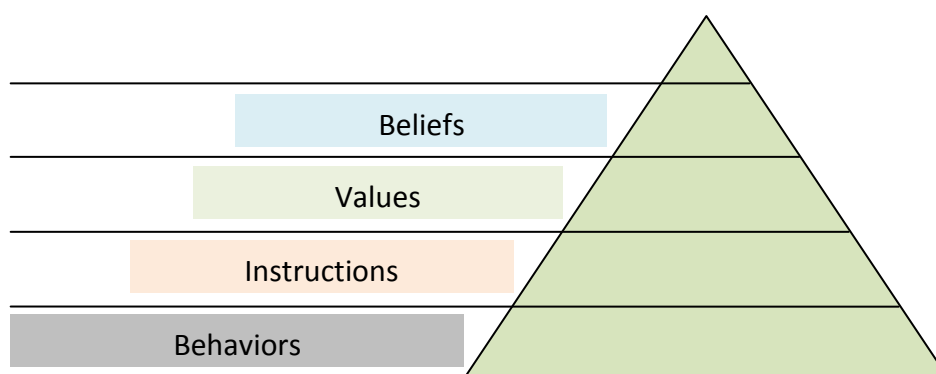


Figure 2. Social and psychological structure of the person.

If the components of the depicted pyramid are considered to be layers, then the top layer takes shape from the layers below it. So, the so-called "behavior", which is at the first level of this system, is considered primary, and on its basis, higher structural qualities of a person begin to form. The quality and expressiveness of the higher-level structures is connected with the quality essence of the lower layers. From this point of view, lower layers (behavior and attitudes) are first formed in a person, then they become the basis for the formation of values, on the basis of values, a person's beliefs are

formed and beliefs are united in the expression of a mission. Now, based on this idea, we will focus separately on the structural parts (layers) of the pyramid described above.

Mission is the highest goal), a person devotes his whole life to the pursuit of this goal. Usually, the formation of a mission and its realization by a person falls on his mature youth. Missigya represents the direction of human life. Usually, every person has his own mission in life. One of the main tasks recognized by the humanist direction, which occupies a large place in the science of psychology, is to help a person understand his mission. Based on the content of the topic, it should be noted that every leader should understand as early as possible how his activity is expressed through a mission. For example, a mission can be an honorable duty, such as serving one's people, participating in the development of one's homeland, or devoting one's entire behavior to the well-being of one's family. Of course, the list of such expressions is endless and they are individual for each person. A person should not only understand his mission, but also harmonize it with the overall goal of the organization. According to its form, the mission should be expressed clearly and clearly, it should be located "outside" of the person, that is, it should be embodied in the objects of the external environment (for example, professional direction, the interest of others, the field of service, etc.) . According to its content, the mission emerges from the beliefs of the individual.

Beliefs are ideas and thoughts that a person freely believes in, and it is inappropriate for a person to even question them.

Analyzing events in the external world, a person looks at many things from the point of view of his beliefs.

Values are the most valuable spiritual wealth, which a person protects and preserves from being insulted and insulted. Generally, universal values, values of any social group, and personal types are distinguished. Universal human values are content that is always respected regardless of where a person lives, wealth, position and other characteristics, for example - peace, life, freedom, solidarity, responsibility, obedience.

Installation - this phrase is understood in psychology as an unconscious program of human behavior. Human behavior is performed consciously at first, and as it is repeated, it becomes involuntary and automatic. It is precisely this kind of unintelligible action plan that is called installation. As a result of regular repetition of optimal actions in the employee, a suitable activity is formed in him. Therefore, by observing the employee's constant activity and behavior, it is possible to draw a conclusion about which settings are the priority.

The main psychological content of the personality system depicted in the form of a pyramid is that it is formed on the basis of mission and belief, which is the content of a person's life, on the basis of the values and principles of the lower layer. And value, in turn, is the result of the development of installations as a landmark that a person values. Such a connection between the layers gives a certain meaning to human activity and even makes it possible to understand the inner world of a person in a whole, integrated way. The fact is that all the layers in the life of a perfect person appear in harmony with each other. So, what he does is consistent with his values, does not contradict his beliefs and his mission, which is the main goal of his life.

Conclusion

In conclusion, it should be said that during training and professional development of leaders, as much as possible, knowledge and skills should be formed about measures of self-awareness of a person, clear expression of his beliefs and values during his life. After all, inner purity, sincerity and the integrity of human nature appear as the main force in influencing others. Any event related to the training of a leader, improving his qualifications, ultimately sets the goal of improving the leader's personality, his management skills, and strengthening the scope of influence on others.

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