

Features of the Application of Management Methods in Combat Units of Higher Paramilitary Educational Institutions

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ABSTRACT: The article examines the effectiveness of the practical application of new management methods in the combat units of higher paramilitary educational institutions of the Republic of Uzbekistan by improving the level of work and management. In the analyzed management process, the managerial aspects of the training of potentially qualified personnel provided for in the course of official activity and training, as well as in bringing the indicators of order-discipline to modern requirements are investigated.

KEYWORD: management, method, higher paramilitary education, military unit, head, institution, organizational structure, efficiency, order, performer.

As a result of the last five years of reforms under the leadership of the President of the Republic of Uzbekistan Shavkat Mirziyoyev, the necessary political-legal, socio-economic and scientific-educational foundations for the establishment of New Uzbekistan were created in our country. In the following years, based on the principle of "For human dignity", reforms aimed at further increasing the well-being of our people, transforming economic sectors and rapidly developing entrepreneurship, unconditionally ensuring human rights and interests, and forming an active civil society, based on the in-depth analysis of complex global processes and the results of our country's progress priorities were determined.

As a result of public discussion, the development strategy of New Uzbekistan for 2022-2026, consisting of seven priority areas developed based on the principle "From the strategy of actions to the strategy of development", was approved[1].

With its open and constructive policy and consistent reforms, our country has become a major political, economic and cultural center in our region, and its prestige and influence in the international arena is increasing. As a result, the confidence of our citizens in the state and its bright future is increasing.

Great reforms have been carried out in recent years in internal affairs bodies as well as in all sectors and industries in our republic.

In particular, during the past short period, 14 laws on the activities of internal affairs bodies, 9 decrees, 40 decisions and 3 orders of the President of the Republic of Uzbekistan, 115 decisions of the Cabinet of Ministers and about 170 departmental normative legal documents were adopted and put into practice. as a result, a completely new approach to ensuring the rule of law, fighting crime, prevention of violations, protecting the rights and legal interests of citizens and other important priority tasks were introduced in our country, and positive results were achieved.

In recent years, in this regard, educational activities with cadets and trainees in the educational structures of educational institutions are of great importance, and through its implementation, a complex of measures aimed at the formation of future employees of internal affairs bodies as mature specialists and educated individuals is implemented and a special procedure is determined.

Law-enforcement bodies are widely involved in the implementation of management methods in the combat of higher military educational institutions, the introduction of a completely new system of training specialists, ensuring the growth of employees according to their qualifications, as well as the improvement of the system of internal affairs bodies in order to further increase the intellectual and professional potential of leading personnel in effective management of forces and means, large-scale works have been carried out. In particular, significant work has been done on the development and strengthening of the lower link of the internal affairs bodies, which is organized to maintain public order in the neighborhoods, ensure the safety of citizens, prevent offenses and fight against crime.

In particular, strengthening law and order and legality in our country by introducing modern working methods from the lowest level of the internal affairs bodies to the republic level, the internal affairs bodies is a socially oriented professional who provides timely and quality assistance to the population, and every employee considers “serving the interests of the people” as their duty converted into a structure.

Ensuring the rule of law and legality in society, establishing a free civil society, and protecting human rights and freedoms are the priority directions of the policy implemented in our country. At this point, special attention is paid to the effective organization of management methods and methods in the combat units of higher military educational institutions, as well as to the training of qualified personnel with high moral and intellectual potential who meet today's requirements.

A.A. Matchanov studies the problems of management from the perspective of his subject in various disciplines, such as philosophy, management psychology, principles of management in internal affairs bodies, pedagogy, sociology and other disciplines. Management implemented in social systems has its own characteristics and requires each leader to have diverse knowledge, dexterity and ingenuity, memory and willpower [2, p.5].

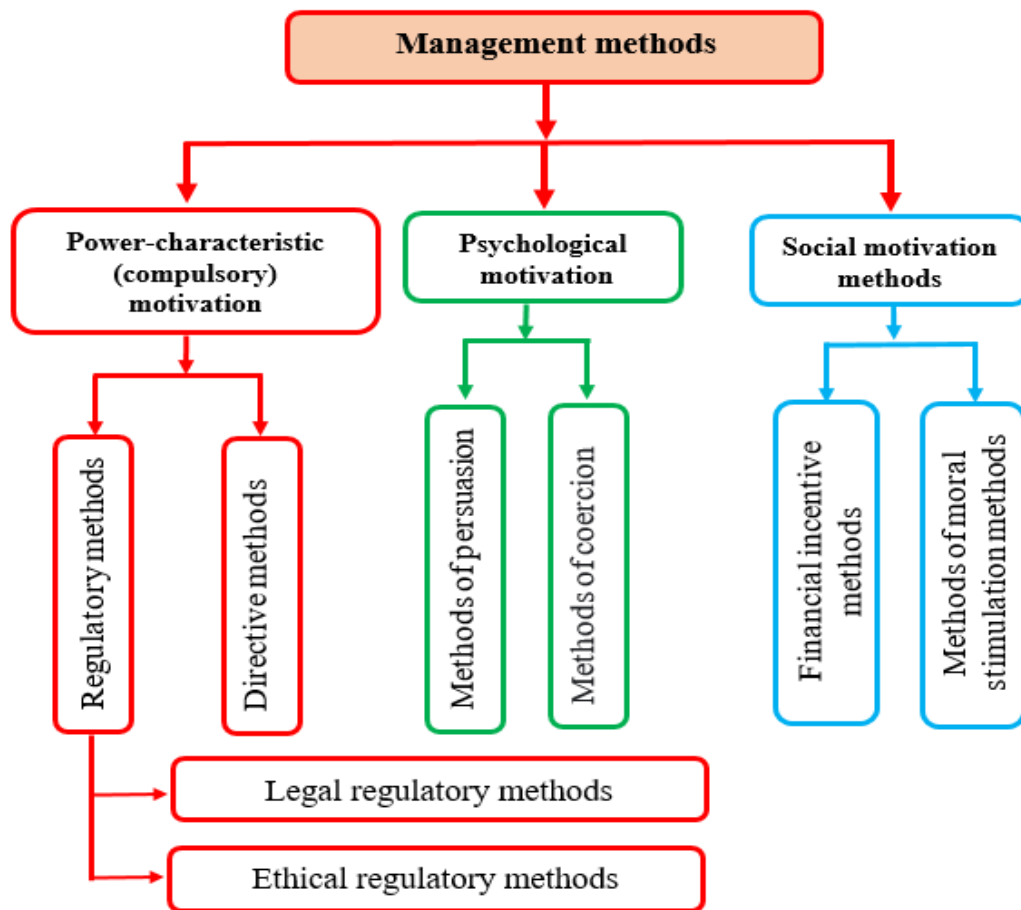
If we express our opinion about the management methods in the combat units of higher military educational institutions, the management methods are concrete methods of practical achievement of the main goals of the management activities and implementation of the main functions of the leaders.

In the combat ranks of higher military educational institutions, management methods are understood as ways to achieve management goals, and methods of effective implementation of management activities by leaders. In the process of management, methods represent the quality factors of management, they are not only of certain theoretical importance, but also of great practical importance, because methods are seen as a factor for evaluating the efficiency of work in the activities of managers of organizational structures.

The system of management methods in the combat units of higher military educational institutions, the essence of existing approaches and methods for classifying management methods originate from the nature and purpose of management and the efforts of leaders to create, maintain and develop appropriate internal conditions to ensure the effectiveness of organizational structures (executives) is formed through its expression and becomes a modern and effective activity.

In this system, the following three groups of management methods can be distinguished (Table 1): power-characteristic (compulsory) motivation, psychological motivation and social motivation methods [3, p.500].

1-table.



Power-characteristic (compulsory) motivational methods can be evaluated as regulatory (coordinating) methods of management that allow leaders to create, maintain and develop stable internal conditions for effective functioning of organizational structures.

According to the content, among these types of methods, the following main methods can be distinguished:

- a) regulatory methods;
- b) directive methods.

The essence of the regulatory methods is that mandatory rules and norms are established for organizational structures in the combat units of military higher education institutions in usual (traditional, standard) situations, which express their status, the content and order (form) of work (service) activities. Also, indicators of the appropriate state of one or other elements of organizational structures and consumption indicators of material, technical, financial or other resources are developed.

There are the following main types of regulatory methods:

- 1) legal regulatory methods;
- 2) ethical regulatory methods.

These two types of regulatory methods differ by the following: managers regulate the activities of executives using different norms, in the first case this process is carried out using legal norms, and in the second case using moral norms.

The essence of commanding methods is manifested in the work of combat units of the organizational structures of higher military educational institutions, when unregulated non-standard situations occur (when they may occur), when leaders make appropriate management decisions and ensure their implementation.

The methods of giving orders allow leaders to make appropriate changes or additions to the order of improvement and development of these conditions in order to ensure the stability and stability of organizational structures in time and space, qualitative and quantitative relations, as well as organizational structures in relation to new situations.

Motivational methods are universal methods that affect the mind, willing and behavior of performers.

According to the content, among these types of methods, the following main methods can be distinguished:

- a) methods of persuasion;
- b) methods of coercion.

The method of persuasion, i.e., the use of a set of various methods of encouraging the performance of the executives to ensure the required level of work (service), is one of the main methods of the leaders' activity.

The method of persuasion is carried out in various forms of education and explanation, encouraging exemplary behavior and showing positive examples. In addition, persuasion is carried out in the form of warning-preventive actions, informing, campaigning-propaganda, persuasion and similar forms.

The method of persuasion serves to strengthen the necessary norms of work (service) activity in the performers, to harmonize their actions with the interests of the combat units (organizational structures) of higher military educational institutions.

The method of coercion, that is, the use of a set of various methods that obligately ensure the work (service) activity of the executives at the required level, is one of the auxiliary methods of the leaders' activity. The method of coercion is used when the executives do not act at the required level, when they refuse the requirements expressed in the relevant management decisions.

The coercive method is implemented through coercive measures related to various moral or legal responsibility. When using the method of coercion, the wishes and wishes of the performers are not taken into account. The application of this method is based on the system of requirements for performers who perform certain service obligations within the framework of their rights.

In the combat units of higher military educational institutions, it is necessary for management leaders to use the methods of persuasion and coercion in harmony. In each specific situation, one or another method (persuasion or coercion) should be chosen, taking into account the goals set for the organizational structure and the personality of the performers. Because it is enough to simply explain to some executors, it is necessary to persuade some executors, and it is necessary to give orders to the third one, because he does not understand another language [4, p.71].

In other words, the use of any method (persuasion or coercion) requires an individual approach to this or that performer. Because any other approach may lead to chaos, but where there is chaos, there is immorality. And where there is immorality, normal human relations cannot exist.

The essence of the *methods of social motivation* is that leaders do not directly influence the personality (personality) of the performers, but they influence the conditions of the performance of the performers, the

external conditions in relation to the personality of the performers (in order to arouse a certain interest in the performance of the performers) [5, p. 81].

These methods are methods of indirect influence on the personality of the performers, who are given the opportunity to choose one or another actions in accordance with their personal interests, that is, the interests or interests of the performers are added to the general goal of the organizational structure.

The work (service) activity of performers is always stimulated by a combination of different social factors or a specific system of these factors. The main component of motivation is the subject-material environment, the practice of relations and the conditions of the performers' activities.

It should be noted that not every situation activates the activities of performers, but only those situations that arouse positive inner feelings of performers towards their activities can activate this activity. Therefore, the leaders should create such conditions that the executors can choose the actions that match the objectives of the leaders. In other words, motivation consists in creating the necessary situation (situations) for executives to personally choose one or another option of service actions. [6, p. 123]

Of course, freedom of choice is understood in a broad sense and has the character of coercion (excluding physical coercion). In particular, it does not matter whether the performers choose one or another option of their actions based on their own interests or necessarily because they are afraid of the leader.

According to the content, among the methods of social motivation, the following main methods can be distinguished:

- a) financial incentive methods;
- b) methods of moral stimulation.

Management methods are in a dialectical unity with management goals. The goal depends on the characteristics of the use of methods, the choice of methods to a certain extent determines the reality of achieving the set goals. But on the other hand, methods show how to achieve management goals, determine the quality of management. Their improvement means improvement of management [7, p.137].

When applying these methods, managers should create such conditions in their work activities that the performers should be encouraged or punished through various material and moral incentives for positive achievements in their work activities or deficiencies in their work.

The leaders of the combat units of the higher military educational institutions receive monetary rewards appropriate for the position as material incentives, additional fees (monthly salary) for a certain length of service effectively carried out, bonuses for various titles, military awards, special titles, letters of thanks and letters of thanks as moral incentives. , they use honorific awards and similar methods [8, c.21].

To sum up, deep knowledge of the above methods, effective application means that every manager has chosen his work method correctly.

By constantly working on oneself, i.e. by enriching the level of knowledge, striving for new things, and diligence, the manager improves the art of management based on scientific theory and practical work experience. That is, rich experience teaches the leader to make the right decision in any difficult situations in his service activities in the future and to strictly control the execution of the decision. This is considered an effective guarantee of personnel management process in the combat units of higher military educational institutions.

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