

Social-Psychological Characteristics of Studying Management Styles of Leaders Operating in Higher Education System

Tilavov Mukhtor Khasanovich

Lecturer of Department of Psychology and Sociology, Bukhara State University
mukhtortilavov@yahoo.com

ABSTRACT: Administration gives opportunity to develop personal activity. It is important to develop managerial skill of using the methods of administration according to the situation. In order to do this a manager is required to acquire all methods of administration.

KEYWORD: management, management styles, manager, personnel, organization, managerial skills.

INTRODUCTION

Team management is a creative work that depends on the personality of the leader, his management skills and management style. In the practice of management activity, a unique individual style is formed in any leader, and this style is developed not only on the basis of the professional competence of the leader, but also on the basis of his personal qualities (character, ability, value direction, principles, etc.).

DISCUSSION

In most cases, the leadership style is formed depending on the level of cultural and values orientation of this or that leader. There are three groups of factors that determine the leadership style:

- personal characteristics of the leader as a management subject (his individual management concept, value system, preparation for management activities, professional position, acceptance of one of the management roles and similar personal qualities, etc.);
- characteristics of management objects (characteristics of specific employees and professional team);
- systemic-organizational or management factors (for example, the work style of the top manager, the level of organizational freedom of the manager in the exercise of his powers, management standards and rules of conduct;
- existing management processes for decision-making, characteristics of the tasks being solved and the situation that has arisen).

On the basis of the leader's work style, the concept of individual management, that is, his subjective attitude to various regional methods of influencing employees and the degree of adequacy of these methods to the original situation, plays an important role [1].

Leadership style is a set of signs that determine the content, forms, means and methods of management, which affects the achievement of the goal set before the team [1,123]. In this regard, there are three main theories in personnel management, which include: X and Y (D. McGregor) and Z theory (U. Ouchi).

The content of Theory X:

1. Most employees dislike work and avoid it whenever possible.
2. It is necessary to force the majority of employees to perform their work only by putting administrative, economic and psychological pressure.
3. Most employees prefer to be executors and avoid responsibility.

The content of theory Y:

1. For most employees, work is desirable. Employees will have the ability to strive for the goal and self-control, and the ability to independently determine the strategy for achieving goals.
2. Employees responsibly strive to make decisions independently within their competence.
3. The interest of employees depends on their incentive system.

The content of theory Z:

1. It is necessary to take care of every employee in the organization.
2. It is necessary to involve employees in the preparation and adoption of management decisions.
3. It is desirable to ensure the periodic exchange of employees.

METHODS.

Practical and scientific studies show that theories Y and Z are preferable to theory X. The leader's work based on the Y and Z theories can lead to the formation of effective methods of managing employees and achieve high positive results in management activities. Psychological scientists R. Blake and Dj. Mutton (USA) proved that effective work with employees depends on the combination of two factors in the leadership style: focus on work and focus on employees. According to them, in order to achieve good results in management, it is necessary to pay attention to production results and at the same time to ensure a positive moral and psychological environment [2,54]. In the scientific literature devoted to the problems of management psychology (Krichevsky R.L., 1998, Mahmudov I.I., 2006), the typology of management styles is usually defined in three forms: —authoritarian, —democratic, and —liberal styles. This classification has a general guiding character, and practice shows that the actual appearance of the style depends on the relationship between the leader and the employee, the structure and complexity of the issues being resolved, and the content of the authority of the leader.

Table 1. The evaluations of the leaders as the “ideal leader”

№	“ideal” leader should be...	Relationships are directly calculated as a percentage (%)					Color
		That's right	almost like that	It's difficult to say	Almost not like that	No, it's not like that	
1.	Active, enthusiastic	79,3	19,5	1,1	—	—	9
2.	Demanding	85,1	12,6	2,3	—	—	6
3.	A good organizer and	86,2	12,6	1,1			5

	leader						
4.	Vazmin	86,2	12,6	1,1	—	—	4
5.	He believed in himself	57,5	33,3	9,2	—	—	14
6.	The feeling is emotional	60,9	32,2	5,7	1,1	—	13
7.	Introductory	82,8	14,9	2,3	—	—	7
8.	Understands employees	92,0	5,7	2,3	—	-	2
9.	Merciful	73,6	19,5	4,6	1,1	1,1	11
10.	Gentle	24,1	23,0	31,0	13,8	8,0	18
11.	Talented	48,3	39,1	11,5	1,1	—	16
12.	Serqirrali	74,7	23,0	1,1	1,1	—	10
13.	It's fair	88,5	10,3	1,1	—	—	3
14.	True	95,4	3,4	—	1,1	—	1
15.	Cheerful nature	46,1	35,6	17,2	1,1	—	17
16.	Cute	50,6	40,2	9,2	—	—	15
17.	Well-wisher	81,6	16,1	2,3	—	—	8
18.	Humor has a sense of humor	59,8	34,5	5,7			12

Empirical analysis.

Below is a brief overview of management styles.*Rahbarlikning avtoritar uslubi.*

- An authoritarian leader requires full information about primary and secondary issues of all production, makes decisions personally, does not share the opinion of the team. The main management methods are giving orders, demanding, sanctioning, depriving of rewards, etc. He puts the interests of the work above the interests of people, and the tone of command is more observed in dealings.
- Due to the presence of strict control, this management style provides an opportunity to achieve high results at work, for example, profit, production efficiency, good product quality.
- However, this management style also has some disadvantages, and they include:
- the probability of making wrong decisions increases due to the fact that the opinions of employees are not taken into account;
- stifling of creativity and initiative of employees, difficulty in introducing innovations, inactivity of employees, stoppage of development;
- dissatisfaction of employees with their work, situation in the team;
- an unhealthy psychological environment that has a harmful effect on the mental and physical health of personnel [3.187].

Democratic (collective, collegial) style of management. *This method is based on democratic principles of leadership.* - A democratic leader is a person who strives for a goal, is focused, relies on the opinion of the majority, and educates his employees wisely. Management decisions are made based on the discussion of the problem, taking into account the opinions and initiatives of employees. The decision made is controlled by both the leader and the employees, and the leader is interested and kind towards the employees. Also, the leader protects the interests of employees, takes into account their needs and characteristics.

The democratic style of management is also characterized by the fact that responsibility is distributed among leaders, their deputies and employees according to the duties of their positions. A leader who follows this

style considers the opinion of the team in important issues of production and makes collective decisions. The team is constantly informed about the state of production. The leader strives for a healthy psychological environment in the team, strives to ensure harmony of interests and interests of employees. The democratic style is currently considered the most effective style, it provides a high probability of making the right decisions, achieving high results at work, and develops the initiative and activity of employees. Employees of the organization, if a healthy psychological environment is created in the team, and the team itself is working together, if strong cooperation is established between the leader and the employee, naturally is satisfied with his work. In addition, the implementation of the democratic style can only be the case of the presence of high-level intellectual, organizational and communication skills in the leader.

Liberal (nominal) style of management. This style is characterized by the leader's lack of will and inability to ensure sequence in work. Such a leader is sometimes proactive, but there is no regularity in his actions. He often promises something to his employees, but he does not always keep his promise. Such a leader expects instructions from above or falls under the influence of the team. He does not like to take risks because he does not want to cause problems, or he believes that conflicts will resolve themselves and seeks to remove personal responsibility from himself. He is not a supporter of reforms, but when he is reminded of his promise, he changes the subject. This style is usually called the neutral style. In such a way of working, the results will be low, employees will be dissatisfied with their work and their manager. The psychological environment in the team is not healthy, there is no cooperation, the work productivity is low due to the lack of motivation. Hidden and open conflicts may arise in the team, the possibility of groupism in the team increases [3,188].

Modern experts write that there are areas where this method can be used: the liberal method is effective in the process of working with creative and enterprising people. Because it is not necessary to force creative and enterprising people to work, for them work is not a source of income, but a way of life.

In addition to the above classification of methods, management methods are divided into technocratic and bureaucratic methods according to another classification, that is, based on the content of management activities.

A technocrat leader is a person who has a deep knowledge of the specific aspects of the production industry that he manages. A leader with this style is mainly concerned with the implementation of the plan, with the aim of achieving high technical and economic indicators in the work team, but he is not interested in social issues at all.

Denial of social issues by the leader has a negative effect on the psychological environment in the team.

The word “bureaucrat” (bureaucracy) is taken from the French language and means “the rule of the chancellery”) the leader is characterized by such qualities as strict adherence to his freedom, dogmatism, and disregard for the rights and needs of people. —a bureaucratic leader determines the limits of competencies at any level, makes decisions based on laws and instructions, and his actions are within certain standards. In practice, this method is a law-based management without personal qualities [4, 499].

RESULTS

Thus, it became clear that each management style has its own positive and negative aspects. Now let's briefly touch on management skills. As you know, according to some sources, management skills include: Knowing the basics of personality psychology, understanding the characteristics of employee behavior. Establish effective communication with employees to achieve the desired results. In this case, the following should be paid attention to:

- effectively and competently assign tasks to employees;
- know how to organize the work of employees;
- control of completed assignments;
- provide feedback;
- development of a positive attitude towards work in employees;
- effective motivation of employees;
- conflict prevention and h.
- Being able to organize one's own behavior.

RESULTS

There are important psychological relationships between the above management skills and management styles, and their study provides an opportunity to develop management activities. It is necessary to develop the ability to use management methods depending on the situation in every leader. For this, it is required that the leader master all management methods. Because only after mastering all the management styles, the leader can have the skills to use different styles in different situations and choose the right style depending on the situation. Thus, studying the relationship between management styles and management skills is one of the current issues. A number of studies have been conducted on the relationship between style and skill in management psychology. However, this topic has not been studied from the point of view of our mentality. In our opinion, conducting such research would enrich the science of management psychology with new information.

REFERENCES:

1. Дункан Джек У. Основопологающие идеи в менеджменте. – М.: Дело, 1996.
2. Карпов А.В. Психология менеджмента. – М.: Гардарики, 2000.
3. Махмудов И.И. Бошқарув психологияси. – Тошкент, 2006.
4. Мескон М.Х., Альберт М., Хедоури Ф. Основы менеджмента: Пер. с англ. – М.: Дело, 1995.
5. Огаренко В.Н., Малахова Ж.Д. Социология труда. Учебное пособие. – Запорожье: Гуманитарный университет —ЗИГМУ, 2001.
6. Кричевский Р.Л. Если Вы - руководитель. Элементы психологии менеджмента в повседневной работе. – М.: Дело, 1988.
7. Sobirovich T. B. The implementation of human indicator reforms in Uzbekistan //Asian Journal of Multidimensional Research. – 2021. – Т. 10. – №. 9. – С. 197-202.
8. Sobirovich T. B., Murodogli I. S. The strategy for the implementation of the modern governance system in Uzbekistan //ACADEMICIA: An International Multidisciplinary Research Journal. – 2020. – Т. 10. – №. 5. – С. 741-748.
9. Sobirovich T. B. The criterion of human indicators in development and renewals in Uzbekistan //EPRA International Journal of Multidisciplinary Research (IJMR). – 2020. – Т. 6. – №. 8. – С. 509-511.