

IMPROVING THE PSYCHOLOGY OF LEADERS IN PUBLIC ADMINISTRATION (IN THE CASE OF MILITARY PERSONNEL)

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Abstract

This article describes the psychology of leadership in military personnel and its specific aspects.

Keywords: Leader, psychology of a military leader, leadership ethics and behavior, abilities, commands.

Introduction

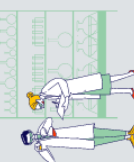
Peace is the foundation for the development of all spheres, prosperity of people's life and development of the country. Therefore, peace is always valued as the greatest blessing in the whole world. Protecting and protecting the homeland is the honorable duty of a truly brave person. In our country, we are constantly paying attention to ensuring the continuity of good values in this regard. Special attention is paid to peace and development in conducting the domestic and foreign policy of Uzbekistan. Under the chairmanship of the President of our country, Shavkat Mirziyev, on January 12, at an extended meeting of the Security Council dedicated to the discussion of the results of the activities of the Armed Forces and military-administrative sectors in 2023 and the tasks intended for the near future, further development of the defense industry complex, improvement of the state border guarding system, provision of public safety, forecasting and monitoring of emergency situations a number of tasks based on psychological approaches in the management of military personnel were shown [1].

For our country, which is on the path of independent development, the issue of creating conditions for improving the management system, selecting, training, and retraining leading personnel, and ensuring that their knowledge levels are even higher, is becoming an important factor of development.

President Shavkat Mirziyoyev chaired the meeting of the video selector on measures to improve the efficiency and effectiveness of the public service, emphasizing that it is important to improve the efficiency and quality of the public service, which makes life easier and has a direct impact on the mood [2].

If we study the views of Eastern thinkers on management activities:

In Abu Nasr Farabi's work "The City of Virtuous People", it is emphasized that in the spiritual and psychological management of the population in the city of virtuous people, the population of the city should be stratified according to stratometric characteristics. In this case, it is necessary to lead to the self-management of the society in the self-management of the members of the society, but at the same time, each member will exist independently according to the



method and direction of his psychological and spiritual maturity. "All this can be obtained in two ways. First of all, if the above phenomena are established in the heart and mind of a person as they actually exist, then in the minds of others, this knowledge is created based on comparison and imitation. Some people have this knowledge in their hearts because they feel those things themselves" [3].

Farobi continued this idea: "Secondly, the group of people who do not have these qualities make up the inhabitants of cities who are ignorant and lost. The inhabitants of such a city, based on thoughts, anger, envy, hatred... are always fighting against each other and enmity with each other, the strongest will be more perfect than the others. The victorious ones also try to destroy each other, as if other beings are imperfect, as if their existence harms them, or as if they were created only to serve them as slaves, all seek to oppress and exploit each other [4].

One of the great scholars of the 11th century, Yusuf Khos Khajib, in his work "Kutadgu Bilig", i.e. "Knowledge that leads to happiness", puts forward the idea that the ruler, that is, the king, should be with the people and be fair. His teachings and advice are aimed at governors, and only when the governing leader is surrounded by people with good intentions and high morals, he can do the right things, issue the right decrees, and only then the country will be prosperous and prosperous. According to Yusuf Khos Khajib: "No matter how high a person reaches, he should still remain humble" [5].

Amir Temur, a great leader and entrepreneur, was also the founder of a great kingdom, and as a leader, he created strong principles regarding management and leadership issues.

According to Amir Temur, the fate of people is decided by the king, treasury and soldiers. This, in turn, shows that in the management of social processes, not the types of work people do, but their moods and attitudes, motivations of their behavior, and the level of enlightenment are interpreted as the main factors [6].

Amir Temur emphasized the importance of following four things in the management of his country.

These are:

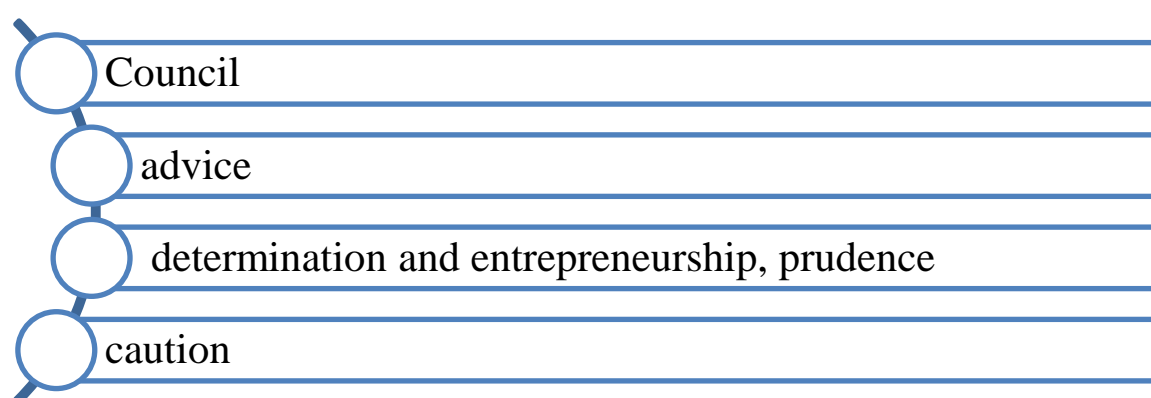
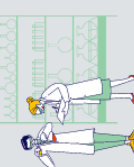


Figure 1. four things in the management of his country[7]

In his opinion: "One businessman, one with courage and determination, one entrepreneur and alert person is better than thousands of idle and indifferent people." In addition, it is necessary not only to test the selection of middle leaders, to effectively use them in the management of



the government, but also to take into account the individual-psychological characteristics of the leader, his personal orientation, beliefs, needs, motives, etc. The fact that it is suitable for the purpose is also mentioned in the writings of Amir Temur.

It should be noted that today the role of psychology in all spheres of social life is increasing. The field of military administration is no exception. Arming with psychological knowledge is important in the interaction of military leaders with servicemen. It is well known that the human race throughout its life is mainly occupied with solving certain problems. Military personnel also protect the components of the psyche in order to better understand each other. That is, in order for people to understand each other positively in a military team or another group, they should be armed with life and scientific psychological knowledge in a certain sense. A manager with knowledge of psychological skills can reduce the amount of problems that may arise. A psychological approach to managing employees in an enterprise, organization, team is an important part of management.

However, a number of issues in the history of psychology are still not well studied. It requires the development and clarification of the task in each field, its problem area, the identification and completion of the historiographical foundations of the history of psychology. The following scientists analyze some areas of psychology in their work:

Psychology of individual differences (Yu.N. Oleynik), differential psychology (V.V. Umrikhin), aviation psychology (K.K. Platonov; V.A. Karaschan), social psychology (V.G. Kazakov; E.V. Shorokhova; V. A. Koltsova and others), labor psychology (Yu. V. Klimov; O. G. Noskova), pedagogical psychology (A. A. Nikolskaya) and others.

To develop the basics of psychology in management, the following should be determined:

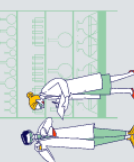
- systematic description of the development of a leader and determining the laws of the ontogenetic development of management, formation of management activities;
- to study the driving forces, conditions, factors and mechanisms of the development of a leader;
- development of periodization of management path;
- psychological provision of the management personnel formation system [8].

In the history of psychology, several attempts have been made to create a typology of character. The typology recommended by the German psychologist and psychiatrist E. Krehmer at the beginning of the 20th century was one of the most famous and early attempts. Later, such typologies were recommended by his colleagues U.Sheldon, E.Fromm, K.Leongard and A.E.Lichko [9].

The individuality of each person should be studied in the management of people under the leadership of the leader. In psychology, the individuality of a person is divided into the following stages;

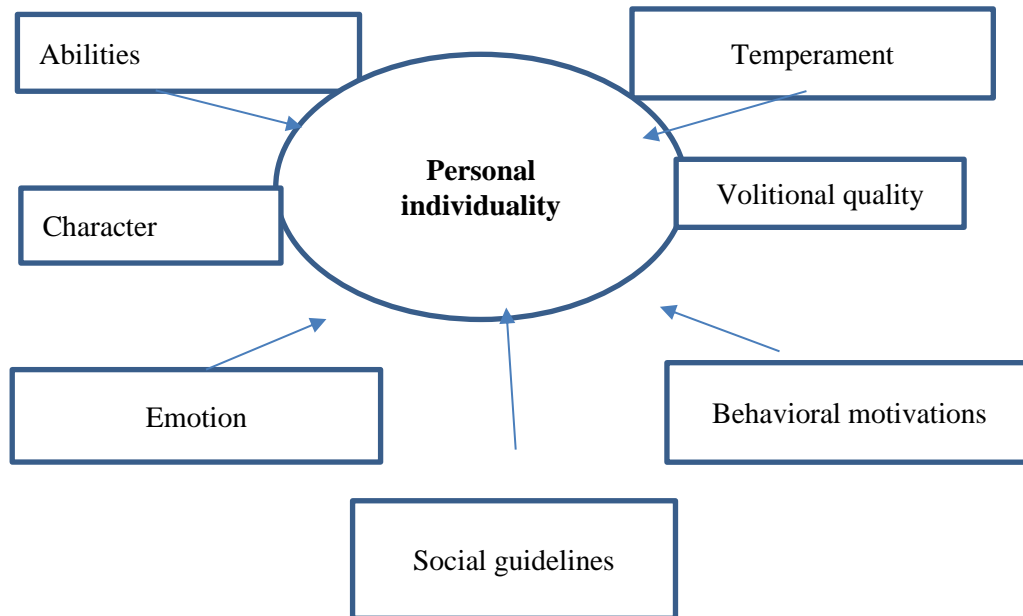
The consciousness of individual qualities is an integral part of our life, an important subject on which our perception, memory and thoughts are directed.

According to the psychologist Ch. Nasriddinov, who conducted research in the field of military psychology, "psychological training is a system of special measures aimed at forming



psychological qualities necessary for military servicemen and military teams to perform combat tasks" [9]- emphasized that.

Inadequate study of psychological training can cause confusion, lack of self-control, rudeness, rudeness, non-observance of legal procedures, serious professional violations in military personnel.



Exactly, the essence of psychological readiness is to act on the events that occurred in the combat service activities of some military personnel and military units, to identify dangerous trends, to improve the effectiveness of psychological characteristics that give them the opportunity to respond to them in a timely and correct way, and to control the activity is considered to be the main link.

Studying the history and daily functioning of the psychological structures of foreign armies involves invaluable experience of trials and errors, ups and downs, stagnation and real gains. Acquaintance with such experience gives Russian military psychology an opportunity to assess its place in the world military psychology, to assess the dynamics and fidelity of the general direction of development. In this regard, if we analyze the state of development of the world's leading military psychology, it will allow us to get acquainted with the capabilities and most important areas of the Armed Forces of the Russian Federation.

Today, in our society, such characteristics as innovation in every field, courage, tireless work on oneself, the important principle that the human factor is superior in every way, as well as always valuing the interests of the country, have shown their priority. In the new era, the requirements for a new type of leader, organizer in leading teams, organizations, firms, corporations, etc. have increased. The problem of educating a new type of leader is always in the center of our country's attention.

Our head of state stated that "the most important task of today is to have new thinkers in all areas of our life, especially in management, at the republican level, in the management of regions, cities, districts, villages and neighborhoods, in the management of network links, who

can take responsibility in difficult times, and keep pace with life. thoughts such as "finding capable, religious, knowledgeable, business-minded people and giving them confidence" show that the final result of today's economic reforms largely depends on the inquisitiveness and entrepreneurship, purity and determination of the leading employees [9].

In conclusion, it can be said that in the experience of developed armies of the world, psychological training is of great importance. We can see that the directions and stages of psychological training in the Armed Forces of the Russian Federation have the same meaning as the directions and stages of psychological training implemented in the Armed Forces of the Republic of Belarus.

Taking into account the fact that the Armed Forces of these countries have participated in many combat operations and have experience, psychological readiness in the military units of the Republic of Uzbekistan is divided into general, special and targeted types, and the organization, as well as the following motivational, cognitive, emotional-willed, operational (quickness) formation of psychological stability in military personnel) and we consider it appropriate to carry out on the basis of regulatory (manageability) criteria.

By organizing the psychological training of military personnel, we can create high psychological stability in military personnel and create psychological conditions for the implementation of service obligations assigned to military personnel in daily service processes, and by improving psychological training, it serves to increase the combat readiness and combat ability of units.

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