MANAGEMENT PSYCHOLOGY ESSENCE AND MAIN STAGES OF PERSONNEL MANAGEMENT

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Abstract

The problem of management, national economy and public education, healthcare, development of culture and sports, development of small and medium-sized businesses is one of the important issues affecting the fate of our entire people. At the same time, the search for effective methods of leadership and the establishment of a management system are among the priority areas of our country's development. Because this is how progress has been achieved in the most developed countries of the world. Therefore, if leadership activities in our society are properly organized, there is no doubt that many problems facing our country and our people will find their solutions, our country will be prosperous, and our lives will be comfortable. But frankly, it is clear that leadership activities in our society and their effectiveness are not up to the required level.

Keywords: Leadership, essence, manager, medium, situation.

Introduction

Of course, there are various objective and subjective factors. One of the subjective factors is that the consciousness and worldview of some members of society seem to be unprepared for management. As a result of not understanding the essence, goals and objectives of leadership, some leaders are indifferent to their work. Some people do not completely get rid of their bossy mood. At the same time, some leaders do not know their rights, duties and obligations sufficiently. Especially today, every leader must know many areas, the specific complexities of each area, feel the goal he sets for himself, and deeply understand the culture and ethics of leadership.

The concept of leadership can be defined as follows:1. A leader is a person who, as a social entity, unites productive forces and production resources and effectively acts as its main driving force.

1. A leader is a person who, as a social entity, unites productive forces and production resources and effectively acts as its main driving force.

2. To perform any work, the leader first of all makes an independent decision. This decision determines the goal of the leader's entrepreneurial and business activities.

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

4. The work of a manager is a hard-working activity based on entrepreneurship. The effort and money spent on him can sometimes bring not temporary benefit, but harm, and the institution can suffer losses instead of benefits. He must be able to foresee such situations and be ready for this, if necessary, restart his activities, find the strength for this.

There are also factors that prevent leaders from understanding each other correctly, causing various disagreements in relationships. The three most common types of such obstacles can be identified. These are:

So, it is very difficult to be a team leader. The team is made up of many people. Consequently, their opinions, worldview, spirituality, character, and mentality are also different. Of course, the leader must monitor their various good and bad deeds, so that nothing goes unnoticed. If the leader is only concerned with management and his own personality, and is indifferent to observing the people under his command, this leader should be abandoned. Being unaware of the actions of the members of his institution leads to the division of the team into several parties. Such a leader harms both the state and society.

Setting the problem. In the science of psychology, the concept of personality occupies a central place, and the main psychological interpretations are carried out around the theme of personality. Various definitions of personality are given, but the definition that fully reflects this concept in the song 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. knowledge;
2. Feeling;
3. Attitude.

The qualities belonging to these three groups are aimed at a single goal, namely, to change the external world in accordance with human needs.

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 inherent in groups and communities of 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 primarily aimed at improving the performance of the manager. To achieve this goal, it is necessary to study the requirements for the leader, the tendency to fulfill them, the characteristics of the person responsible for the successful implementation of management activities.

Specific characteristics of the leader. It is proposed to analyze the concept of the leader's personality and study its characteristics in three groups:

The biographical aspects of the leader include age, gender, socio-economic status and education.

The age of the leader. The relationship between the age of a leader and the success of a management role is based on research from developed countries.

The average age of Japanese manufacturing company CEOs is 63.5 years, while the average age of American CEOs is 59. One of the most surprising things about Japanese CEOs is how old they are. Although some organizations (such as Sony Corporation) have a company president age limit of 65, it is not surprising that many automotive CEOs are 75 or older. In general, Japan uses the employee's lifetime experience. It is known that the majority of senior managers have been with their organizations for more than 30 years. Research in this area shows that older leaders, if they are healthy, are a great source of experience for the organization. When talking about the age of a leader, we need to take into account not only his biological aspect, but also his

social aspect and life experience. After all, it is not for nothing that our people say that "Old people know nothing." However, the introduction of modern technologies into production requires certain skills in mastering them. Unfortunately, it is not difficult to meet senior managers who have not yet learned to work on a computer. In this regard, a young leader is often perceived as bringing advanced technology and dexterity to the organization. In an organization headed by a young leader, the average age of employees is often low. Young people (about 30-35 years old) are distinguished 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 years old) are even viewed with suspicion. However, it has been established that at the age of 35-55, a person becomes a master of his profession, acquires knowledge in his field, and feels a desire to introduce inventions. At the same time, a cold analysis of the situation, a sense of restraint are formed

Of course, it would not be wrong to say that all young leaders are supporters of advanced technology and are inclined to it, but modernity is inherent in youth. This, in turn, increases the young leader's ability to resort to modern and advanced production methods. There is a saying among our people that even if he is old, he is still young. Therefore, a modern leader, regardless of his age, should be able to introduce modern production at the organizational level, be a supporter of advanced technologies. This is a requirement of the transition period. The gender of the leader. The human race requires him to fulfill the same role. This is especially evident in the conditions of eastern countries and our region. In our country, a great path has been opened for women in the field of entrepreneurship and public administration. However, despite this, the word leader is often equated with the male gender, and for some reason it does not go beyond education, healthcare, and public services as areas headed by female leaders.

Indeed, the question of whether a woman will occupy a leadership position in a particular field largely depends on whether this field is for women or for men. According to a number of studies, in a group where men and women are mixed, men often take the initiative. According to the experience of researcher E. Hollander, men can find a more acceptable way to solve a problem within the group, and in a mixed group they strive for dominance. According to the scientist, such behavior, characteristic of men, is largely due to the established norms and expectations of male behavior in society. Standards based on such rules have a great influence on the perception of people around them. For example, in an experiment conducted by psychologist R. Rey, the following picture is observed: during the experiment, a certain (not very positive) attitude towards women was formed in military school cadets. After that, the listeners were divided into two groups of three and invited to participate in the experiment in laboratory conditions. The cadets of both groups were led by two leaders - one male, the other female. The groups solved certain complex tasks, and the leader took an active position in the solution process. It turned out that the cadets led by women attributed the success of the group to chance, while the cadets led by men attributed it to the success of the leader. This experiment shows that our assessment of the events around us largely depends on the norms and standards adopted in the same society.

In management practice, as well as in some literature, there is an opinion that the work of a male leader is more effective than that of a female leader. Usually, the following arguments are given for this opinion: a man is a person with a clearly expressed logical mind, and a woman is often given to emotions; If a man is devoted to his work, then a woman spends her valuable time on

her family. For example, if a man is resistant to various negative influences and stresses, 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 effectively manage production. When analyzing gender differences, it is more productive 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 pays more attention to the socio-psychological aspects of the team, improving the psychological environment. Of course, this idea has caused a number of discussions and debates, but now it requires additional research. Well, in fact, we get an answer to the question of whether there is a certain difference in the success of male and female leaders. The famous scientist F. Daniya, based on his extensive research, came to the conclusion that there are no significant gender differences in achieving success in management. The difference in the management activities of female and male managers is that women pay more attention to human relations in the team. It is natural that there are gender psychological differences between male and female managers, but there is no gender difference in terms of fulfilling the task before the team and achieving the intended goal. In our opinion, the reason for these successes is determined by non-gender factors. For example, many of a person's work qualities are based not on sexual inclinations, but on social qualities and character traits. In particular, attention to human relations, reliance on democratic principles in daily 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 provide other information. The higher the level of leadership, the more male and female leaders demonstrate the characteristics of the opposite sex in their styles. We see that a male leader uses some qualities that are characteristic of women in his management practice: cheerfulness, sensitivity, intuition... On the other hand, women also use qualities that are characteristic of men in their activities: strong will, determination, activity, hard work. Therefore, it is wrong to determine the effectiveness of management by gender. Other factors are more important here. For example, such indicators as intelligence, personnel, personal characteristics, level of education, experience in the field of management can be cited. Biographical data can also include the socio-economic status of a person and the level of knowledge. Position and information are also important factors in the successful implementation of management activities. According to the "Management Handbook" by business management scholar R. Stogdil, the correlation between successful management and a person's socio-economic status is 94%, and the correlation between education is 88%. According to Japanese researcher T. Kono, an ordinary Japanese manager should have a higher education in engineering or social sciences. In most cases, managers have two professional degrees, and a biographical analysis of a number of leading entrepreneurs and major leaders shows that they have a higher education. The socio-economic status of a person is a strong factor in the implementation of leadership activities. Its importance is especially clearly demonstrated in the example of Eastern culture. An ordinary citizen of our region wants to see an influential, self-sufficient, full-fledged person in the person of a leader. A leader should be able to easily solve small economic problems, have extensive social connections, and be superior to other employees in intellectual abilities and experience. In the initial stages, the socio-economic status of the leader plays a leading role. Later, the perception of the team is based on

the leader's ability to perform tasks. At the same time, it is also very important to study the influence of the environment in which the individual was formed on leadership, as well as the influence of family traditions on the development of management skills. Indeed, being born and raised in a family of leaders, studying the father's experience can be the basis for the formation of dominance, that is, a tendency to dominate. According to business management scientist F. Fiedler, "the most reliable factor in becoming a company president is being born into a family that owns the company." Consequently, this person rose from the lowest rung of leadership to the highest peak.

As a result of analyzing the past of a number of famous entrepreneurs, it turned out that most of them grew up as the first child in the family. Indeed, being the firstborn in the family means a certain responsibility due to its position. The situation of many children in Uzbek families requires the eldest child to help their parents, guide and control the younger ones. This further increases the ability of the developing individual to organize and control, and forms the ability to self-manage in 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 life experience is also required of them. Second, a middle manager must have at least three years of experience in his field. When analyzing the experience of this category of leaders, the main attention is paid to the professional sphere. Ability. Usually, general and specific types of abilities are indicated in psychology. If general abilities create the opportunity to succeed in any activity, then special abilities are the basis for achieving success in certain areas of activity. This group of general abilities includes human intelligence, that is, intelligence. A senior manager must have a very high level of intelligence in order to succeed in his managerial activities. Such competence arose from the need to analyze an unexpected situation and manage several tasks in parallel in the process of solving a problem.

For example, organizational leadership emphasizes the need for leaders to have a variety of mental abilities to propose solutions to problems, think about the interests of the organization and the group. Senior managers must have a clearly expressed social intelligence, they must be active, communicative, have a high political and social position, have many business contacts, have developed intuition and quickly sense the direction of the organization's activities. Middle managers, who take on the main role in any organization, should have more developed special skills. They are attentive to work, responsible, able to analyze a large amount of quantitative and qualitative data.

Personal feelings. The above-listed general abilities make it relevant to identify the necessary characteristics of a person that ensure successful management and develop them in leadership. Consequently, not only identifying these characteristics, but also organizing research in this area requires solving a number of tasks in this regard. Researchers working in this area say that assessing managers has become the most delicate part of the issue of working with personnel. As is known, there are a number of psychological methods that identify personality traits related to leadership, the successful use of which depends, on the one hand, on the skills of the researcher, and on the other hand, there is a question of the effectiveness and efficiency of these methods. accuracy of the data obtained. For example, we have seen that adapting tests and questionnaires developed in the West to our local area and mentality has been relevant so far.
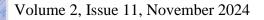
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