

PSYCHOLOGICAL ASPECTS OF DEVELOPMENT OF MANAGEMENT COMPETENCE IN STUDENTS OF HIGHER EDUCATION INSTITUTIONS

Yakubov Umid Bobayevich

Chief specialist at the Higher Education Development Research Center, Uzbekistan

ABSTRACT: The management problem has become one of the most urgent problems of the late 20th and early 21st centuries. This situation is explained by the increased role of the human factor in all social processes. In addition, personal qualities, such as a passion for leadership and a tendency to strive for success in service positions, began to appear in people from an early age. Such socio-psychological phenomena made it urgent to increase the effective role of this factor in matters such as, first of all, further improvement of the management sphere, increase of its effectiveness, labor productivity and improvement of human relations.

KEYWORDS: Management system, selecting, training, improving the qualifications of leading personnel.

INTRODUCTION

For Uzbekistan, which is on the path of independent development, the issue of improving the management system, selecting, training, improving the qualifications of leading personnel, and creating conditions related to the higher level of their knowledge is becoming an important factor of development.

When psychology studies people who are subjects of management activity, it recognizes that there are two categories. These are the concepts of "leader" and "leader". The first concept refers to a person who operates in a more formal system of relations, whose main task is to carry out the powers of the outside world before the state, while the leader is used to refer to a person who is a product of informal relations within the team and is directly responsible for the moral and psychological environment in the team. In the West, there is a desire to combine the concept of a leader with the problems of the management system in general. True, there are a number of concepts related to management issues, such as "manager", "boss", "chef", but from a scientific point of view, this phenomenon is implemented within the framework of leadership.

If we look at the history of these events, F. Taylor is the initiator of practical works in the fields of management theory and practice. Later, this direction was called "scientific management". As the founder of a new functional administrative system, Taylor emphasized the need to attach great importance to management methods, disciplinary sanctions and incentives. He emphasized the special role of material incentives and recommended a differential system of remuneration for work as the basis of motivation to work in people.

One of his followers - D. Gilbert, put forward the idea that it is necessary to improve the workplace and the conditions there for people to work well and productively.

E. Mayo, who promoted human relations as an important factor of effective externalization of production, proved that the manager should first of all take into account the satisfaction of a person with his professional and social status. For the first time, he emphasized that there cannot be a clearly defined boss-subordinate hierarchy in management, which will only have a negative effect on the psychological environment in the team. That's why he put forward the idea of replacing individual stimulation with group ones, and economic ones with socio-psychological factors.

Developing Mayo's ideas, R. Likert identified the following factors of good management:

- there is one of the management styles in which the leader trusts the employees;
- forms of motivation that attract the employee to active work, group activities;
- type of communication that reaches everyone equally;
- making decisions with the participation of all members and taking into account their opinions;
- goals set as a result of the team's general discussion;
- a form of decentralized control.

But the experience of world science shows that the presence of synthetic choice in management, especially when choosing its styles, is more justified.

Specialists and practitioners have been more interested in the issue of important professional qualities of a leader in recent years. A group of scientists studied the activities of American and Japanese leaders and separated the blocks of the most important qualities characteristic of them. The qualities of 1,500 American managers and leaders of 41 large Japanese firms were classified as follows:

A. Conceptual ability and behavioral standards:

- breadth of outlook, global approach;
- foresight and flexibility;
- initiative and boldness, tendency to risk;
- regular work on oneself and continuous study.

B. Personal qualities:

- clear definition of goals and directions;
- the ability to listen to others' opinions;
- impartiality, sincerity and tolerance;
- putting employees in their place by making fair decisions, making full use of their opportunities;
- personal likability;
- the ability to create a team and maintain a harmonious atmosphere in it.

However, as a result of all the researches, it is clear that while American leaders are more in favor of an environment that allows employees to show personal-individual initiatives, Japanese leaders focus on creating conditions that increase the effectiveness of employees' collaborative activities. they give

Many researchers have accumulated experience in studying which working style of leaders is acceptable. The theory of autocratic, democratic and free types of management recommended

by K. Levin, R. Lippman, and R. Whites in the 30s was analyzed from all sides by many scientists of the world in subsequent studies. Opinions about the positive and negative aspects of each management style were confirmed. In addition, it was recognized that the effectiveness of this or that management style depends on the skills and levels of employees. For example, in the research conducted in Russia, 68.6% of highly qualified experts approved the democratic style of management, 22.7% of low-qualified experts responded in favor of the directive style, and 8.7% approved the free management style.

In addition, in those studies, it was found that the managers themselves demonstrate one or another management style in practice in 31-45% of cases, and the rest mix different management styles in the work process. It is noteworthy that the number of those who use such mixed methods increases as they rise to higher positions. A person who is only a supporter of democratic governance in a lower position, a minister or a similar high position, can now combine authoritarianism, freedom, and the policy of collegial decision-making.

When choosing personnel for the management field, first of all, attention should be paid to the applicant's personal qualities and motivation. For example, the instructions for determining the psychological qualities necessary for the selection of leaders in the field of financial management are presented in the appendix of the text of these lectures.

In conclusion, there are many psychodiagnostic methods that determine the various aspects of the leader's personality mentioned above, and it is recommended to consider some of them in practical training.

Therefore, when talking about leadership qualities, a number of knowledge of a person is meant.

1. Professional knowledge is to have complete information, knowledge and skills related to that activity in order to perfectly manage the activities of the field that one manages.
2. Methodological knowledge - the ability to quickly, correctly and clearly convey information about various projects and tasks to employees.
3. Social and psychological knowledge - the ability to work with people, to get along with them, to organize a team, to mobilize it for good work, to show leadership qualities. This concept is often used synonymously with the concept of "communicative literacy".

REFERENCES

1. Mirziyoyev Sh.M. Buyuk kelajagimizni mard va olijanob xalqimiz bilan birga quramiz. – Toshkent: “O‘zbekiston”, 2017. – 488 b.
2. Kenjaboyev A, Kenjaboyeva D. Pedagogik deontologiya va kompetentlik. Termiz 2022 yil. 100 bet.
3. Kenjaboyev A.E. Pedagogik rahbarning kasbiy kompetentligi va pedagogik mahorati. Zamonaviy ta’lim jur. 2020 № 10. 83 bet.
4. Kenjaboyev A.E. “Zamonaviy o‘qituvchining kasbiy kompetentligi va kreativligi – bugungi kun talabidir”. Xalq ta’limi jurnali 2020 yil № 5.9-11 bet.
5. Karimova V.M. «Psixologiya». O`quv qo`llanma. T.: 2002 y.
6. Maqsudova M. A. Muloqot psixologiyasi T.: 2006