

## INCREASING THE COMPETENCE OF MANAGEMENT PERSONNEL BASED ON MODERN LEADERSHIP CONCEPTS

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### Abstract:

Leadership is the kind of activity that runs like a thread through the entire management process. There is a clear distinction between leaders and managers. However, leadership qualities in managers lead to more effective management and achieving the organization's goals. Leadership is an internal work on oneself, on one's own attributes, but besides this, the development of leadership qualities in future managers can be dealt with in the process of their training at a university.

**Keywords:** leadership, management, management competency.

### Introduction

Both scientists and practitioners are increasingly turning to the concept of “social competence”. There has been an exponential increase in research on this topic. There is a growing need for the study of social competence, which is associated with the expansion of the scope of information support, the expansion of network organizational and managerial structures, the wider use of organizational management systems by combining factors of competition (internal market) and cooperation (social network), as well as the spread of new organizational forms of labor (working and project groups). When hiring, applicants are required to meet personal qualities such as teamwork or emotional intelligence. In the field of labor cooperation and management today it is no longer possible to do without such standards of behavior as motivation, desire for cooperation, concern for image, and reputation, which also requires a high level of social competence.

Social competence is in demand in almost all areas of social activity. Its deficiency manifests itself at various levels of social life. Evidence of this is the increase in litigation, civil conflicts, incidents of verbal and physical violence, and selfish and adversarial behavior. This unfavorable trend is especially noticeable in the course of modern development of organizations. Thus, increased competition, frequent reorganizations, relocation and transfer of personnel, the growing virtualization of building trusting stable relationships do not at all contribute to the formation and development of social competence.

Social competence is especially important where people interact and collaborate. At the same time, in the field of labor relations it has a decisive influence on the success of managers and,



in general, management personnel. A lack of social competence, manifested in overestimating demands on employees, poor contact with people, inability to control oneself, and transferring one's own imbalance to others) leads to failures in personnel management. In labor organizations aimed at a broad division of labor and long-term cooperation, the ability and readiness for economic and social cooperation are a fundamentally important prerequisite for the rational implementation of strategy. Thus, the relevance of the topic of the dissertation research is due to the need to increase the social competence of management personnel of organizations and, as a consequence, to improve on this basis the social management of teams and ensure the effectiveness of management activities.

Modern concepts of personnel management are based on the recognition of the increasing importance of the employee's personality, on the study of his motivations, the ability to correctly form them and adjust them in accordance with the strategic objectives facing the company. Despite the fact that from the point of view of management, the main goal of a business is to make a profit, modern theory and practice of personnel management pays considerable attention to the need to satisfy not only the material, but also the social needs of employees.

Many leadership qualities are mainly formed while studying at school or at university. Some qualities of a leader, mainly moral ones, are the foundation for the development of other qualities, namely, openness, decency, honesty can serve as the basis for the development of such qualities as extraversion, creativity, sociability and others. Presentation of the main material of the article. There are different types and styles of leadership. The types include behavioral leadership, situational leadership and emotional leadership. Behavioral leadership includes authoritarian leadership, democratic leadership and liberal leadership. Situational leadership integrates styles such as pointing, mentoring, supporting, and delegating. Emotional leadership combines such styles as visionary, coach, affiliative leader, democrat, leader and commander. As you can see, some qualities are inherent in nature, but despite this, the development of these qualities can and should be done in the process of mastering the profession of manager, since this process contributes to the effective formation of these qualities, precisely in the learning process.

However, there are managers/leaders for whom the interests of people are fundamentally important, but they themselves have not yet learned to care about achieving goals. As a result, if the group, as a more mature one, does not take care of the goal, the company will not get the results necessary from the division (in the diagram, the range of decision-making by the manager should complement the missing part of the decisions of subordinates). If the manager is weakly focused on results, tasks may not be solved. And these options make it possible to diagnose a model that uses two axes defining a lattice. Interestingly, researchers have found mixed results when trying to determine whether increasing concern for people always reduces or increases the expression of trait concern for performance (and vice versa). Sometimes the connection turned out to be directly proportional national, sometimes inversely proportional<sup>10</sup>. Perhaps this is due precisely to the discussed differences in the interpretation of the content of the "concern for production" factor: high indicators imply preventing subordinates from



making decisions about the work procedure (as in theory X), or vice versa - involving them in these decisions (as in theory. Since many specialists by the end of the 20th century. faced with the insufficiency of models described by one or two axes, then all subsequent versions of models can be interpreted from the point of view of the invention of a third (if not higher) dimension. Most often, this third dimension is proposed to be the motivation of followers (which will be discussed below), or development, i.e. increasing the level of functioning of the entire system.

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