



## THE ROLE OF MANAGERIAL PERSONNEL (LEADERS) IN CREATING A HEALTHY ENVIRONMENT IN SOCIETY: SCIENTIFIC PROBLEMS AND PRACTICAL RECOMMENDATIONS

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### Abstract

One of the most important tasks of the modernizing country of Uzbekistan is to create a system of educating and effectively using a new generation of young, innovative-minded, enterprising and patriotic people in public administration and its structures (ministries, governments, enterprises, organizations, etc.). Because the independence of the state, the development of society depends on the professional knowledge and skills of specialists living in this country, working in various sectors of the economy.

**Keywords:** governments, enterprises, organizations, public administration.

### Importance (Relevance) of the topic

Socio-economic policy of the state, both in the system of state bodies and in various enterprises and organizations of the national economy, depends not only on the professional knowledge, experience and thinking of the personnel leading these structures, but also on working with the team (people). A healthy environment in the team plays a key role in productivity, timely implementation of tasks.

As the First President of the Republic of Uzbekistan I.A. Karimov noted, "The fate of reforms, their effectiveness, impact on our lives depends, first of all, on the qualifications of personnel, their mastery of their work, patriotism and dedication" [1; Karimov I.A. Highly qualified specialists - a factor of development // From the path of creativity. Volume 4 -T.: "Uzbekistan", 1995. - 38-p.].

From the first days of his presidency, President of the Republic of Uzbekistan Sh.M. Mirziyoev paid special attention to the potential of personnel and their ability to work with the people. He raised to the level of state policy the issue of appointing young, talented people with new thinking, innovative knowledge and thoughts, educated abroad, as managers(leaders) of public administration bodies, enterprises, organizations and educational institutions. Because of the rapidly



changing times, the demands of the time placed completely different requirements on the place and role of management in the socio-political life of society. In particular, the inclusion of the coronavirus pandemic into the socio-economic, environmental, religious and ethnic problems of the world today, not only the protection of human health, but also their work in pandemic conditions, raising their families is another problem facing the state and society.

In this context, the role of leading cadres came to the fore. It became clear that a number of problems have arisen in providing public administration bodies, organizations and enterprises with a new generation of managers, including:

- lack of leadership and management staff to meet the requirements of the ongoing reforms and building a democratic society in the new Uzbekistan, and the process is not systematic;
- lack of a new system of training of leaders and managers in our country, centralized and, most importantly, abandoned the system of training of leaders and managers of the "party school" of the former Soviet Union, free from communist ideas, meeting the principles and requirements of national and democratic development;
- lack of development of a methodology for the transition of the country to a market economy, the formation of a diversified economy, market infrastructure, training and replacement of new leaders and managers who meet the requirements of changes in the economy;
- lack of socio-economic criteria for studying and evaluating the role and position of leaders and management in the transition from administrative-command to democratic forms of government in the country in the coordination of all forms of social relations to market relations;
- the need to inculcate the national idea in the hearts and minds of leaders working in all spheres of state and society building, to turn it into a program of their labor and life activities, etc. [2, Qurbanbaev Q. Public administration personnel system: problems of formation and development (political and social aspects). Dissertation for the degree of Doctor of Political Sciences. –T. 2008.]

### **The level of study of the topic - as a scientific problem**

In political science, the formation and development of the personnel system in public administration has been studied in close connection with issues related to the development of society, power, socio-political processes. It should be noted that it contained scientific-theoretical concepts and views related to the political



elite and political leadership, as well as schools specific to the West and the East. These teachings serve as an important theoretical and practical basis for studying the problems associated with the formation and development of leadership and management in the public administration system of Uzbekistan.

In the works of the great scholars of Central Asia Al-Khwarizmi, Abu Nasr Farobi, Abu Rayhan Beruni, Amir Temur, Sharofiddin Ali Yazdi, Nizamulmulk, Khandamir, Yusuf Khos Hajib, Mahmud Kashgari, Alisher Navoi, Narshahi, Samandar Termizi in the history of our national statehood, the issue of personnel has been analyzed politically and philosophically through the concepts of "governor", "mayor", "leader", "leadership".

Today, the legal and methodological bases are stated in the works of the President of the Republic of Uzbekistan Sh.M.Mirziyoev, the training of a new generation of personnel, in particular, senior management of industrial enterprises and organizations, educational institutions (preschool, general education, higher education).

In the socio-economic state policy pursued by the head of our state for 2016-2021, the problem of personnel and its solution have been given priority. New ideas were put forward, important laws and decisions were made in this regard. Ensuring the implementation of the tasks set out in the "Strategy of Actions" for the development of the Republic of Uzbekistan for 2017-2021 is a priority for every leader. In order to fully and conscientiously carry out the tasks set out in the "Strategy of Action", it will be possible to achieve in every work team, first of all, a healthy environment, business spirit and, most importantly, fair governance. Addition of the President of the Republic of Uzbekistan dated August 6, 2018 "On the establishment of regional branches of the Academy of Public Administration under the President of the Republic of Uzbekistan" No PP-3901 and June 27, 2019 "On improving the system of training and advanced training of management staff at the Academy of Public Administration under the President of the Republic of Uzbekistan" Among them are Resolution No. PP-4365 "On measures" and Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated September 19, 2017 No. 745 "On approval of regulatory legal acts on training, retraining and advanced training of management personnel."

Today, reforms in the field of public administration are not only focused on the creation of new management structures, the introduction of modern technologies in the management process, but also on the effectiveness of teamwork, teamwork, a healthy environment, healthy competition. This puts on the agenda the task of



training and educating a new generation of leaders with high professional knowledge and skills, innovative thinking, making the right, well-thought-out decisions in difficult situations and, of course, the ability to implement them.

In order to ensure the implementation of the Decree of the President of the Republic of Uzbekistan dated October 3, 2019 No PF-5843 "On measures to radically improve the system of personnel policy and civil service in the Republic of Uzbekistan", we can cite the Resolution of the President of the Republic of Uzbekistan dated October 3, 2019 "On measures to organize the activities of the Agency for Civil Service Development under the President of the Republic of Uzbekistan". The Civil Service Development Agency is the authorized state body for civil service affairs, which is responsible for the implementation of a unified state policy in the field of human resource development and personnel management in government agencies and organizations. The adoption of this Resolution is aimed at ensuring transparency in personnel policy in the New Uzbekistan - the selection of new leadership, their placement.

The modern leader must be, first of all, a person who strives for success, is able to take responsibility, is an organizer and has a strong will. The leader is also required to perform his duties effectively, to mobilize his subordinates, to study in depth the serious problems that plague the team, to find the optimal solution, to solve problems wisely, to be critical of their work.

Involving people in effective work towards the goals of a team, as well as the formation of a mutually trusting relationship between leader and employee, a comprehensive study of the individual mental and social characteristics of each individual, achieving a high level of effective personnel management is a very important issue. Because working with people is one of the most complex and multifaceted forms of human activity. In order to organize effective management in work teams, a system of motivation and incentives is needed to encourage workers to demonstrate their abilities, work hard and use productive resources efficiently. It is impossible to create this system without taking into account the psychology of individuals and the socio-psychological laws of community development.

Along with foreign scientists, Uzbek scientists are actively conducting research on the creation of a healthy environment in the team and the study of managerial and employee-employee relations, the use of different methods and mechanisms in production management and planning, the formation of effective management.



The works of K.Abdurahmonov, Sh.Kholmuminov, E.Nabiev, A.Hayitov can be cited as examples.

Although a number of aspects have been developed to study the role of socio-psychological aspects in the management of employees and the improvement of enterprise management, the formation of a healthy environment in work communities, but these are not enough. In particular, in the context of economic reform, the issues of taking into account the specific characteristics of employees in the management of the enterprise, in particular the formation of a healthy working environment, including the use of socio-psychological methods, thereby improving management activities are not fully developed. In this regard, this article is also relevant in that it focuses on the study of these issues.

Research on the problems of personnel policy in our country has been conducted by political scientists and jurists A. Begmatov, R. Jumaev, T. Juraev, U. Idivov, N. Kamilov, K. Nazarov, S. Otamurodov, Sh. Pakhrutdinov, B. Tuychiev, A. Kholbekov. The scientific researches of O.Husanov, I.Ergashev, M.Quronov studied the aspects of state policy and democratization processes, spirituality, national idea, legal issues directly or indirectly related to personnel policy.

Research in this field and popular science works related to the study of personnel policy are also of great scientific importance in terms of our research. These studies critically assess the personnel policy of the former Soviet Union and identify its negative aspects, the fact that under the dictatorship the personnel issue in the country was resolved on a one-sided, partisan basis, due to lack of confidence in local staff.

Thanks to independence, there is an opportunity to create a new methodology of state personnel policy, to analyze it taking into account new principles, views, universal and national characteristics. This, like all areas, requires the study of universal scientific achievements in personnel policy and their application in accordance with the specifics of national development of our country. In this sense, the positive results achieved by scientists who have conducted research on personnel policy in different periods and countries - P. De Bruyne, G. A. Schroeder, F. Taylor, L. Zinger, R. Hoftstedter, S. Parkinson and others are also important.

It should be noted that in the manuals "State Building and Management", "National Idea and Leadership", "Management of Socio-Economic Processes" prepared at the Academy of State and Social Construction and published in the publishing house named after Ghafur Ghulam under the heading "Leadership and Management" the first attempt was made to consider the problems of reform in



the formation of the system of leading personnel in public administration in the context of other issues. In addition, it should be noted that one of the sections of the four-volume monograph "The rule of law - independence, nation, economy, ideology, politics" is dedicated to "State personnel policy and its implementation based on the intellectual potential of the people." It outlines important areas of personnel policy, based on the formation of personnel policy, strengthening state independence and its special role in national revival.

Also, during the period of independence, a lot of research has been done on the scientific analysis of the problem from the point of view of political science and political philosophy. For example, doctoral and master's dissertations in the field of political science and law, including T. Alimardonov, J. Bahromov, M. Boydadaev, R. Jumaev, B. Iminov, U. Idirrov, I. Karimov, A. Kholbekov, O. Husanov, I. Ergashev and others are among them.

However, the analysis of these studies shows that the role of the leader in creating a healthy environment in the public administration of independent Uzbekistan, in particular in enterprises and organizations, along with socio-economic knowledge, his teamwork, social background, economic status and psychological problems related to formation and development have not been studied as a separate research topic.

A number of measures are being taken today to create a healthy environment in society, enterprises and organizations, and this work shows its effectiveness.

**First**, a number of positive steps are being taken today by the regional council of trade unions to create a healthy environment in society, solving many social problems of the population.

In accordance with the instructions given by the head of state, lists of unemployed and low-income women in mahallas and houses are being formed and included in the "Women and Youth Book" through a new system of solving problems in the regions, i.e. "Mahallabay".

In order to systematically address the problems of families included in these "Iron Books", the regional council of trade unions provides them with employment by providing sewing machines, allocates funds for the repair of homes of needy families and provides preferential treatment to sanatoriums to restore the health of needy citizens.

The main purpose of this work is to please our people, to create a healthy environment in society.



We have mentioned above only the work done by trade unions, although today local authorities, sector leaders and officials work on this new system "Mahallabay" to provide employment for unemployed people, to provide soft loans to citizens who want to start a business, on the basis of 360-hour training programs in 5 types of specialties in vocational training centers, they are trained, certified and employed in their specialties.

Of course, the purpose of this work is to create a healthy socio-spiritual environment in society by pleasing our people, helping them to live a prosperous life today, not tomorrow.

### **Recommendations for creating a healthy environment in work communities**

We have briefly talked about creating a healthy environment in the community above. Now we will focus on the following to create a healthy environment in the enterprise, organization or institution, work community.

Creating a healthy environment in every work team depends primarily on the management staff and the workforce selected by the management staff.

As long as the manager aims to increase work efficiency by creating a healthy and decent working environment in the work team, first and foremost the he himself must meet the requirements of today's leader.

That is, a leader is able to organize a healthy and effective work process in the team only if he has the moral, quick and correct decision-making skills, leadership and leadership skills, knows how to work in a team, takes into account the views of employees in decision-making and motivates subordinates.

Besides, the leader should pay attention to the fair selection of personnel in the formation of the team. That is, today, through the Most Important Performance Indicators (KPIs), selection-based recruitment is the most effective method, and it pays off.

In some cases, when a manager re-enters the organization or enterprise, some employees have been working in these organizations for many years, the relationship between these employees and the newly hired employees, the difference between their worldview and thinking can sometimes lead to conflict. In these cases, or in similar situations, in addition to the criteria listed above, life experience is also an important factor for the leader to fully capture the situation and resolve the conflict.



That is, the company is required to be able to analyze the division of labor between the old employee and the young professionals who come to the new job, their daily and weekly work plan and the results achieved, and draw the right conclusions.

In order to prevent similar conflict situations in the work team, the manager should have full knowledge of all employees, teach employees to work as a team, form a culture of communication, work culture, organizational culture and customs among all employees and explain them correctly.

In addition, for any organization to be successful, the leader must be able to clearly define the goal, choose the right ways and means to achieve it, unite the team around themselves and mobilize them to perform the tasks set. In other words, he must do the work on time, put the sentence in its place. Unfortunately, there are still people today who are not interested in science, who think that success is only in money and material wealth. Money completely subjugates such people and does not leave him the opportunity for professional, spiritual growth. In fact, as the great German poet Johann Wolfgang Goethe put it, the collection of various educational stories, wise sayings, is an unparalleled state. In his address to the Oliy Majlis on January 24, 2020, the head of our state Sh. Mirziyoyev rightly said, "The greatest wealth is science, the greatest heritage is good upbringing, the greatest poverty is ignorance."

Besides, one of the biggest and most complex problems in the management of our society today is the lack of ability to select and manage staff for their organization and network. In this regard, unfortunately, managers still have a low level of knowledge about HR (human resource development). Unfortunately, many leaders do not realize that the new leader has a tendency to "completely clean up" former employees of the organization in violation of human rights, as well as in the context of human resources becoming the national wealth of the country, and this will lead to great protests in society. One of the most pressing issues in the industry is to look down on employees, sometimes to select them by their own narrow criteria, to rely on their own monopoly, to use the staff they want and force the rest to leave, to fear "unknown" employees, to free them from the mentality of looking at them as enemies! In particular, the unfair dismissal of employees, the creation of a legal mechanism or system to protect them from constant psychological pressure, must be addressed as a matter of urgency. This means that modern leaders need to be highly competent and have an information culture so that they do not cause the above-mentioned negative situations. This is





because modern leaders must keep pace with the times and be able to systematically analyze the political processes around them. To solve these problems, it is necessary to pay attention to the organization of the work process, non-standard decisions, abandonment of various traditional methods, the practical formation of creative working mechanisms and skills.

## Conclusion

Today's era places new demands on civil servants. Particular attention is paid to the revision of management methods, increasing the efficiency of activities to implement the priorities of socio-economic development of the country at the modern stage. Therefore, the primary leader is responsible for creating a healthy environment, regardless of any segment of Uzbek society. To this end, we are committed to the strategic goals of public policy, such as finding loyal, responsible, caring for the interests and peace, well-being of the people, caring for them, knowledgeable, modern thinking and ability to work, finding worthy leaders, appointing them to positions of responsibility and we can achieve our goals only if we define it as a task. Because the time itself urges us to make up for lost time on the path of development, to overcome the concerns of our people, to prepare the worthy generations of tomorrow and to feel a deeper sense of responsibility to them.

## I. Leading literature:

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1.2. Mirziyoyev Sh. Location Free and prosperous, democratic Uzbekistan will build the state together with our brave and Noble People/speech of Shavkat Mirziyoyev at the joint meeting of the chambers of the Oliy Majlis dedicated to the solemn ceremony of entering the post of President of the Republic of Uzbekistan. Source: president.uz ("in our society, we need to take decisive measures to combat corruption, the commission of various crimes and other offenses, to prevent them, to ensure in practice the requirements of the law on the punishment of a crime, of course, that it is inevitable")



## II. Normative legal acts

- 2.1. Constitution Of The Republic Of Uzbekistan. - Tashkent: Uzbekistan, 2019.
- 2.2. Labor Code of the Republic of Uzbekistan (Bulletin of the Oliy Majlis of the Republic of Uzbekistan, 1996., Appendix to the number 1; 1997 y., 2-th, Article 65; 1998 y., 5-6-San, 102-Article, 9-San, 181-article; 1999 y. 1-San, Article 20, Article 5-San, Article 124, Article 112, Article 9-San, article 229; 2001 y., 5san, 89-article, 9-10-Article, 182-article; 2002 y. 1-th, 20-th Article, 9-th Article, 165-th article).
- 2.3. Article 5 of the law of the Republic of Uzbekistan "on administrative procedures" (information of legislative acts national database, 09.01.2018 y., 03/18/457/0525-art.)
- 2.4. The law of the Republic of Uzbekistan "on combating corruption" (collection of legislative acts of the Republic of Uzbekistan, 2017., Article 1, Article 2.)
- 2.5. Law of the Republic of Uzbekistan "on openness of activities of public authorities and management bodies"(collection of legislative acts of the Republic of Uzbekistan, 2014., 19-th, Article 209; 2017 y., 37, article 978; national database of legislation data, 30.08.2019 y., 03/19/559/3670-number)
- 2.6. The law of the Republic of Uzbekistan "on appeals of individuals and legal entities"(collection of legislative acts of the Republic of Uzbekistan, 2017., 37, article 977; national database of legislation data, 30.01.2018 y., 03/18/463/00634-issue)
- 2.7. Decree of the president of the Republic of Uzbekistan "on approving the concept of administrative reforms in the Republic of Uzbekistan"dated September 8, 2017
- 2.8. Decree of the president of the Republic of Uzbekistan on measures to ensure more effective organization of the process of acquisition of rights over land parcels and other immovable property as part of the South Caucasus pipeline expansion project more
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04.10.2019 y., 06/19/5843/3900-SEC)
- 2.10. Decree of the president of the Republic of Uzbekistan on measures to ensure more effective organization of the process of acquisition of rights over land parcels and other immovable property as part of the South Caucasus pipeline expansion project more



2.11. Decree of the president of the Republic of Uzbekistan on measures to ensure more effective organization of the process of acquisition of rights over land parcels and other immovable property as part of the South Caucasus pipeline expansion project more

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2.12. Decree of the president of the Republic of Uzbekistan on measures to ensure more effective organization of the process of acquisition of rights over land parcels and other immovable property as part of the South Caucasus pipeline expansion project more ... national database, 04.10.2019 y., 07/19/4472/3906-San)

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