

MANAGER'S LEADERSHIP STYLE AND ROLE IN ORGANIZATION MANAGEMENT

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Abstract: This article provides information about who the manager is and what his duties are. Also, top, middle and lower level managers are distinguished. The manager's working methods and requirements for him are mentioned.

Keywords: manager, leader, style, top-level managers, middle-level managers, leader's work style, lower-level managers.

A **manager** is an educated, specially trained specialist who has mastered the secrets and laws of management. A manager is primarily a hired manager and belongs to a special social class.

Managers, directors, leaders, administrative managers who have executive power of companies, firms, enterprises, banks, financial institutions are called managers.¹

Managers are divided into three categories according to the level of management:



High-level managers are engaged in determining the perspective of the company, developing important measures for its future. In short, he develops a company plan and implements it.

Middle-level managers manage some aspects of the company's activities, such as production, sales of goods, pricing, financial activities, development of new goods, application of technology, labor organization, etc.²

Lower-level managers manage the organization of work at the lower level, for example, within the workshop, department, brigade, and the execution of daily, weekly, monthly work assignments.

The task of management is performed by the owner of the enterprise himself or a manager hired by him, but acting on behalf of the owner.

¹ <https://staff.tiiame.uz/storage/users/14/books>

² Sh. Tursunov, Sh. Rashidova (2014). Fundamentals of management and marketing

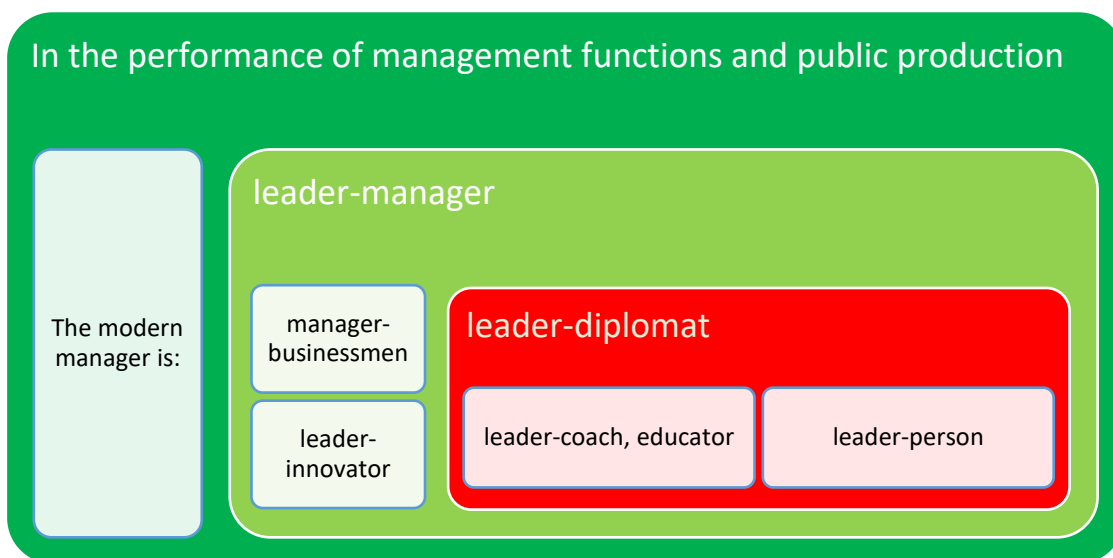
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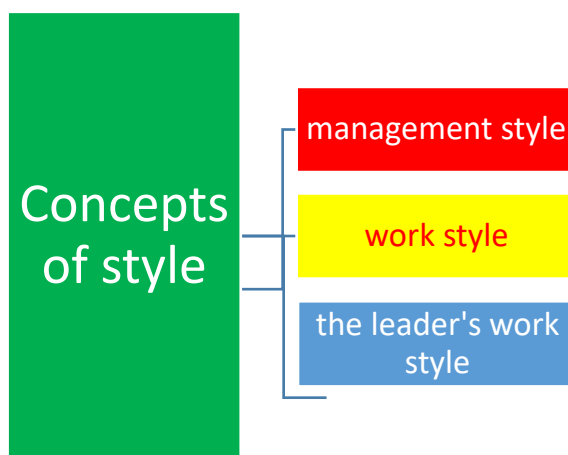
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As economic relations become more complex, the demand for manager's services increases, a special social class of managers, who are masters of their work, has appeared and has a special social status³. The manager receives the highest salary among hired workers because he is responsible for the life and death of the company because he is engaged in extremely complex and highly responsible work⁴.



Each manager has his own management style. Style is a unique way of working, acting and managing.



Management style is a set of methods and ways of solving problems that arise in the management process.

³ <https://staff.tiiame.uz/storage/users/14/books>

⁴ Sh.N. Zaynutdinov, N.R. Kadirkhodzhaeva. *Methodological education technology in the subject "Management". Methodical guide. From the series "Teaching technology in economic education". T.: TSUE, 2006, 185 p*



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Work style is a set of methods and ways of a specific and relatively stable influence on subordinates by any body or leader in order to effectively perform management functions⁵. For example:

- working style of the country's governing bodies;
- working style of the ministry, committee, governors;
- working method of court, prosecutor's office;
- the way of working of the enterprise, workshops;
- working style of some leaders, etc. Management bodies and leaders at different levels and stages of management have different working styles. From this point of view, work style is a very versatile concept⁶.

The leader's work style is his unique approach to solving this or that issue in the management process. When a leader makes a decision, organizes its implementation and supervises the work of subordinates, he acts in accordance with his duties. However, each leader acts in his own way, in the management process, in ways that are suitable for him and determine his leadership style. Just as no two people are exactly the same, there is no exactly the same style of leadership. The style is determined by the intellectual potential, qualities, and individual characteristics of the governing body. The style of leadership is formed in the relationship of leaders with their subordinates, in their mutual relations⁷.

1. Depending on the leadership style, leaders can be divided into the following types:



You can see the following information about the positive and negative aspects of these leaders, their management styles.

⁵ Sh. Tursunov, Sh. Rashidova (2014). *Fundamentals of management and marketing*.

⁶ Sh.N. Zaynutdinov, N.R. Kadirhodzhaeva. *Methodological education technology in the subject "Management". Methodical guide. From the series "Teaching technology in economic education". T.: TSUE, 2006, 185 p*

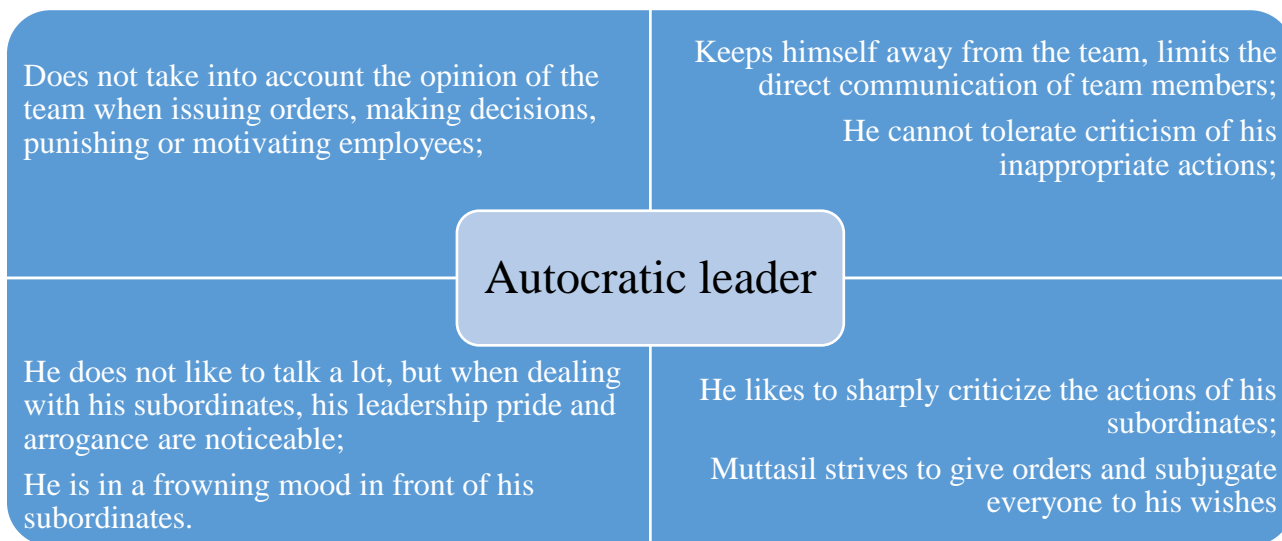
⁷ Sh. Tursunov, Sh. Rashidova (2014). *Fundamentals of management and marketing*.

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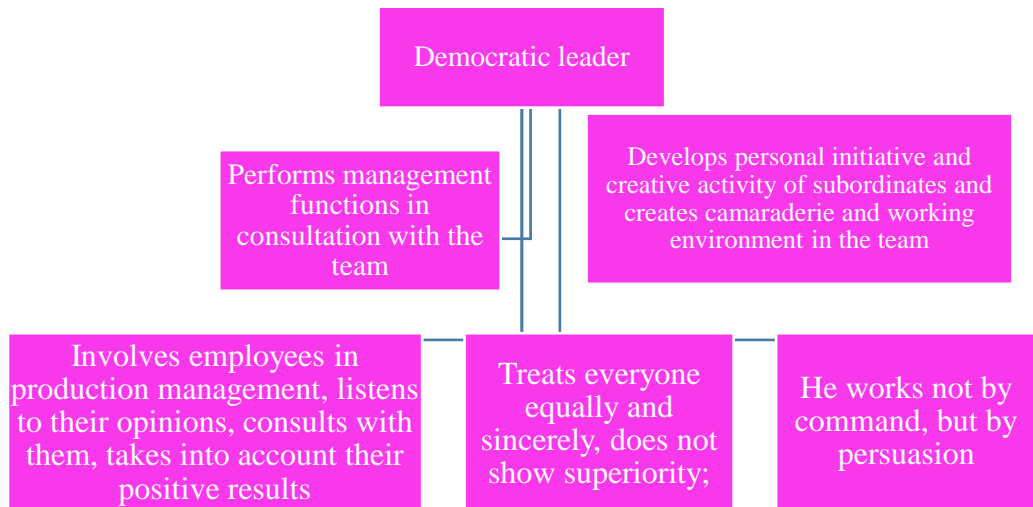
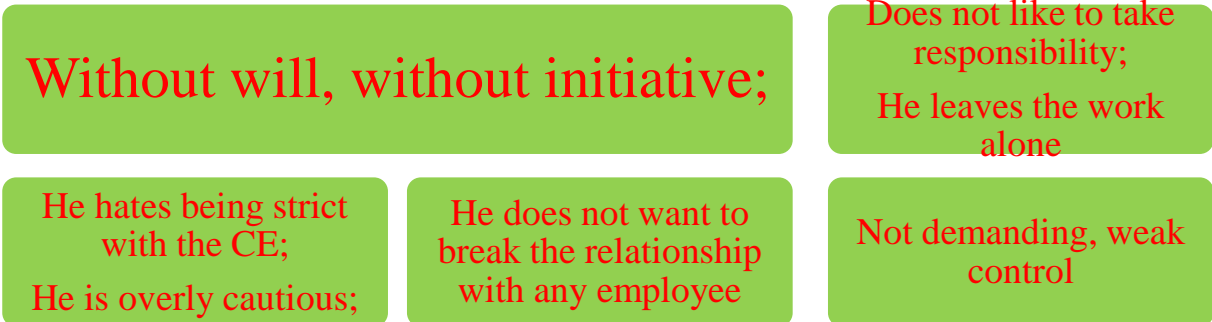
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Liberal leader



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The mentioned leadership styles are not pure. In life, each leader's work style is different, but one of the above three styles is more noticeable. It is necessary to use the positive aspects of leadership in relation to different employees in different production situations. The leader should act according to the actual situation and deal with the subordinates taking into account their unique personal characteristics⁸.

Virtue Virtue is a positive concept, a set of good qualities or characteristics.

According to Hippocrates, the great figure of ancient medicine, if blood occupies the main place in the human body, such a person becomes mobile, light, quickly gets used to the exchange of impressions, immediately and enthusiastically intervenes in the events happening around him⁹. Hippocrates calls this category of people **sanguine** (cheerful people). It means "blood" from the Latin "sanguinis".

Phlegmatic	<ul style="list-style-type: none"> • sensitiveness will be weak; • they move slowly from one type of work to another type of work; • activities are few; • they adapt to new conditions with difficulty; • movements and speech are slow; • they do not disturb their peace when an unfortunate event occurs; <p>If mucus dominates in a person, then such people are heavy, do not shake when kicked, their moods and aspirations are quite stable, they are indifferent to events and impressions of life. Such people are called phlegmatic. Ancient mucus was called "phlegm".</p> <ul style="list-style-type: none"> • they are patient, resilient, calm when speaking, talk to other people without excitement.
Choleric	<p>they are people who can work in a high spirit, overcome resistance, and their enjoyment of work can change quickly as soon as their mood is disturbed. They are quick-witted, self-loving, fast-talking people, and are distinguished from others by the change in the tone of their speech. The level of restraint of choleric people is the same as that of sanguine people. He behaves properly towards the leader and other people.</p>
Melancholy	<ul style="list-style-type: none"> • has a very sensitive nature; • quickly tired and self-confident; • carefree, but very sensitive; • extremely sensitive; • laughs very little; • activity is slow, shy, lack of energy; • tears flow from his eyes for trivial reasons; • people who find it difficult to get along with new employees¹⁰.

⁸ Sh. Tursunov, Sh. Rashidova (2014). *Fundamentals of management and marketing*.

⁹ That source

¹⁰ Sh. Tursunov, Sh. Rashidova (2014). *Menejment va marketing asoslari*.

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	<ul style="list-style-type: none"> • Melancholics successfully complete the tasks set before them under favorable conditions. If the conditions at work, i.e., the situation, changes, difficulties arise, they behave themselves¹¹.
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Leaders today must meet a number of professional and contemporary requirements. The word "leadership" has various meanings in explanatory dictionaries, such as management, guidance, advice, follow-up, monitoring, and giving the necessary instructions. It can be seen that there are many requirements for modern managers and leaders. We divided them into the following 4 large groups:

Requirements for the leader:

Spiritual maturity	Political and legal maturity; moral integrity; higher level and consciousness; enlightenment; civility; ability to educate employees in the spirit of patriotism; a sense of personal responsibility for the assigned task, honesty, conscience; being able to subordinate personal interests to the interests of the community; to be kind and caring towards employees; desire to support initiative and progress; principality; to be able to criticize oneself and to be resistant to criticism.
Discipline and attitude to work	Hard work; be able to initiate disciplinary actions among the team; being able to arouse diligence in others; First of all, he should strictly demand discipline from himself.
Level of knowledge	Knowledge of profession and economy; technical knowledge; knowledge of management science, function and structure; the ability to see the future, etc. The leader should have clear, thorough and extensive knowledge, which should be constantly improved and updated.
Organizational ability	to be able to choose the right employees and make their effective use; know how to teach and train subordinates to work effectively; being able to organize a cohesive and cohesive team; increase the drive towards the goal; not to lose management ability in emergency situations. As Yusuf Khos Hajib said, "If a dog leads lions, lions will be like dogs, if dogs are led by a lion, dogs will be like lions."

In fact, there are many criteria that determine the qualities and qualities of a leader. But the following positive qualities have a special position among them:

¹¹Yo 'ldoshev N.Q., Umarjonov A.M. *Iqtisodiyot va menejment*. - T.: TDIU, 2005, <https://arxiv.uz/>, www.morozov.ru

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Courage - such a leader has bravery, bravery, and courage. They are not afraid of failure. Fear calls them to courage and leads to victories. Each new movement leads to progress and life experiences.

Sabr bilan mehnat qilgan boy bo'lar

Patience - such a leader understands well that success cannot be achieved overnight. He knows that it can only be achieved by being patient and persevering and overcoming difficulties with perseverance.

ЯХШИ НИЯТ ЯРИМ МОЛ
ХАММА ЭШИТСИН

Good will - such a leader is benevolent and gracious, always has good intentions towards people. Good intentions - such a leader is benevolent and gracious, always has good intentions towards people. He tries to overcome his dissatisfaction not by selfish competition, but by benevolence. The motto of his life is not envy, but poets who say: "When you see one, be thankful, and think when you see another."



Healthy skepticism - While such a leader often follows the motto "be skeptical of everything", unhealthy skepticism is a traitor who scares people away from trying and achieving. he knows well that he will be deprived. At the same time, they understand well that believing in their own strength, looking at it with healthy skepticism, encourages them to make responsible decisions, and to add strength to their strength in order to fulfill them.



Kamtarlik muhim...

Humility - such a leader understands that humility is almost always in direct proportion to talent, and lack of humility is a sign of ignorance.



Doim tabassum qiling

Hatto hayot uylatsa ham

Sincere politeness - such a leader is honest, open-minded, speaks from the heart. He serves his subordinates with devotion and dedication. They show that sincerity is a difficult and delicate matter, and that it requires intelligence and deep moral decency, and that he who is accustomed to be insincere with others, will ultimately be sincere to himself. they understand well that they will fail.



RAHMIDILLIK

Compassion - such a leader will be compassionate to everyone. They forgive others for many things, but they do not forgive themselves for anything. They understand well that compassion is one of the highest qualities of people, that a compassionate person always lends a helping hand to people, and that it is necessary to take care of the weak and weak.

Гўзал хулк

Good manners - such a leader believes that the basis of a person's beauty is his good manners, that it is good manners that lead a person to greatness, that everyone, big and small, will be happy with the owner of a pleasant manner, that the owner of such an attitude will always be happy in addition to making others happy. , and he understands well that love and kindness will return to him from others



Thomas Hobbes:
"Dunyoda hech bir narsa qat'iyatning yimini bo'sa olmaydi."

Contentment - such a leader is well aware of the disasters that come from dissatisfaction, such as lust, envy, selfishness, avarice, and greed. They understand very well that the evil of lust makes a person fall into every mood, that he finds respect and lives without worries, and that contentment is the basis of honor, an eternal treasure that does not die, a tree that does not wither, and wealth that does not suffer.

Obro' isitar, uyat kuydirar

Reputation is the necessary trust and shield for a leader, recognized by everyone and earned through hard work. At the moment, every leader should have a good reputation in front of his superiors, in front of his subordinates, and in front of other leaders who have equal rights with him.



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