

PRINCIPLES OF MANAGEMENT EFFICIENCY IMPROVEMENT

Shonazarov Jamshid Shukhratovich

Associate Professor of Shahrizabz State Pedagogical Institute

Abstract: As a result of administrative reforms in the world, various models of evaluating the effectiveness of state management bodies and the professional and ethical culture of management personnel are being formed. In the modern concepts used to increase the efficiency of management in developed countries, theoretical approaches to increase the efficiency of public administration, strengthening the responsibility of management personnel, optimization of state bodies and their development stages are revealed.

Key words: modern concept, moral-aesthetic culture, regulatory legal documents, management system, political, philosophical, sociological and psychological aspects.

An important result of the reforms in the public administration system is to increase efficiency and save budget funds. For this purpose, it is envisaged to develop ethical and aesthetic culture among the leading personnel and through this, to form their work efficiency, their attitude to social changes and the ability to fulfill their responsibilities at a high level. Therefore, it is important to improve the research work on the development of ethical and aesthetic culture of management personnel, to improve the basis of normative and legal documents, and to expand scientific research work in this regard.¹

In advanced research institutes and international centers of the world, many researches are being conducted on the legal, political, philosophical, sociological and psychological aspects of improving and optimizing the activities of management bodies and leading personnel, and carrying out populist management reforms. Within the framework of philosophical sciences, a number of fundamental studies are being carried out on the activities of management personnel, the foundations and development mechanisms of the management system. At the same time, the expansion of corrupt relations in the management system, the popularization of the authoritarian and bureaucratic form of management increases the need to expand the research on the formation of the ethical and aesthetic culture of management personnel and the factors affecting it, as well as the priority tasks in this regard. At the current new stage of Uzbekistan's development, it appears that the effectiveness of the reforms being implemented in our country is inextricably linked with the radical improvement of the activities in the field of public administration. Therefore, on the basis of the fundamental reforms of recent years, many legal bases and several scientific research works are being carried out on improving the activities of state administration, management bodies and leading personnel, introducing new approaches and creating a management structure focused on the priority of people's interests.

After all, "life itself requires us to form a professional, fast and efficient public service system, to open a wide path for new-thinking, enterprising, patriotic personnel"².

These requirements make "the task of educating honest and clean personnel who understand the goals and objectives of our reforms, who will sincerely help the implementation of the New Uzbekistan strategy of our people" even more urgent. Today, one of the urgent tasks is to educate the leading personnel based on the vaccine of justice and honesty. In this regard, a lot of research work is being conducted on personnel training. There is a need for philosophical studies aimed at forming

¹ Mirziyoev Sh.M. New Uzbekistan strategy. - Tashkent.: Uzbekistan. 2021. - 88-92 p

² Мирзиёев Ш.М. Янги Ўзбекистон стратегияси. – Тошкент.: Ўзбекистон. 2021. – Б. 88, 92.

honesty and fair functioning skills in management personnel through the development of ethical and aesthetic culture. The current era - the era of radical change of the civil society in terms of quality - requires from each organization, each of its members, firm effort, accuracy in evaluating their activities, hard work and self-sacrifice. Special responsibilities are assigned to management personnel. In all their activities, they should show unity with their words, self-criticism, and in general, be an example in following advanced human and moral norms. It is necessary to improve leadership activities, methods and tools in all areas.

Currently, there is a growing tendency to view leadership as a purely professional activity, and it has narrowed as a field of study of officials and officials. In recent years, after long debates, experts who study the issues of this field are trying to interpret these concepts differently in the style of "an official and a person performing a management function".³

To date, a number of works on the selection of leading personnel have been created, and we can note them as works that are directly relevant to the culture of management, and at the same time as scientific-theoretical, practical-educational sources. In these works, the issues of selection of leadership personnel are covered in different ways. Some of them analyze this process in connection with the socio-political, economic and cultural-spiritual development process of the society, while some of them show it as a unique program covering a set of principles related to the selection of leading personnel and selection for leadership. Therefore, according to the approach to the issue, scientific and theoretical sources can be divided into two groups. The first is direct sources, in which the issues of choosing a leader or being selected for leadership are covered as comprehensively as possible. The second is indirect sources. They include opinions recorded by different people and different works, and although they essentially express views on leadership, they give more information about the spirituality and moral characteristics of the leader. Examples of artistic creations are mentioned as such sources in many cases. A leader must manage people, a team, that is, he is distinguished from others by his leadership qualities. He is in front of everyone's eyes in the labor team and society, he solves problems related to work and life, and if necessary, the fate of his subordinates. Therefore, he has more responsibility towards others.

In this sense, responsibility is the main criterion in the training of modern managers, and it is necessary to be firm in the fulfillment of this duty. What is the criterion of responsibility in this sense? In general, what is management and what are the leadership skills in it? In this sense, justice is the first condition of management and responsibility of a modern leader. The criterion of justice is not to separate from the people and satisfy their appeal. Failure to be fair in one's work indicates the lack of responsibility of the leader. Because the injustice of the leader leads to the moral violation of people, the decline of society and the loss of faith in the future. What can happen if the leader violates the criterion of justice while the struggle is going on to build a just society?! For this reason, being just is defined in the holy books as the nature of a person. Calling white white and black black, telling the truth and working with the truth is justice. Thus, the second condition of leadership responsibility is to be a literal leader. Leadership is about staying one step ahead of people and being able to see and live with tomorrow's prospects and challenges. This can be called having a strategic objective. Leadership is a profession, not a set of tasks or a course of action. Therefore, to lead, a person needs the necessary knowledge, skills and competence, skill, professional sophistication, experience, ability and unique characteristics.

Leadership:

- great art;
- professional activity with special content;

³Starilov Yu.N. Slujebnoe pravo. Textbook. - Moscow.: Izd-vo BEK, 1996. -p. 355.

- creative activity aimed at improving the activity;
- pedagogical management.

In fact, since management is a joint activity with people and communication between them, all the actions of the leader and the team, creation of favorable and necessary conditions for the activity of the educational institution, mutual friendly psychological atmosphere between the teacher and the student group, and creative activity are focused on. This means that the leader should be able to study employees, based on their abilities and knowledge levels, select them for the educational institution, educational process, assign them to positions and tasks, demand strict execution of important instructions and orders, notice their unique qualities, achievements and shortcomings. It requires professional abilities and skills such as knowledge, ability to apply achievements, elimination of shortcomings, ability to widely use the opportunities of employees.

Research scientists R.J. Ishmukhamedov, A.A. Abdukadirov, A.Kh. According to the Pardaevs, a leader is authoritative, influential and reliable, business-like, capable and pleasant, loving and self-sacrificing, persistent and true to his word, conscientious, conscientious, honest and able to instill confidence in himself, well-dressed, elegant and stylish. should not be given⁴.

Management activity, like any activity, performs its tasks based on a number of principles. Based on the principles of management, it is necessary to pay special attention to the selection of leaders for the management system.

High, which is one of the important criteria in determining the image of a leader

the level of spirituality, responsibility and civility is also important. This is not only a requirement of the transition period, but also a factor that renews the concept of a manager who can provide the great future of Uzbekistan and is able to serve it.

In the process of building a democratic, legal state and civil society in the new Uzbekistan, what kind of people are in leadership positions in the state and society management system, their spirituality is important. The leader not only participates in the management of the state and society, but also serves as an example to the subordinates, in particular, the subordinate management staff. Therefore, the training of a leader is a matter of great importance. Therefore, it is necessary to start training a leader at the lowest level. Therefore, it is advisable to start work on this at the first stage of education. It was the idea of forming a new generation of leaders along with bringing up a new generation in general. It is no secret that the following negative characteristics remain in many executives who have been educated in the bureaucratic system today:

- indifference to people's pain;
- putting one's own interests first;
- selfishness and greed;
- being an obstacle to the development of the country and the well-being of the people in general.

In fact, it is the "selfishness and are those who have mastered the spirit of vanity. Since these negative trends were noticed by the first leader of our country with intelligence, special importance is being attached to the work of retraining and education of the existing category of managers. If we pay attention, the head of the state promoted the education of senior staff as a whole, without dividing them into any categories. This is a completely new interpretation of the concept of a manager in accordance with modern requirements. In it, the priority is the requirement that only the manager should be worthy of his name. The society, the nation, will be free of defects, first of all, it starts with the ability of the leaders to adapt to the demands of the times, and to get rid of their moral defects. A modern leader should be able to be a leader, selfless, role model and role model for his

⁴Ishmukhamedov R.J., Abdukadirov A.A., Pardaev A.Kh. Director's work book (practical recommendations). - T.: "Science and Technology", 2007. - p. 19.

team with all his qualities. At the new stage of Uzbekistan's development, the training of modern management personnel requires a scientific approach, taking into account the objective situation. At this point, it is necessary to dwell on professional ethics, A. According to Sher "it is immoral for a leader to treat subordinates with disdain and rudeness, to look down on the needs and desires of ordinary people in the area or organization entrusted to him, if he sacrifices the interests of the country, region or organization through corruption in order to gain personal wealth, it is immoral, not only for the leadership profession, but it can also be considered as treason to the Motherland. This is why professional etiquette is sometimes called professional ethics.

Today, leaders, especially heads of enterprises and organizations, should be better aware of the requirements of scientific and technical development, on the one hand, and the need to carry out educational work in each labor team, on the other hand. When appointing young professionals to leadership work, it is necessary to take into account their organizational ability, participation in ideological and educational work, and their maturity in terms of moral responsibility. They are required to increase their qualifications, work in new labor teams relying on public creativity and show initiative themselves. People often associate all the positive and negative aspects of the real life they live with the leader's personality. Needless to say, there is a certain correlation. There are many examples of how old-fashioned leaders, who care less about creating an atmosphere of high responsibility for the fate of creative research, collective and state obligations, have failed and dragged whole communities back. Unfortunately, they still exist today. Some business leaders lack long-term strategic goals. He cannot imagine the future of the company he leads. Such leaders replace hard work with narrow practicality, and creative entrepreneurship with false arrogance. Needless to say, how harmful this style is. All this leads to a deeper study of the conditions that lead to effective and flawless selection and training of personnel. encourages. A strong, morally responsible leader is able to listen to someone's advice, thereby preventing tomorrow's problems.

In conclusion, it should be said that specific criteria have been developed in Uzbekistan for the training of modern managers and they are being put into practice. These criteria are consistent with modern management methods and democratic principles of leadership.

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