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## THE CONTENT, ESSENCE, AND FUNCTIONAL TASKS OF ORGANIZING A MANAGER'S LABOR

**Abstract:** This article comprehensively covers the categories of managers by management level, their ability to distinguish management standards for the full exercise of their rights, and the scope of work they can perform within their functional duties.

**Keywords:** Manager, resource, management system, social, psychology, principled, authoritarian, democratic, ethical, aesthetic, economic, ergonomic.

**Аннотация:** В этой статье всесторонне рассматриваются категории менеджеров по уровню управления, их способность различать стандарты управления для полного осуществления своих прав, а также объем работы, которую они могут выполнять в рамках своих функциональных обязанностей.

**Ключевые слова:** менеджер, ресурс, система управления, социальная, психологическая, принципы, авторитарная, демократическая, этическая, эстетическая, экономическая, эргономическая.

In the context of the digital economy, in ensuring free competition and the well-being of the population, in the effective organization of management activities at modern enterprises, managerial activity plays an important role. The transition of our country to a market economy requires, first of all, ensuring economic and social development. To solve these tasks, it is necessary to effectively use our country's rich natural resources, mineral resources, as well as scientific, technical, and human resources. Because the people, being the highest wealth of society, embody powerful potential. The realization of this potential serves as a very powerful factor in the development and progress of our society. At the present stage of economic reforms in the republic, attention to the problem of rational use of factors of production is increasing. Among such factors is the use of inexhaustible human abilities and the development of management systems in enterprises and organizations through these abilities. When we think of a manager, we envision a leader or business manager, that is, a specially trained and qualified specialist with a deep understanding of the intricacies and rules of management. Managers are hired managers who constitute a separate social stratum of the population. Managers are all those who have executive power in a company, firm, enterprise, bank, financial institution, such as managers, directors, managers, directors, managers, and administrative managers[1].

Depending on the level of management, managers are also divided into three categories: top-level managers, middle-level managers, and lower-level managers.

Senior managers are engaged in determining the company's prospects and developing measures that are significant for its future. In short, the firm develops and implements its model.

Middle-level managers are engaged in managing certain aspects of the firm's activities, such as production, sales of goods, pricing, financial activities, mastering new goods, applying technology, and organizing labor.

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

assignments. True, we can say that managing the enterprise is the responsibility of the owner. But you don't have to own property to manage it. The management function is performed by the owner of the enterprise or a hired manager acting on behalf of the owner. As economic relations become more complex, the demand for managers' services increases, and a special social category of skilled managers emerges, which has a special social status. Because they are engaged in extremely complex, highly responsible work and are responsible for the life and death of the firm, they receive the highest service fees among hired workers:

A person manifests themselves individually within the framework of interpersonal relations and as an example, the unity of these three aspects elevates them to the status of a person. These aspects reflect a person's reputation and encourage the formation of their image. Certain personal qualities are also necessary for a good leader. They must be determined and energetic, possess deep knowledge and skills, and have a broad worldview. A leader must gather and memorize the thoughts they need. According to experts, 99% of progressive ideas emerge in communication with people, while 1% of ideas emerge based on people's ability to listen. For this, it is necessary to know how to communicate, learn, forget personal biases, organize ideas, and most importantly, be constantly in search.

Otherwise, it will be difficult for him to create a positive image. At the same time, the manager must fully exercise his rights in market conditions and, if necessary, carry out:

- abandoning inefficiently working employees;
- demand the necessary results from their employees;
- directing and supporting those who have the ability to think for new ideas;
- warning and giving orders to employees who do not follow instructions in a timely manner[2].

Knowledge of psychology is necessary for a manager. Because he needs to know the internal characteristics of employees. Sometimes employees intentionally violate labor discipline. The reasons for this are: insufficient material and technical support, simultaneous loading of several tasks, inaccurate deadlines, unfair forms of remuneration, and excessive burden on public assignments. Therefore, a leader must be patient with the shortcomings and shortcomings of subordinates. When a leader combines diligence and demandingness with humanity, it creates a good mood in people. A leader can have both authoritarian and democratic management styles. For example, the authoritarian method can be used for: independent decision-making, courage, personal responsibility; the democratic method can be used to call people to activity, creativity, and the formation of personal pride.

The rational organization of management work is carried out on the basis of certain principles. Scientifically based labor standards allow for an objective assessment of the work of each employee in the management apparatus and the effective use of material incentives. However, the sphere of management, even within the framework of a single management function, includes a wide variety of types of work. The approach to the normalization of individual types of labor should be differentiated.

Considering the specific characteristics of a manager's work, it is advisable to distinguish management standards for managers. The standard quantity and manageability standard can be developed for managers of all levels. With the help of quantitative norms, it is possible to determine the total number of employees according to the management function, and with the help of the management norm, it is possible to place employees.

1. Favorable working hours and conditions - the productivity of managerial work directly depends on the state and conditions of the workplace where the manager works. The significance of the problem under consideration increases with the emergence of new market-like organizations when significant qualitative changes occur in the management system of social and economic processes.

Rational organization of the manager's workplace ensures the creation of the most favorable working conditions in management activities and increases work productivity.

Currently, more than five thousand innovative projects for the creation of jobs for administrative management personnel of various categories have been developed. In addition, when creating jobs in the management apparatus, it is necessary to comply with a number of economic, ergonomic, ethical, and aesthetic requirements. Ergonomics is the science that studies the mutual adaptation of man and machine in the apparatus of specific activity.

2. Sanitary-hygienic and aesthetically favorable working conditions - maintaining the required temperature level in the building, adequate lighting, air humidity, wall colors, and furniture should match each other.

3. The comfort of furniture consists of choosing furniture according to size and shape, taking into account the anthropometric characteristics of the person, and placing it in a convenient place.

4. Office equipment - it is necessary to equip the workplace with appropriate office equipment, as well as to organize the technology of its effective use.

5. A rational regime of work and rest - an unregulated workday for a manager necessitates the creation of a flexible schedule of visits to work.

Manager's work is an integral part of the work of commodity producers, an activity that influences production results and depends on the prompt performance of management functions. Manager's work is intellectual and creative in nature and is not determined by quantitative assessment. Managerial workers do not directly produce material goods. The result of managerial work is assessed using the final indicators of the work collective's activity.

It is difficult to assess the exact measure of managerial labor, especially when it has a creative character. Management labor is not a simple element of production, but information, various documents, and management decisions. The manager and technical personnel are responsible for receiving, retrieving, transmitting, and storing information. Sometimes, during the preparation of one technical information, five or more operations are encountered related to formalization, remuneration, processing of technology, calculation of work quality, and verification.

The difference in a manager's work is that their work is scientific, creative, and demanding. Although a manager does not directly create material wealth, their labor enters into production. The performance of a manager's work is indirectly assessed using indicators of the production activities of labor collectives. Because a manager's work is creative and non-normative, it is difficult to evaluate it with precise labor measurements.

Human knowledge and thought are boundless, without measure. The subject of a manager's work is the material and material elements of production, management relations, information, various documents, and management decisions. Labor costs for obtaining, storing, and processing information occupy a significant place in a manager's work. The work of a professional manager is manifested in their specific actions as an organizer of production, in the operations that the manager carries out in the management process. A manager's work is relatively closed, as it involves effort, from setting the task to achieving the goal. Once a problem is solved, new and new problems arise, a new goal and a new management process begin anew.

Goal-action-result-goal is a general view of the continuous management process. It should also be noted that such a distribution is conditional. Different management processes are used in the actual production process. A manager's work is directed at solving several types of problems in a specific enterprise. These are:

- technological for the design of technical and technological processes related to the operation of production equipment, production improvement, and the use of production areas;
- economic relations related to the improvement and coordination of economic relations;

- organizational, related to the improvement of management systems, advertising and information support, their training, increasing personnel issues;
- social relations related to the improvement and coordination of social relations;

The work of a manager is aimed at managing people and has a significant impact on the economic activity of the enterprise. A manager at any level exercises management not at will, but in the interests of the people.

In a state governed by the rule of law, not everyone remains outside the control of society, not even the highest-ranking administrator, the president. Any member of society manifests as a managed individual, as they are a member of a certain community, as well as a managed management subject from the other side. At the same time, every member of society can be a manager. Having become an owner and true owner of production, he directly participates in the management of the economy, socio-political and spiritual life. The role of different team members in management is not the same. Some of them are passive and appear to be directly members of various collective organizations. However, there are professional managers-organizers with sufficient qualifications in production who engage in special managerial work that is beneficial for the entire team. In the management process, the manager's work is manifested through specific human activity. The management cycle begins with setting goals and objectives and concludes with solving them and achieving the set goal. Once the task is set and the goal is achieved, the management cycle sets new goals and objectives and continues accordingly[3].

Summarizing the above, we can say that in a market economy, every leader and manager should care for people under any circumstances, consider their psychological state, and proceed from the interests of their team and society in organizing and directing production processes.

Just as there are no completely identical people, there are no completely identical management styles due to the multitude of tasks. A leader operates in a unique style solely through their unique characteristics and qualities. In this sense, style expresses not only the characteristics of the leader as a person, but also the characteristics of their activity. When managing people, the leader sees the ultimate goal of the team and directs it towards this goal. The leader must skillfully combine and direct the activities of specialists, understanding the essence of the work and deeply studying it.[4] In the performance of management functions and in public production, the modern manager acts as: leader - manager, leader - diplomat, leader - mentor, educator, leader - human, leader - innovator.

The content of the management process is reflected in its functions. A management function is understood as a set of homogeneous tasks aimed at solving specific management issues. Management bodies and executors define responsible management functions. These tasks are reflected in the Regulations on the functional department and instructions for executive managers. Functional analysis of the management process forms the basis for the volume of work for each function, determines the number of managers, and designs the management system. Governing bodies are divided into basic and specific functions. The main function is realized both in the production process and in the process of circulation and non-production. These are: planning, organization, coordination, control, incentives. Planning is the determination of the prospects of creative projects, the economic system. Planning is reflected in the strategies of all economic entities.

Organization is the regulation of technical, economic, social, and management systems. The organization of management is, first of all, the construction of optimal organizational structures, the effective use of material, labor, and financial resources, and the organization of relationships between management systems.

Coordination - the alignment of all management functions in the joint solution of technical, economic, and social issues. In this case, interaction is established, and deviations from current norms and regulatory documents are warned.

Encouragement is the activation of the human factor on the basis of broad democracy, the management of care for its interests. Control is the control and accounting of the state of the controlled system, the management of ensuring uniform operation. If the managed object possesses specific characteristics, management functions also function. However, in the representation of an enterprise, the following functions can be distinguished: management of main production, management of auxiliary production, product quality management, labor and wage management, etc. Each specific function is a component of the management function, which, in turn, is further divided into several parts. For example, it includes basic production management, marketing, planning, promotion, etc., all functions are interconnected.

Management functions are a multifaceted concept. Therefore, there is a need to study them by dividing them into categories according to important characteristics. Studying the essence, classification, and content of management functions is extremely important for regulating the entire management process, because, as mentioned above, the content of management as a process manifests itself in its functions. Modern Western management theory, when classifying management functions, prioritizes the following main (general) functions: planning, organization, regulation and coordination, control, and motivation. These functions are implemented in the following sequence at all levels and stages of management. Thus, management begins with planning, continues with the organization of activities, their regulation, coordination, and ends with control. Here, stimulation is reflected in the process of all functions.

The modern style places high demands on each member of the team and at the same time rejects self-satisfaction, administration, and formalism. Style is formed on the basis of knowledge of the laws of social development, the principles and methods of production management, and the sum of managerial skills is characterized by the ability to organize people, as well as personal discipline. Finally, style encompasses the mental and psychological characteristics of management personnel, such as strong will, determination, fearlessness, and the ability to direct the activities of other people. In addition, a leader must possess the ability to imagine, think clearly, be flexible, understand and convey scientific thought.

A leader must know the basics of management, economics and finance, law, sociology, and pedagogy. These disciplines allow for the creation of a system of scientific views on management as a whole. Management requires not only scientific knowledge but also knowledge of the art of management. A person engaged in organizing management must first be able to self-educate and manage themselves. For this, he must constantly and systematically self-educate. The leader's style is expressed in the ability to listen and read, speak and write, that is, to receive information and transmit it to others. The qualities necessary for a leader include organizational skills, work capacity, strength, politeness, and willpower. When performing management functions and in public production, a modern leader should possess the following qualities: manager, diplomat, mentor, educator, human, entrepreneur, innovator.

Managers must keep pace with life, consider market demand with their products, and monitor changes in supply and demand. A manager is a highly ethical, hardworking person who harmonizes their own interests with the interests of society and the team, capable of forming a harmonious team. A modern manager is a highly professional, far-sighted, thrifty, and economically sound person. A comprehensive approach to managers' training is necessary - its curricula require knowledge of modern production and management fundamentals. The heads of enterprises must constantly take care of the high professionalism and spirituality of their personnel. Personnel are trained directly in the production process, in educational institutions with an educational and methodological base, in business and management schools. It is necessary to create conditions for working and studying within the framework of the law, and to provide benefits[5].

The strategic path of transition to a market economy requires the formation and development of new property relations in solving economic, managerial, and social problems. Without the participation of the human factor, even the most advanced machines and mechanisms, the management of technologies will not yield effective results. In this case, the main attention is paid to reforms in the entire economic mechanism, management system, and activities, the effective implementation of which largely depends on managerial personnel - managers. Qualitative organizational changes in production with the transition to market relations, achieving scientific and technological progress, increasing the social significance of economic prospects, democratization of society complicate the manager's work and require its organization.

In the management system, the activity of a leading employee occupies an important place. This, by its very nature, is a political and classical activity. The manager implements the state's instructions. He is the representative of the state in the economic system. In other words, a true leader is the leader of this team, a person who seeks the benefit of their enterprise and organization and protects the company's reputation. The difference between a manager and other employees lies in their ability to develop, implement, and monitor the implementation of management decisions. The increasing complexity of management increases the role and responsibility of the manager. This indicates their professional ability and preparedness.

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