

FACTORS FORMING MODERN LEADERSHIP COMPONENTS IN THE EFFECTIVE MANAGEMENT OF ENTERPRISES**Rasulov Shavkat Sharof ugli**

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Annotation: The study explores factors forming modern leadership components in the effective management of enterprises. It analyzes managerial work organization, task specialization, document circulation efficiency, and professional competence development. The paper classifies managers into top-level, middle-level, and lower-level, highlighting their roles, responsibilities, and the impact of information flows and administrative processes on managerial effectiveness.

Key words: Managerial work, leadership components, professional competence, enterprise management, document circulation, decision-making, work optimization.

Аннотация. Исследование рассматривает факторы формирования современных компонентов лидерства в эффективном управлении предприятиями. Анализируется организация управленческой работы, специализация задач, эффективность документооборота и развитие профессиональной компетенции. Статья классифицирует менеджеров на высший, средний и низший уровни, раскрывает их роли и ответственность, а также влияние информационных потоков и административных процессов на эффективность управления.

Ключевые слова: Управленческая работа, компоненты лидерства, профессиональная компетенция, управление предприятием, документооборот, принятие решений, оптимизация работы.

INTRODUCTION

In modern conditions, leadership plays a crucial role in ensuring free competition, improving people's living standards, and organizing effective management activities in firms and companies.

The transition of our country to a market economy primarily requires the promotion of economic and social development. To accomplish these tasks, it is necessary for our nation to use its abundant natural resources, mineral reserves, as well as its scientific, technical, and human resources efficiently. This is because the people - the greatest wealth of society - possess immense potential.

Revealing this potential serves as a powerful driving force for the development and progress of our society. In the current stage of economic reforms in the republic, increasing attention is being paid to the rational use of production factors. Among these factors, utilizing human capabilities and, through them, improving management activities in enterprises and organizations is of great importance.

The main work of a manager is an integral part of the labor of producers or service providers established within firms and companies. Moreover, their activity encompasses a set of actions that significantly affect production outcomes and ensure the efficient execution of management functions. Although a leader does not directly create material wealth, their managerial activity emerges within the production process.

In this regard, the President of our country, Shavkat Mirziyoyev, has emphasized: “Critical analysis, strict order and discipline, and personal responsibility must become the daily rule of every leader’s activity.”

Furthermore, a leader’s performance is evaluated based on the changes observed in production indicators.

It is evident that the manager’s work is multifaceted and has a great impact on the effective functioning of an enterprise.

At the same time, with the aim of developing and managing the country more effectively, President Shavkat Mirziyoyev signed a Decree on February 7, 2017, titled “On the Strategy of Actions for Further Development of the Republic of Uzbekistan.”

This “Strategy of Actions,” approved by the decree, identified five priority areas for national development. Between 2017 and 2021, it was planned to implement 649 investment projects worth a total of 40 billion USD. As a result, over the next five years, industrial output was projected to increase by 1.5 times, the share of industry in GDP to rise from 33.6% to 36%, and the share of the processing sector from 80% to 85%.

Effectively organizing managerial work and thereby developing leadership components are reflected in the overall efficiency indicators of enterprises and serve as a basis for their evaluation. Considering the positive results achieved in enterprise management in Uzbekistan, the relevance of this topic stems from the need to develop modern leadership components within organizations.

LITERATURE REVIEW

The issue of leadership activities in enterprises of foreign countries has been discussed in the scientific works of scholars such as F. Taylor, A. Fayol, and M. Mescon.

In Uzbekistan, the problems of leadership activities have been addressed in the research of scholars such as M. Sharifkhojaev, Y. Abdullaev, D. Kosimova, K. Abdurakhmonov, S. S. Gulomov, G. Akhunova, G. Nazarova, A. Bekmurodov, and G. Salikhova.

METHODOLOGY

The research employs a qualitative-analytical approach to study factors forming modern leadership components in enterprise management. Methods include:

Comparative analysis: Classification of managers by hierarchical level (top, middle, lower) and evaluation of their roles and responsibilities.

Observational and organizational study: Examination of task specialization, document circulation, workflow optimization, and information flow management within enterprises.

Systematic analysis of professional competencies: Assessment of cognitive, operational, motivational, personal, and reflexive components of managerial competence.

Practical recommendations: Derived from the analysis of managerial effectiveness, decision-making processes, and work optimization strategies.

DISCUSSION AND RESULTS

In organizing managerial work within an enterprise, it is necessary to ensure that the tasks of each employee in the management apparatus are well-defined and relatively specialized.

This contributes to increased labor productivity, improved work quality, and the enhancement of each employee's professional experience. Specialization should be arranged in such a way that every worker's potential is utilized as fully as possible within the scope of their responsibilities.

The distribution of managerial tasks is determined by regulations concerning structural divisions and by the job descriptions of management personnel.

According to the Law "On Enterprises", job descriptions must be developed for every manager, specialist, and technical employee within the enterprise and its divisions. These job descriptions define the rights and responsibilities of employees, their subordination under the principle of individual leadership, and their accountability for assigned duties.

Job descriptions and regulations should be periodically revised and updated, taking into account improvements in production, labor, and management processes.

To ensure a unified approach to optimizing the work of the management apparatus, a qualification directory is also used. This directory outlines the scope and complexity of work that employees must perform, the required level of leadership and management skills for various positions, as well as the necessary work experience and qualifications.

Table 1

Factors that hinder a manager's effective use of working time

Types of Interference	The possible reasons for wasting working time	Measures to Eliminate
Lack of Planning	Focusing on activity rather than achieving the set goal Lack of prioritization of tasks during the workday	Preparing a workday plan Managing the use of work time Performing tasks based on Their importance, not urgency

Management in Conditions of Scarcity	Not Accurately Assessing the Time Allocated for a Task Taking Action Based on the Problem at Hand	Realistic Planning of Work Time Adhering to Available Resources
Routine tasks and "Daily Chores"	Inability to Delegate Authority. Lack of Planning. Lack of Internal Discipline.	Utilize the process of delegating authority Set goals and strive to achieve them Do not interfere with tasks assigned to other employees

In the technology of managerial work, a significant portion of working time (approximately 8%) is spent on handling documents. Therefore, it is essential to continuously improve the document exchange process. The efficiency of a manager's work is greatly influenced by the direction of information flows within the enterprise or organization and the effectiveness of document circulation technology. Reducing the number of stages through which documents pass, by consolidating them, yields substantial benefits and eliminates unnecessary coordination. If coordination is essential, rearranging the sequence of document processing stages can also produce favorable results.

To minimize the time spent on document exchange, the workflow technology for document circulation is established, and optimal methods for transmitting information are determined. Managers sign only those documents that cannot be delegated to others. The use of standardized forms and templates is highly significant for saving time in preparing correspondence. In inter-organizational communications, returning received documents with responses is a widely applied practice.

According to experts, approximately 7% of work in the management apparatus can be mechanized using organizational and computing machines and communication tools. An important direction for improving managerial labor is the optimal organization of the workplace, which primarily involves arranging workspaces according to the characteristics of the tasks and the interrelation of departments while considering the importance of the tasks. Desks, equipment, cabinets, and filing systems should be placed conveniently and within easy reach.

Table 2

Characteristics of a manager's professional competence in the learning process

COMPONENTS	CHARACTERISTICS
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Content assessment	It is a system for studying and updating specialized knowledge aimed at continuous education, improving qualifications, retraining, developing the ability to learn knowledge and skills, and mastering creative research skills for acquiring and applying knowledge effectively.
Motivational Readiness	It reflects the ability to acquire knowledge, focus on tasks and solutions, and apply a creative approach in using the acquired knowledge.
Professional-Personal	It means that students must continuously update their knowledge to develop and enhance their professional qualifications and apply their knowledge effectively in practice.
Socio-Cultural	It refers to a system of value attitudes toward socially significant goals. To achieve this, important personal qualities of professional maturity must be developed during the learning process, including: goal orientation, the ability to acknowledge one's own mistakes, self-discipline and demands on others, respect and dignity, responsibility, emotional stability, curiosity about the world, competence, problem-solving ability, determination, readiness to take risks, and others.
Management Culture	It is defined by knowledge, skills, and values related to health preservation, as well as the functional, psychological, personal-creative, and communicative aspects of a manager's activity.

We can observe factors influencing modern leadership components through the following aspects:

Inability to Control Oneself: Leaders who cannot manage themselves-directly “terminate work,” resolve conflicts and stress, or effectively use their time, energy, and abilities-are unable to control others.

Unclear Personal Values: If personal values are not clearly defined for oneself and others, they may be misinterpreted. As a result, the efficiency of making and implementing management decisions decreases.

Unclear Personal Goals: A manager who cannot define their goals is unlikely to succeed in management.

Stagnation in Personal Development: The ability for self-development involves not only continuous learning but also the capacity to apply acquired knowledge in practice. In this regard, four main stages in a person's life can be distinguished. Recognizing the manager is essential, and it requires continuous improvement of overall personal development.

Inability to Solve Problems (Decision-Making): A key skill for a manager is the ability to make decisions quickly and correctly. Problem-solving is never a simple task, but relevant skills can be developed significantly.

Lack of Creativity at Work: Creativity in management is always highly valued. A creative individual is prepared to work effectively under conditions of uncertainty.

Inability to Influence People: Many leaders fail to influence others through power, forms of influence, or non-verbal communication (gestures, appearance, etc.).

Failure to Understand the Specifics of Administrative Work: A manager achieves results not through personal labor but through the work of others. Low organizational skills (inability to lead) limit a manager's capacity to harness the energy of team members and optimize work processes. They may also lack the ability to train others. Every leader should ensure the empowerment of those they manage. A good leader, among other qualities, also functions as a teacher.

The professional competence of a modern manager consists of the following components:

Motivational Component: a set of motives aligned with the goals and tasks of management.

Cognitive Component: the body of knowledge necessary for effective management.

Operational Component: a collection of skills and knowledge required for problem-solving.

Personal Component: a set of personal qualities crucial for management.

Reflexive Component: a set of abilities for forecasting, evaluating, slowing down processes, and selecting management strategies.

Motivational Component:

Social Motives: include perceptions of social ideas, interests, norms, and relationships (e.g., altruistic motives, the desire to create a good organization).

Cognitive-Intellectual Motives: reflect scientific and educational intentions related to the acquisition of professional, intellectual, cultural, and organizational knowledge and skills.

Professional Motives Driven by Job Interest: include opportunities to demonstrate creativity, engage with creative colleagues, and perform interesting work.

Self-Expression Motives: involve independence, self-awareness, self-improvement, overcoming challenges, and managing situations.

Utilitarian Motives: relate to personal welfare, income needs, or social status within a network that necessitates performing a particular task.

Cognitive Component:

This is a system of knowledge required for successful management. It includes general knowledge in:

Natural Sciences: modern natural sciences, ecology, mathematics, computer science, etc.;

General Cultural Knowledge: philosophy, history, cultural studies, economics, sociology, political science, law, etc.;

Psychological and Pedagogical Knowledge: management psychology, personality psychology, etc.;

General Professional Knowledge: management, social marketing, finance, currency and credit systems, etc.;

Specialized Knowledge: theoretical foundations of educational management, management methods, innovative management, personnel management, etc.

Research shows that many managers (70% of respondents) struggle to identify the domains of knowledge necessary for organizing successful managerial activities.

Operational Component:

A set of skills and knowledge that ensures managerial effectiveness.

Reflexive (Evaluative) Component:

A system of personal characteristics influencing managerial performance, including:

Goals and principles of leadership;

Perspectives on management objects;

Technological and methodological preferences in management activities;

Attitudes toward implementing specific management rules and procedures.

Managerial effectiveness largely depends on how successfully a manager performs their tasks. Contemporary managers must apply new scientific and technical solutions in labor and management organization, economically expand production capabilities, and integrate the roles of organizer, educator, researcher, and administrator.

The complexity of decisions and responsibilities requires managers to allocate their time efficiently across diverse tasks. Managers who focus only on current issues, without planning their activities, often lack time to address future tasks. Goal-setting must align with higher-level organizational objectives, as misaligned efforts may conflict with the overall system's functioning.

Maintaining an appropriate work pace and alternating types of work during the day is essential for high efficiency and full recovery of work capacity. Establishing a consistent pace and orderly execution of managerial tasks is critical.

A substantial portion of managerial time is spent on document handling. The volume of information (letters, orders, documents, etc.) is significant, making it essential to filter information effectively. Managers should receive only the information they can act upon, while a

secretary or assistant distributing information among staff can provide significant support. Such staff must be skilled and familiar with the functions of all departments and organizational units.

Proper allocation of responsibilities between the manager and subordinates enables efficient use of managerial time. Subordinates should be allowed to sign as many documents as possible within the scope of applicable legislation, which saves time and enhances initiative and responsibility.

Meetings and sessions occupy a crucial place in managerial work, consuming approximately 8% of working time. To organize meetings effectively:

Only issues resolvable by the team should be addressed.

Participants must have sufficient experience and knowledge of the topic.

Topics must be announced in advance to allow participants time for preparation.

The date, time, and venue must be communicated beforehand for proper scheduling.

The meeting leader should define its purpose and format in advance.

Creating an environment for free and productive discussion is essential. Managers should also allocate time for receiving visitors and conducting interviews. During interviews, leaders should elicit employees' intentions, ensure their requests or proposals are justified, and provide information on the purpose and duration of the meeting to allow adequate preparation. Establishing mutual trust is critical, considering both the manager's objectives and the employee's individual characteristics. At the end of discussions, managers should record outcomes and follow-up actions.

An important factor in managerial efficiency is organizing control over the implementation of decisions. Convenient control methods include recording assignments using time-bound cards or punch cards. Managers must create conditions for smooth operation of the entire team and management apparatus, as the efficiency of the management system and overall production depends on this.

CONCLUSION

All executives, directors, managers, administrators, and administrative leaders in companies, firms, enterprises, banks, and financial institutions with executive authority are considered managers.

Depending on their level in the management hierarchy, managers are classified into three categories: top-level managers, middle-level managers, and lower-level managers.

Top-level managers are responsible for defining the company's strategic direction and developing measures that are important for its future. In other words, they design and implement the company's overall framework.

Middle-level managers oversee specific aspects of the company's operations, such as production, sales, pricing, financial activities, introduction of new products, application of technology, and labor organization.

Lower-level managers organize work at the operational level, for example, within workshops or brigades, managing the execution of daily, weekly, and monthly tasks.

Managerial work is also significantly influenced by the direction of information flows within the enterprise and the efficiency of document circulation technology. Reducing the number of stages through which documents pass by consolidating them provides substantial benefits and eliminates unnecessary coordination. When coordination is essential, rearranging the sequence of document processing stages can also produce favorable results.

To minimize the time spent on document exchange, document flow technology is established, and optimal methods of information transfer are determined. Managers sign only those documents that cannot be delegated to others. The use of standardized forms and templates is highly important for saving time in preparing correspondence. In inter-organizational communication, it is common practice to return received documents along with their responses.

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