



Volume: 04 Issue: 07 | 2023 ISSN: 2660-454X

<https://cajitmf.centralasianstudies.org>

## Management Culture and Leadership Styles

<sup>1</sup> Azamjonov Ulug‘bek Usmonjon  
o‘g‘li

<sup>2</sup> Soatov Shaxzod Bahodir o‘g‘li

<sup>3</sup> Absamatov Azizbek  
Abdeshukurovich

<sup>4</sup> Murotaliyev Azizbek  
Maxammadaliyevich

**Abstract:** This article analyzes the manager and management style. Leadership qualities are listed and each one is explained separately. The dependence of leadership style on management culture is explained. In addition, the difference between innate and acquired qualities is explained.

**Key words:** management, culture, leader, methods, autocratic, demotactic, liberal, friendly, cultured, care.

Received 25<sup>th</sup> May 2023,

Accepted 25<sup>th</sup> Jun 2023,

Online 27<sup>th</sup> Jul 2023

<sup>1</sup> Senior teacher of Public Safety University of  
the Republic of Uzbekistan

<sup>2</sup> Cadet of Public Safety University of the  
Republic of Uzbekistan

<sup>3</sup> Cadet of Public Safety University of the  
Republic of Uzbekistan

<sup>4</sup> Cadet of Public Safety University of the  
Republic of Uzbekistan

**A manager is a highly qualified specialist** who has received special training and has thoroughly mastered the secrets and rules of management. A manager is a hired manager and belongs to a special social class.

Organizations (here, companies, firms, banks, financial institutions ) with executive power are called managers.

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

- senior managers;
- middle managers;

➤ lower level managers.

Senior managers are engaged in defining the perspective of the organization, developing important measures for its future. In short, the organization develops a plan and implements it.

Middle managers manage some aspects of the organization's activities, such as production, sales of goods, pricing, financial activities, development of new goods, application of technology, labor organization, etc. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.<sup>1</sup>

Lower-level managers manage the organization of work, the execution of daily, weekly, monthly tasks within the framework of a lower level, for example, a shop, department, brigade.

True, we can say that management of the organization is the duty of the owner. But it is not necessary for the manager to be the owner of the property. In this regard, it is worth remembering that the conductor who controls the orchestra does his job even if he is not the owner of the musical instruments. The task of management is performed by the owner of the organization himself or a manager hired but acting on behalf of the owner. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.<sup>2</sup>

As economic relations become more complex, the demand for managerial services increases, a special social category - managers, who are masters of their work, has emerged and has a special social status. 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 work.

in the performance of management functions and public production:

leader - manager;

leader - diplomat;

leader - coach, educator;

the leader is a person;

leader - entrepreneur;

a leader and innovator.

Every manager has his own management style. Style means a specific way of working, managing. From this point of view, it is necessary to distinguish the following concepts:

management style;

work style;

the leader's work style.

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

a set of methods and ways of a specific and relatively stable influence on subordinates by a body or a leader for the purpose of effective performance of management functions. For example:

<sup>1</sup> Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academia Globe: Inderscience Research*, 2(05), 427-431.

<sup>2</sup> Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 1-12.

working style of the country's governing bodies;  
 of ministry , committee, governors;  
 the court , the work style of the prosecutor's office;  
 enterprise , work style of shops;  
 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 concept.

The leader's working 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 this way in his own way, in the management process, in ways that are suitable for him, that determine his leadership style. Just as no two people are exactly the same, no two leadership styles are exactly the same. The style of leadership is formed in the relationship of leaders with their subordinates, in their mutual relations.

The style is determined by the intellectual capacity, qualities and individual characteristics of the governing body.

Depending on the characteristics of the leadership style, there are the following types (Table 1):

Authoritarian (autocratic, directive) leader;

Democratic (collegial) leader;

Liberal leader.

**Table 1 Characteristics of leadership types**

t r	Signs	Types of leadership		
		Authoritarian leader	Democratic leader	Liberal leader
1	2	3	4	5
1	When making a decision	A loner does not count on team opinion	They count on the opinion of the team	Works as directed
2	When communicating decision solutions to subordinates	Through written and verbal command, instruction	By invitation	By making a request
3	Distribution of responsibilities	Fully in the hands of the leader	By authority	Completely according to the opinion of the performers
4	To the initiative of subordinates	It allows	Encourages and uses	Fully supported
5	When selecting personnel	A supporter of getting rid of strong competitors	Targets hard-working, knowledgeable employees and helps them grow	Careless
6	In relation to knowledge	He thinks that he knows everything	Muttasil reads and demands the same from his subordinates	Careless, careless

7	In the transaction	Negative, keeps distance	Positive communicator and proactive	Does not show initiative
8	In relation to subordinates	He behaves according to his mood, nervous	Various: demanding, benevolent, concerned	Not demanding, polite
9	Regarding discipline	Strict, formal, superficial	As the occasion demands	Soft, superficial
	In relation to incentives	He is a supporter of encouraging often and punishing often	He is in favor of frequent punishment and frequent stimulation	No specific target

There is a balance between all three types of leadership, and under certain conditions, as the weight of one increases, the weight of the other decreases. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.<sup>3</sup>

Just as there are no two people who are exactly alike, there are no identical management styles due to the diversity of tasks. The leader works only in his own unique way, with the help of his own characteristics and qualities. In this sense, the style expresses the characteristics of the leader as a person, but also the characteristics of his activity. When managing people, the leader knows the team's final goal and directs it towards that goal. The leader must skillfully combine and direct the activities of specialists, understanding the essence of the work and studying it in depth.

Leadership style has a certain interaction with management methods. management method also consists of a set of methods and ways of implementing management activities, effective and purposeful influence on the management system, i.e. mechanisms of implementation of management functions.

But it should be noted that the method is an objective, independent and independent concept. The style, although it also consists of a set of influencing methods, differs from the method, it is determined by the subjective, individual characteristics of one or another leader.

For comparison, it can be said that although the music note is the same for everyone, but the playing style of musicians is different.

We can see this in the following examples. All managers should use the economic method of management in order to motivate employees. But some leaders focus more on individual motivation, while others focus more on team motivation. Some executives prefer to reward based on quarterly results, while others prefer to reward based on annual performance.

orders and orders. Even without these, issuing commands and vice versa, control functions can be performed successfully without commands. It is possible to issue an order and leave it unchecked, or to establish clear and practical control over its execution.

Thus, different leaders approach the implementation of certain methods with their own individual style.

At the same time, it would be wrong to think that leadership style has a completely individual basis . The leadership style is influenced by many objective factors, such as the laws and principles of management, uniform requirements for leaders, the social-spiritual environment in the team, and the methods used by top leaders in management. Therefore, the subjective and objective elements of the leadership style are mixed in the activities of each leader . Subjective elements of the leader:

<sup>3</sup> Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

work ethic and personal qualities;

customer , ability and interest;

knowledge , skills and abilities;

entrepreneurship and initiative.

and moral-cultural qualities of leaders shows that the first place is faith, a sense of personal responsibility for the assigned work, honesty, conscientiousness, kindness and attention to people. . The ability to make informed decisions independently and quickly, to be personally disciplined, hardworking, organized, and the ability to establish and maintain discipline in a team are highly valued.

the leadership style, sign and attitude towards subordinates (Table 2).

**Table 2 Classification of leaders according to leadership style**

No	Types of leadership	Explanation
1	Autocratic leaders	<p>This type of leader:</p> <ul style="list-style-type: none"> <li>does not take into account the opinion of the team when issuing orders, making decisions, punishing or motivating employees;</li> <li>keeps himself away from the team, limits direct communication with team members;</li> <li>cannot tolerate criticism of his inappropriate actions;</li> <li>likes to sharply criticize the actions of his subordinates;</li> <li>tends to give constant orders, to subjugate everyone unconditionally to his wishes;</li> </ul> <p>does not like to talk much, but when dealing with his subordinates, his leadership pride and arrogance are noticeable;</p> <p>he is in a sullen mood in front of his subordinates.</p> <p>So, an autocratic leader is a self-confident, ambitious, self-confident person who over-confident in his abilities and capabilities, and who strives to pass his judgment.</p> <p>If such a leader is out of control, there will be rudeness, arrogance, oppression, and coercion.</p> <p>However, the autocratic method of government cannot be called bad in every way. In some cases, due to the cultural level and low morals of the subordinates, choosing the autocratic style may also work.</p>
2	Liberal leader	<p>This type of leader:</p> <ul style="list-style-type: none"> <li>will be without will, without initiative;</li> <li>does not like to take responsibility;</li> <li>leaves the case alone;</li> <li>dislikes being strict with the office;</li> <li>is overly cautious;</li> <li>does not want to break contact with any employee;</li> <li>demanding zmas, weak controls;</li> </ul> <p>even if it does not directly allow abuses , it makes itself ignorant.</p> <p>Such a leader stands out for his susceptibility to external influence.</p>
3	Democratic leader	<p>This type of leader:</p> <ul style="list-style-type: none"> <li>performs management functions in accordance with the team's opinion;</li> <li>involves employees in production management, listens to their opinions, consults</li> </ul>



		<p>with them, takes into account their positive aspects;  treats everyone equally and sincerely, does not show superiority;  acts persuasively rather than commanding;  develops personal initiative and creative activity of subordinates and creates a  friendly and working atmosphere in the team.</p>
--	--	--

The mentioned leadership styles are not pure . In life, each leader's style of work 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 based on the actual situation and deal with the subordinates' unique personal feelings. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.<sup>4</sup>

Strict requirements are placed on managers and specialists working in market conditions. They should have high business and moral qualities, be an entrepreneur, organize a cohesive team and ensure that the interests of the state come together with the labor team.

Modern managers should have high qualifications, be able to see the future and have economic thinking that enables effective management, have personal discipline, approach the assigned task with a sense of responsibility, collect ideas, be creative and business-minded. must be.

should always be calm and self-confident, take initiative, take risks. Fear of responsibility is a sign of weakness. A person who is afraid of responsibility cannot be a leader.

A leader should treat his subordinates in such a way that they feel free to come to him for advice. It is necessary for the leader to know his subordinates well, to talk with them, to determine whether their skills, knowledge, and qualifications are suitable for the position they hold, and on the contrary, it is necessary to determine whether they use their knowledge, skills, qualifications, and moral qualities. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.<sup>5</sup>

You can't lead successfully without reputation, but reputation is built not by force, but by work, by showing by example how to work, by talking about how to do it, not only by insistence and determination . , can be achieved through knowledge and skills. A leader who does not have the art of management cannot ensure that the decisions made are effective. But a person is not born as a leader, but is formed in the process of work.

The leader's work style affects the final results of the organization's activities through production management tasks. Each of them has an integral effect on other tasks and acts as a connecting link that is part of the single mechanism of influence of the method on profit and indicators summarizing the enterprise's activity. The system of interrelationship between style and production results is realized through the knowledge and skills of leaders, management process technology, labor discipline and is related to the management method used by the leader.

**Leadership qualities** are positive feelings, good qualities or characteristics that a leader should have . It has been observed in the experience that people have different qualities and different behaviors depend in many ways on the liquid substances circulating in the human body.

According to Hippocrates, a great figure of ancient medicine, if blood occupies the main place in the human body, such a person is mobile, light, quickly gets used to the exchange of impressions,

<sup>4</sup> Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

<sup>5</sup> Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

immediately and enthusiastically intervenes in the events happening around him . his opinion is not in vain.

**Sanguines:** These are the people Hippocrates called sanguine (cheerful people). It comes from the Latin word "sanguinis", which means "blood". Sanguines are characterized by emotional (passionate) characteristics. They are:

quickly gets along with new people;  
one type of work to another;  
the same way;  
easily adapts to new conditions;  
whistle \_  
movements are violent;  
speech is fast;  
to the future with confidence;  
their words clear and meaningful and speak with gestures.

Sanguines quickly forget past unpleasant events in the work process. They tend to overestimate their own strength and abilities. Managers can achieve a positive result if they are strict and demanding with sanguine rather than negatively evaluating their performance. Sanguines are people who aspire to higher positions.

**Phlegmatics:** If a person is dominated by phlegm, then such people are heavy, immovable when kicking, their moods and aspirations are quite stable, and they look indifferently at the events and impressions of life. Such people are called phlegmatic. The ancient Greeks called mucus "phlegm". They are:

effectiveness is weak;  
they move slowly from one type of work to another type of work;  
active ;  
new conditions with difficulty;  
movements and speech are slow;  
an unfortunate event occurs;  
are patient , resilient, calm when speaking, talk to other people without excitement.

Phlegmatics are characterized by endurance, tenacity, self-control. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.<sup>6</sup>

<sup>6</sup> Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

**Cholerics:** According to Hippocrates, if saffron bile predominates in a person, such a person will be quick, determined, active. Hippocrates called this category of people choleric (blood-curious people). The ancient Greeks called bile "choley". Cholerics are people who can work in a high spirit, overcome obstacles, and their enjoyment of work can change quickly as soon as the mood is disturbed. They are quick-tempered, self-loving, fast-talking people, and are distinguished from others by the change in the tone of their speech. Cholerics have the same level of restraint as Sanguines. He behaves properly towards the leader and other people.

**Melancholics:** Finally, Hippocrates distinguishes another type of people whose condition and mentality are not the same. They are more prone to bad moods, laugh hard at trifles. The great doctor called such people melancholics. In the ancient Greeks, the word "melancholic" meant "black bile". They are:

has a very sensitive nature;

easily tired and self-confident;

carefree, but very sensitive;

extremely rude;

very little;

activity is slow, shy, poor;

tears flow from his eyes for trivial reasons;

are people who have difficulty getting along with new employees.

Melancholics successfully complete the tasks set before them in favorable conditions. If the conditions at work, that is, the situation changes, there is a difficulty, they take shelter.

The leader must meet a number of requirements. The word "leadership" is given various meanings in explanatory dictionaries, such as managing, advising, monitoring, directing, and instructing. It can be seen that there are a lot of requirements that managers (leaders) have to meet in the present era. They can be divided into the following five major groups (Table 3).

**Table 3 Requirements for the leader**

	Requirements	Explanation
1.	Spiritual maturity	<ul style="list-style-type: none"> <li>- political maturity ;</li> <li>- legal maturity ;</li> <li>- moral maturity;</li> <li>- high level and consciousness;</li> <li>- enlightenment;</li> <li>- civility;</li> <li>- the ability to educate employees in the spirit of patriotism;</li> <li>- feeling of personal responsibility for assigned work, honesty, conscientiousness, ability to subordinate personal interests to collective interests;</li> <li>- to be kind and attentive to people;</li> <li>- principled ability to support initiative and progress;</li> <li>- to be resistant to criticism, to be able to criticize oneself.</li> </ul>
2.	Discipline and attitude to work	<ul style="list-style-type: none"> <li>- diligence;</li> <li>- ability to establish discipline among the team;</li> <li>- being able to cultivate hard work in others;</li> </ul> <p>The carelessness of a single leader can affect the lives of hundreds and thousands</p>



		of people. It is impossible to compromise with the work style of this category of leaders
3.	Level of knowledge	<ul style="list-style-type: none"> <li>- knowledge of the economy;</li> <li>- knowledge of technique and technology;</li> <li>- knowledge of management science, functions and structure;</li> <li>- the ability to know the perspective, etc</li> </ul>
4.	Organization ability	<ul style="list-style-type: none"> <li>- ability to choose employees and ensure their effective use;</li> <li>- know how to teach and train subordinates to work;</li> <li>- being able to create a cohesive team;</li> <li>- aspiration towards the goal;</li> <li>- not to lose the ability to control in unexpected situations.</li> </ul> <p>"There is no such thing as a bad company or organization, but there are bad leaders." This phrase means that if a poorly functioning enterprise is given a leader who manages the team well, has high organizational skills, is hardworking, demanding, and knowledgeable, he will quickly add the enterprise to the ranks of good enterprises. If a well-functioning enterprise accidentally gets a leader with poor organizational skills, on the contrary, that enterprise will gradually decline. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.<sup>7</sup></p>
5.	Management efficiency to provide	<ul style="list-style-type: none"> <li>- the ability to organize management collegially;</li> <li>- the ability to speak briefly and clearly about work;</li> <li>- ability to know letters, orders, orders related to work, to obtain necessary information for work from various sources;</li> <li>- the ability to listen to leaders and subordinates;</li> <li>- the ability to make informed decisions independently and quickly;</li> <li>- the ability to ensure the material and moral interest of employees in the implementation of plans;</li> <li>- being able to ensure control over the execution of the decisions of the management body;</li> <li>- the ability to improve the management structure, etc</li> </ul>

There are many criteria that define the qualities of a leader. However, the following positive qualities stand out among them:

**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. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of —relations contrary to the charter" is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.<sup>8</sup>

<sup>7</sup> Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

<sup>8</sup> Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of "Relations Contrary to the Charter"(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

**Patience** - such a leader understands well that success cannot be achieved overnight. He knows that it can be achieved only by being patient and persevering and overcoming difficulties with perseverance. Abdullah Awlani said about endurance and patience:

A judge was asked: "What is the way to keep people away from you?" He said: "Patience and gentleness." And he asked: "How to solve difficult things?" they asked. He said again, "With patience and gentleness!" he answered.

Good will - such a leader is benevolent and gracious, and always has good intentions towards people. He tries to overcome his dissatisfaction not by competitive means, but by benevolence. His motto in life is not envy, but:

At this point, it is appropriate to emphasize the following words of wisdom. There is no cure for three ailments:

from laziness ;

enmity born of envy;

to the illness caused by the boss .

**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 for the best they can achieve. he knows well that he will be deprived of things. 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 adds strength to their performance.

**Humility** - this leader understands that humility is almost always a good match for talent, and a lack of humility is a sign of ignorance.

They are a humble leader:

himself above others;

science or work;

let them respect the little ones equally;

people lighten their burdens;

polite ;

that he always behaves in a simple way no matter what he is in;

they are not famous.

**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 very well that it will not work.

According to the sages, there are ten signs of politeness.

They are as follows:

honesty \_

mind \_

science \_

hilm ( gentle),

nobility ,

beautiful verb

goodness \_

patience

gentleness \_

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 virtues 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. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.<sup>9</sup>

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

Complacency - 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 miserable, that he finds respect and lives carefree, and that contentment is the foundation of honor, an eternal treasure that does not die, a tree that does not wither, and wealth that does not suffer. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.<sup>10</sup>

Greed also comes from dissatisfaction. A greedy leader does not shrink from various vices to make his dreams come true, he is not afraid of any sin, he does not lie, he takes false oaths to prove his lie. Many greedy people have little integrity and become greedy.

A man said to his son:

➤ He trained your desire in such a way that it would listen to your command.

The boy asked:

➤ When can I be smart?

"When you are in control of your lust," he said.

Of course, it is very difficult for one person to fully possess all of the above-mentioned positive qualities of people. But all leaders should strive to have such qualities. But the virtue of being authoritative is undoubtedly necessary for any leader.

<sup>9</sup> Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

<sup>10</sup> Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in *Library*, 21(1), 14–17.

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, subordinates, and other leaders who have equal rights with him.

Reputation is gained by honest work, initiative and responsible attitude to one's task, demandingness and care for team members, deep knowledge of one's work.

It should be remembered that the position of service does not bring prestige by itself. A leader should not view the position of service only as a way to enjoy certain benefits.

If the leader does not comply with these requirements, he may allow the following negative events in his leadership method, and ultimately, it may cause him to lose his reputation and remain in the public eye (Table 4).

**Table 4 Elements damaging the leader's reputation**

T	Negative elements	Explanation
1.	Bureaucratism	<ul style="list-style-type: none"> <li>- the developed rule does not leave the scope of the manuals, it considers it as its only purpose;</li> <li>- treats people in a way;</li> <li>- increases red tape;</li> <li>- approach management with old methods;</li> <li>- buries the essence of work with formality;</li> <li>- avoids solving the problem , personal responsibility.</li> </ul> <p>Bureaucracy:</p> <ul style="list-style-type: none"> <li>- stifles the initiative and bold ideas of the team and the individual;</li> <li>- collects personnel suitable for his meen around him;</li> <li>- tries to get rid of smart , capable personnel.</li> </ul>
2.	Locality	<p>Leaders suffering from this "disease":</p> <ul style="list-style-type: none"> <li>- they approach work from a narrow network, narrow functional point of view;</li> <li>- they lack political and moral maturity;</li> <li>- they cannot see far;</li> <li>- they seek to be used at the expense of others;</li> <li>- they allow breeding, familiarization, and breeding.</li> </ul>
3.	Stuttering	<p>Such a leader:</p> <ul style="list-style-type: none"> <li>- cannot independently solve even the most uncomplicated issues, seeks to agree with the higher management;</li> <li>- is lazy in everything;</li> <li>- huddles in the office and is busy with paperwork.</li> </ul>
4.	High flying	Such a leader:

		<ul style="list-style-type: none"> <li>- exaggerates his small, inconspicuous success, makes a fuss;</li> <li>- likes to hear praise from higher authorities;</li> <li>- wants to speak, write in the press, appear on TV;</li> <li>- strives to make a fuss about false initiatives, to organize work for the economy instead of creative research;</li> <li>- instead of working , he is engaged in makeup and writing...</li> </ul> <p>For leaders of this category, it is characteristic to highlight shortcomings and problems, exaggerate their services and praise themselves.</p>
5.	Another negative defects	<p>There are other negative aspects of the leadership style, although rare, that are always encountered and are detrimental to the overall work, and these are:</p> <ul style="list-style-type: none"> <li>- selfishness;</li> <li>- arrogance;</li> <li>- boasting;</li> <li>- greed;</li> <li>- evil, cruelty;</li> <li>- flattery;</li> <li>- diligence;</li> <li>- greed, selfishness;</li> <li>- cunning;</li> <li>- jizzakiness;</li> <li>- parenthood;</li> <li>- malice;</li> <li>- lack of evidence;</li> <li>- stinginess;</li> <li>- careerism, etc</li> </ul> <p>If we realize that there are such negative defects, even if we see them, it is often difficult to get rid of them. Because if any person, especially a leader, is told about this quality or the inaccuracy in his work style, he will naturally be displeased.</p> <p>Therefore, the struggle to eliminate such defects is not very easy and smooth. It requires daily work, consistency and perseverance.</p>

Yes, it is necessary to eliminate negative defects in leadership style. For this, it is necessary to pay attention to all elements of management. First of all, the leader should be free from the above defects and organize his work style on the basis of the following positive qualities:

It is necessary for the leader to skillfully use his rights and authority to coordinate the public interests with the personal interests of the team and employees. But personal interests should be subordinated to public interests without harming the interests of the state. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many

additional opportunities for the average user, and can also ensure the growth and development of the market.<sup>11</sup>

- Production can be managed well only by a leader who has a reputation in the team. At the same time, it should not be forgotten that reputation is gained not only by the position of the service, but also, first of all, by knowledge, experience, attitude to work and employees.
- The leader should be calm, able to control himself in any situation, polite and polite. He is obliged to be able to control his behavior, control his moods and emotions, and set an example for his subordinates.
- Not everyone likes the order. Therefore, the order given to subordinate employees should not only be in the form of a direct order, but also in the form of assignments and tasks, advice. At this point, it is useful to know the following exemplary method of operation.

Although Owen Young held the position, he never commanded any of his subordinates in a commanding tone. He preferred to advise rather than command. Such mild treatment, firstly, brought great honor to Owen himself, and secondly, ensured that the work of the office always went smoothly. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.<sup>12</sup>

Young never said, "Do it this way or that way," or "Don't do it this way or that way." Instead, they are used to dealing with things like, "If you think about it," or "Do you think it would work out that way?"

Should listen carefully and respectfully to the opinions and advice of the subordinates, even if he does not personally agree with these suggestions, he should calmly listen and discuss them.

Whenever Yang needed to send a letter to an organization, he would write the text of the letter from beginning to end, and at the end he would turn to his employee with the following question: "What do you think about the text of the letter?" If an employee has prepared the text of the letter, and after reading it, if they find something wrong or do not like it, instead of pointing it at the employee, they think in the way of advice: "Maybe we should write the text of the letter a little differently, what do you think?" you say?" In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.<sup>13</sup>

Yang never gives instructions to his employees about what to do, he allows them to do their tasks independently. Independent action encourages students to learn from their mistakes and make a habit of not repeating them.

<sup>11</sup> Usmonjon o'g'li, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. *INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY*, 2(5), 230-235.

<sup>12</sup> Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in *Library*, 20(3), 21-27.

<sup>13</sup> Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in *Library*, 20(4), 231-235.



Indeed, such an attitude teaches employees to be independent, to quickly correct mistakes and to complete the work thoroughly. In addition, this method never humiliates the dignity of workers and especially instills in them firm confidence in their capabilities and skills, enthusiasm for work.

So, if the leader wants to arouse the feeling of warmth and respect in people, he should give up negative qualities, i.e. the tone of commanding and giving instructions, and give advice and get opinions from them. Then he will enjoy the general work more.

must strictly insist on discipline and order and should not ignore any wrongdoing of the subordinates. Demanding is the foundation of education and the strongest foundation of conscious discipline.

So, the positive qualities of a leader, such as the ability to manage people, care for people, initiative, determination, independence, demandingness, the ability to consult with subordinates, go beyond one's word, can get rid of negative defects in him. will help.

The leader should try not to be drawn into the trap of negative defects. In order not to be deprived of the position he holds, he must observe the following ten rules:

1. Bury yourself up to your ears in work as much as possible. Do everything you can to increase your company's customers.
2. Learn the computer.
3. Learn a foreign language.
4. Organize your archive. Write down the addresses and telephone numbers of necessary organizations and people. They are needed in emergency situations.
5. Always say yes. Try to do everything. Even if you don't have the ability, try to do something you haven't done before. The shortest way to lose a job is to say, "That's not my job." Refrain from saying such a word.
6. Know how to gesture beautifully. Show that you are ready to spare no time to get the organization out of this situation even when it is in crisis.
7. Continuously improve your skills.
8. And courteous in your dealings with people. A unique, gentle, friendly mood improves the atmosphere in the team, strengthens mutual trust, encourages people to cooperate.
9. Try to know and do something that others don't know and can't do. It will be an excellent light upon light.
10. Working time should not be only, for example: from 8<sup>00</sup> to 17<sup>00</sup>. If you are at work in the morning before or after working hours, know that this will not be ignored either.

In addition, in order not to lose the position, the leader should not consult with the following persons. They are:

Ignorant - leads you astray.

The enemy thinks that you will be harmed.

Jealous - only admires that you make mistakes. They are like flies that aim to stay in a healthy part of the body and land on a wound.

Coward - will hold you back from boldness.

A miser is eager to accumulate wealth and does not benefit anyone from it.

Indulging in lust is a prisoner of lust, and is unable to escape from the net of lust.

Liar - distorts your opinion.

### Summary

In conclusion, it should be said that the leader's ability to manage people, care for people, initiative, determination, independence, demandingness, the ability to consult with subordinates, and the ability to go beyond one's word are positive. virtues help to get rid of negative defects in it.

### Literature

1. Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.
2. Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 1-12.
3. Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. *INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY*, 2(5), 230-235.
4. Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 5-12.
5. Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in *Library*, 20(3), 21-27.
6. Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.
7. Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in *Library*, 20(4), 231-235.
8. Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.
9. Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in *Library*, 21(4), 86-101.
10. Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.
11. Абдуллаева, М. (2022). Introduction of digital technologies into educational processes: theory and practice. in *Library*, 22(1), 133-141.
12. Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of "Relations Contrary to the Charter"(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.
13. Абдуллаева, М. (2020). Инновационная экономика Республики Узбекистан: достижения, проблемы. In *Library*, 20(1), 12-15.4.
14. Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

15. Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.
16. Oyniso, A. (2023). Scientific Interpretation of the Problem of Negotiation in the Works of Eastern Scientists. World of Science: Journal on Modern Research Methodologies, 2(3), 138-148.
17. Oyniso, A. (2023). The Views of Eastern Scholars Regarding Entering Into Negotiations. Web of Scholars: Multidimensional Research Journal, 2(5), 151-156.
18. www.library.ru

