

**FORMATION OF THE IMAGE OF THE HEADS OF THE STATE BODIES
IN UZBEKISTAN: PROBLEMS AND REMEDIES**

Kodirova Sharifakhon Asratulloevna*

*PhD Student,

Academy of Public Administration under the M President of the Republic of Uzbekistan

UZBEKISTAN

Email id: @mail:sharifa_k_93@mail.ru

DOI: 10.5958/2249-7315.2022.00213.1

ABSTRACT

This article is devoted to the analysis of the problem of forming a positive image of the heads of various state institutions in the views of employees and citizens, as an important political resource of the state in the development of the country. The article outlines the main problems identified through a survey and analysis of the activities of managers; the qualities of a leader necessary for the formation of a positive image in the views of employees and citizens are also revealed. Accordingly, the main recommendations have been developed and presented.

KEYWORDS: *Heads Of State Bodies, State Power, Image, Formation Of The Image Of State Power, Formation Of The Image, Problems Of Forming The Image, Qualities, Positive Image.*

INTRODUCTION

Today, we understand that the heads of the state bodies have a major role both in shaping the activities of his employees, achieving goals, in creating a corporate culture and a psychologically comfortable working environment. And, accordingly, in order to influence and form the instrumental (achieving goals) and emotional (environment, culture in the team) aspects of work, the heads of the state bodies must have an authority, and this, in turn, means that he must form a positive image in the mind as its employees and citizens.

A positive image of a leader is an important resource for him, using which he can achieve greater success in the work of the team in a short period, and the employees themselves are more interested in working with such leaders, they receive from this the motivation necessary for effective work. In addition, a positive image of leaders is perceived by citizens as a positive image of the organization as a whole. Thus, forming a positive image, heads form public opinion and determine the behavior of the people. In this regard, further we will focus on the problems and opportunities for forming a positive image of the heads of the state bodies.

First, let's define the category "head". The head is a person who, by virtue of the law or other regulatory legal acts, the constituent documents of the organization, manages the organization, a separate structural unit, or performs the functions of its sole executive body [1]. This definition shows the official side of leadership, and is acceptable, in our case, for the leaders of various levels of government bodies.

Today, the most important part of leadership, which, in our opinion, is undeservedly given less attention, is the emotional functions of the head - motivating employees, creating the necessary culture, atmosphere in the team, etc., because this, in turn, forms a positive image of the head. In this regard, the following definition of a head is significant - as a head who knows how to organize people, manage them, monitors the performance of work and helps to see mistakes and miscalculations [2]. Following this direction, we can say that a leader today is a person who,

through a socio-psychological approach, including the formation of a positive image, organizes people and processes, while achieving the goals set and creates an effective corporate culture profile in his team.

Speaking about the image, it is necessary to clarify this concept. E.B. Sixpal notes that the image of political leader is one of the three important components of the image of state power [3]. Those the process of forming the image of state power in the minds of people must begin with the formation of a positive image of different leaders.

This is also confirmed by researchers who note that in public opinion, the mechanisms and functions of power, institutions of power, the roles and actions of specific persons (leaders) endowed with power are weakly distinguished [4]. Those, it can be assumed that there is a mixture and generalization of the image of power, power structures and heads that are perceived by citizens.

In turn, O. Shmelev, based on the theory of activity of A.N. Leontieva notes that the image of political power reflects the knowledge, ideas, opinions, assessments, expectations, emotions, demands of the individual to power. The author also draws a conclusion about the selective nature of the perception of the properties of an object, which depends on the personal characteristics of the subject (system of values, motives, attitudes, interests, needs) and individual experience. [5]

At the same time, when creating the image of a head, various factors are distinguished. V.M. Shepel offered three sets of elements to create the necessary image: 1. Natural qualities; 2. Qualities instilled by education and upbringing; 3. Qualities acquired with life and professional experience [6]. In general, a complex of socio-psychological qualities is necessary for leaders to form their positive image.

In order to assemble a complete picture, taking into account cultural factors, the results of our analysis and survey will be presented below.¹ civil servants who described a leader who creates a positive image. For the purpose of systematization, we divided the qualities into three main groups (Personal, Professional and Team qualities).

TABLE 1 THE QUALITIES OF A LEADER, NECESSARY FOR THE FORMATION OF A POSITIVE IMAGE

<i>Personal qualities:</i>
1. Neat, neat, “richly” dressed;
2. Psychologically stable;
3. Optimistic: often smiles, focuses on good events and sides of people;
4. Spiritually developed, constantly working on himself, learning something new
5. Feels responsible and does what is said without forgetting promises;
6. Go in for sports and eat right;
7. Humanity - understands the feelings, condition of other people, is ready to support his employees.
<i>Professional skills:</i>
8. Effectively manages time;
9. Possesses effective communication skills – i.e. achieves the goals of communication, taking into account the interests of the other party, follows the ethics of communication;
10. Efficient: knows how to organize the process and people in order to achieve the set

goals and get the result;
Team qualities:
11. Has a sense of humor, and is the "soul of the company";
12. Engaged in public affairs;
13. Respects employees and knows how to motivate them;
14. Has a good relationship with others and employees, often communicates with them. Does not criticize employees near someone, but if necessary, says it personally.

Apparently, these aspects of the head are very important for subordinates, in this regard, they are noted about them. Definitely, this is a lot of criteria, but, given the responsibility of leaders, - and not a lot. And if you pay attention to the number of points in each group presented above, it is easy to see that the largest number of them is in the Personal qualities group, then Team and after Professional skills. In the same order, it is worth starting work on the formation of the managerial potential of the head.

However, in response to the question: "What needs to be done to form a positive image of the heads of the state bodies in the minds of employees and citizens?", 97% of the public servants who were surveyed said that a number of problems that hinder this need to be solved. In this regard, below we will present a general list and explanation of the problems that were noted by the interviewees and which were identified as a result of the analysis of the activities of managers.

- 1. Inefficient management system.** The organizational structure of the majority of state bodies is arranged in such a way that there are a large number of executive staff, and the staff of direct executors is quite limited, which leads to low efficiency and effectiveness of state bodies. In addition, the term of office of managers is not specifically scheduled, or it is scheduled, but in practice it is not followed.
- 2. Assignments not included in functional duties.** In the process of interviews with the heads of middle and lower levels of state bodies, it was revealed that on average they receive more than 20 assignments per day, while about 8 of them are not included in their functional duties. Also, these 8 assignments take up about 37% of their time, which reduces the effective performance of their duties as a leader, leaving no opportunity to pay attention to more important tasks.
- 3. Lack of authority.** Heads of state bodies are often tasked with tasks for which they do not have sufficient authority, which, ultimately, is reflected in the quality of their work. As a result, their authority among employees and citizens decreases, this leads to the formation of a negative image of the leader in the minds of people, and through this people negatively perceive both the state body and the state power as a whole.
- 4. Lack of an effective profile of the corporate culture of each state body.** Each organization must define the mission, vision, goal, strategy, values and rules of the organization, in this case, each employee and managers will understand their contribution to the common goal, feel the compliance of their goals, values with the goals and values of the organization, understand where this organization is striving and what everyone should do for this, feel involved in something important, the formed collective spirit will motivate him to work more efficiently.
- 5. Lack of managerial skills.** The head of the state bodies have a desire to do a lot, but sometimes he lacks the appropriate skills and knowledge for this, which hinders effective management, delegation of authority and motivation of employees.

6. *Insufficient level of communication skills.* Gaps in communication with employees and with the public prevent managers from fully understanding the thoughts, feelings and expectations of another person, some managers use words that affect the personality of employees when communicating, raise their voice (in front of their other colleagues and citizens), which also affects the decrease in their motivation and the formation of destructive relationships.

7. *Factors leading to corruption, conflict of interest.* These factors have both cultural prerequisites and objective and personal reasons. The first group includes: the desire to be useful to others, the inability to say “no”, the second group, according to civil servants, includes insufficient wages, instability and the uncertainty of tomorrow, an insufficient level or lack of a full-fledged social package, low legal awareness of corruption and conflicts of interest and also personal insecurity, fears and anxieties.

Based on the problems analyzed above, we offer the following recommendations for their solution:

1. To strengthen public control and develop a system of holding accountable for instructions from a higher standing body to the leaders of a lower standing organization that is not part of their functional duties. Develop a system of anonymous survey of the heads on assignments. Accelerate the transition from verbal to written orders.

2. Periodically conduct research on the functional analysis of public authorities, based on the results obtained, revise the powers and optimize functional responsibilities. Since the process of transformation of society is taking place at a rapid pace, it is necessary to adapt the powers and responsibilities of the relevant state bodies. In addition, it is required to reduce the number of management staff, increasing the direct executors, which will ensure the timely execution of the tasks.

3. In all state bodies, unify salaries based on the ranks of employees, and establish a system of bonuses based on KPIs.

4. Raise the social and legal culture of the public to understand the conflict of interests of civil servants and explain that each civil servant works to achieve the tasks assigned to him, and that they do not influence the activities of civil servants in their personal interests.

5. Actively introduce an outsourcing system in public services, which will contribute to the fulfillment of part of the tasks of the state body by professional groups.

6. Establish a staff of psychologists in each state institution who will conduct socio-psychological studies of the climate, workplace environment, identify factors that hinder and promote conflicts of interest and make suggestions necessary for the effective work of employees, provide individual counseling for the purpose of emotional unloading, conduct trainings on development of managerial and communication skills, as well as the formation of a positive image in the minds of citizens. In addition, psychologists must create an effective corporate profile in the organization with the participation of managers and convey it to the rest of the employees and even to the public, ensuring work with the public.

In general, it should be noted that the head is the one who sets the rhythm in the team, organizes the process and activities of employees, predicts ahead, thinks globally, but acts here and now. This is a person who, with his personality, charisma, behavior, influences people and the achievement of goals. Therefore, the formation of a positive image of the head as a tool to increase their "influence" is very important in public administration.

Based on the above analysis, we can conclude that in order to form a positive image of heads, it is necessary, first of all, to solve problems related not only to the personal qualities of the leader, his professional skills, but also the complexity of the state power system itself, the range of powers

given to them. We believe that the implementation of the above recommendations will directly affect the formation of a positive image of the head in the conditions of modern Uzbekistan. This will allow state bodies and authorities to use this resource in consolidating the forces of not only civil servants, but also citizens, as the main accumulator of development during today's transformations, on the verge of which we are standing.

REFERENCES:

1. Kim ESh. Young leaders of business organizations as a socio-professional group: a sociological analysis. Scientific and methodological electronic journal "Concept". 2017. P.39.
2. Tlekhurai-Berzegova LT, Buller EA. Adyghe State University. The activities of the leader in the management structure. Colloquium-journal, 2019;2(26):31-35.
3. Shestopal EB. Formation of the image of a public figure: key factors. Humanitarian portal, 2011. [Electronic resource]:<https://gtmarket.ru/laboratory/expertize/4265>(date of access 23.02.22).
4. Levada Yu. The phenomenon of power in public opinion: paradoxes and stereotypes of perception. Monitoring of public opinion. Economic and social changes. 1998;(5):915.
5. Shmeleva OYu. "The image of the state" as a category of political science: theoretical and methodological aspects of the study. Politeks. 2017;13(4):25-27.
6. Shepel VM. Imagology. How to please people. Moscow: National Education, 2012. pp. 36–39.