



Communication as a Social-Psychological Mechanism of Management

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Annotation: *Each leader should recommend the reward based on the quality of the work performed by the employees. The issue of incentives should be decided in agreement with the deputies. Otherwise, conflicts and conflicts may arise. In the enterprise, organizational responsibility serves as the most important stimulus.*

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One of the most problematic issues in a leader's work is the conflict and disputes with employees. Well-known psychologists on this issue are A.A. Ershov (Person and team: Elimination of interpersonal conflicts in the team), I.M. Kichanov. (Controversies: for and against.), Smolin G.L. (Principles of Conflict Studies) have done several things. Our main goal is to form a constructive attitude towards conflict in leaders, to make them understand that conflict is the main tool of management, and to explain that it is difficult to manage the team's work properly if conflicts are not eliminated. Some leaders do not deeply study the mechanisms of conflict, while others avoid conflict and become indifferent.

Each obligation and right must be balanced with each other, that is, each obligation must be guaranteed on the basis of the right. Conflicts may arise if there are not enough products in production. Conflicts also arise when the work stops. The leader must act to prevent this. In places where work is done as a group, the absence of one worker can have a negative effect on the whole team. Another worker does not want to replace an absent worker, "why should I replace him?" may make demands such as "it is not my responsibility". In this case, a conflict may arise between the leader and the employee.

The more deputies under the leader, the less visible each of them is to the boss. Because the leader leads them chaotically. Some leaders delegate all work, even management, to their deputies. He runs away from responsibility. But if work is carried out in this way, conflicts may arise. One of the sources of the conflict is the lack of correct and clear distribution of tasks in management.

Three types of interaction between organizational-technological and economic services can be distinguished:

1. Prioritization of organizational and technological goals. For example, in positions such as chief engineer, deputy director, this priority is strong.
2. Priority is also in the economic system. Because all organizations are seen on the basis of economy. For example, artels, private production, cooperatives.
3. Organizational-technological and economic goals should be equal. If one (Chief Economist) becomes boss



over the other (Chief Engineer), conflict may arise. Therefore, it is desirable that these positions have equal rights.

There are also informal groups in social psychology. People in this group are very organized with each other. Because their characters and interests match each other. Such informal groups are formed during the break. They drink tea together, discuss with each other, share their views, and tell anecdotes. An association of 7-8 people unites through communication. As a result, an informal group is formed.

Such groups are organized spontaneously before holiday concerts, in recreation areas, when gathering at home in the evening. A person's emotional and temporal capacity is limited. Therefore, a person can communicate with only 7-8 people together. Therefore, in a large team, conflicts between the leader and the employees quickly arise. An informal group is a part of the social and psychological structure of the organization. The informal group has a very strong influence on the members.

Conflicts may arise if the leader makes different demands and the group members make different demands. The morale of the team may be disturbed. Psychological research shows that positive feedback from group members is even better than the best reward. It is worse to lose the respect of the group members than to receive a warning.

The more organized the group is, the more likely it is to go into conflict with the leader. Because the team protects the member of the group. Therefore, a leader should not lead a single person, but a whole group. Without the knowledge of the group, it will be difficult for the leader to manage this team. Therefore, informal groups are always developing and deepening. Because the conditions that give rise to it are people's interests, views, and understanding of each other. If people in a group have the same cultural level, such a group becomes a referent (organized) group. People in the reference group quickly develop attraction and sympathy towards each other.

When a newcomer to a group is not well received by the group, conflict arises when their views do not match. Conflicts in the group will be eliminated due to the stabilization of communication. The group will have its own rules and regulations. The members of the group must definitely obey him. Otherwise, there may be a conflict. Norms and rules in a group help a person to find his place in this group, occupy a position. In conclusion, leaders should consider the opinion of group members and support the opinion of the group. Only then will the morale of the team improve, and conflicts will decrease.

Leaders emerge from each group. While the leader is an administrator who is approved by order from above, the leaders are considered informal superiors. Group members do what this informal leader tells them to do. He expects him to lead all the work and give advice. Therefore, the appointed leader of the team should work in cooperation with the leader who has matured from within the team.

Informal leaders can be different at work, different when going fishing, different in organizational activities. Therefore, there can be several informal leaders within one group. It is easy for the leader to influence the group through these leaders. A leader and a leader always work together to achieve better results. But in some cases, the cooperation between the leader and the leader can turn into a conflicting opinion. They can't make a friendly relationship for a long time. Because the leader does not always fulfill the demand of the group. Or vice versa, the group members do not always fulfill the leader's request. Then conflicts arise. In order to eliminate this conflict, the leader must act again. He must coordinate the leader and the group members. In some cases, the leader may interfere in administrative affairs, and the leader may interfere in the internal affairs of the members of the group. While the informal leader protects the interests of the group members, the leader protects the interest of the organization. The



interests of the organization and the interests of the members do not always coincide. Organizational-technological and economic systems do not always correspond to each other. The work of the team will be better if the members of the team do the work they are doing together as if it were their own work.

The conflict that is born in the person will be effective if it is properly directed to the goal. Target conflict consists of several stages. At the first stage, the conflict is based on personal goals. In the second stage, some parts of the conflict situation are analyzed, while correcting the purpose of the conflict situation. Will be the organizer of the conflict. In conflict, goal-directed actions arise. If the target is not reliable, it loses its power. Different goals require different methods for their achievement. Also, a non-reliable target is a “declarative target”. For example, by demanding one thing, another thing is implied. When a person creates a conflict, he pretends to be acting in the interest of others, but in fact he is acting in the interest of himself. Behaviors in conflict are not only goal-oriented, but realistic in nature. The level of intelligence, knowledge of the production problem does not guarantee the correct vision of the situation to resolve the conflict at the moment. When a person is in conflict, he may act on the basis of incomprehensible motives. Therefore, at the time of conflict, a person must have a clear goal and understood motives (basis). In order to resolve conflicts, it is necessary to work for the benefit of the whole community, not just for personal benefit. Our ideal self never matches our real self.

Perception of the objective plan of the conflict situation. You need to be able to feel the limit when eliminating the conflict. In other words, it is necessary to have the ability to determine the border between “waiting” and “acting”.

Low self-esteem leads to being passive: in fact, he needs to be able to take an active approach to events, to be able to demonstrate the behavior expected by others. For the opponent, giving a high self-esteem leads to not being able to correctly perceive the conflict situation, expecting a quick and easy victory, while giving a low self-esteem leads to an increased perception of the complexity of the situation, distrust of success, and protection from the negative consequences of the conflict.

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