

"Community Education, Psychology and Social Studies"

## **Mechanisms of Effective Development of Work Activity of Leaders**

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**Abstract.** This article focuses on the importance of leadership in the conditions of Uzbekistan, which is becoming more and more modern, in particular, the problems related to the cultural sector and measures to solve them. Also, the article pays special attention to the mistakes and shortcomings of today's leaders, especially the heads of the culture department in the districts, and the indifference of the leaders is given as the main reason for the crises in the field.

**Key words:** management, culture management, leader, head of culture department, leader's image, world experiences, mentor-apprenticeship traditions, leader and governor cooperation.

The concepts of management and control have existed since the beginning of human civilization. Even man, who used a simple stone or bone as a tool, was controlled by some means of power. As the way of life of mankind changes and becomes increasingly complex, we can see the complexity of concepts such as leadership and management. The experience of several thousand years of history shows that all areas of society's life must be directly or indirectly managed.[2:3] Of course, the process of management is very complicated, it requires both psychological and physical strength from a person, and it is an activity that requires being a master of one's profession. It is not for nothing that it is said that the most difficult art in the world is the art of management. Now, if we turn directly to the management in the field of culture and art, we all know that this is also a very complicated process. After all, the employees of culture and art institutions are the ones who regulate the activity of our long-standing national customs and traditions, folk art, classical, classic, modern singing, national status, charity, museums and theaters, concert organizations, and

creative teams. Because the art of each nation introduces this nation to the world, creates conditions to speak on behalf of this nation on the world stage. The revival of the people's spirituality and culture, its true history and identity is of decisive, so to speak, defining importance in the successful advancement of our society through renewal and development. [3:139] Since ancient times, Eastern and Western scientists have presented various ideas and opinions, written books, and created scientific works about how a leader should be in management processes. In the conditions of the 21st century, which is developing more and more, and in the independent New Uzbekistan, which is being covered by new reforms, the place and role of management concepts are increasing and gaining special importance. We all know that there is a frequent change of leaders in the management process, deep changes are taking place from the lower level to the higher bodies of the state apparatus, not only art and culture, but also in every field, there are updates, changes, so to speak, improvements! As for the news in the field of culture and art, as a result of the measures defined in the decision of the President of the Republic of Uzbekistan on February 2, 2022 “On additional measures for the further development of the field of culture and art” No. PQ-112 A 72-hour training course in Management (in the field of culture and art) was organized for the directors of cultural centers of districts and cities in the republic at the Network Center for Retraining and Upskilling of Pedagogical Personnel under the State Institute of Art and Culture of Uzbekistan (Ministry of Culture based on the plan schedule approved by Speaking about the opinions of Mominmirzo Kholmominov, a teacher of the State Institute of Art and Culture of Uzbekistan, a freelance researcher, who directly mentored in the courses, he noted that most of the leaders are old people (so to speak, old people) and they could not see in them either the enthusiasm for leadership or the image of a leader. Reluctance to work is the main problem for most of the managers of more than 830 cultural centers. Factors such as irresponsibility, incompetence, lack of desire to move forward, and the fact that leaders consider themselves to be out of date are clear evidence of insufficient development in the field today. Speaking about the leader’s image, leadership, management, personnel issues, diligence and enthusiasm of the leader, we cannot but touch upon the approaches such as “young and modern personnel are the key to development” that cover not only the cultural sphere but also all spheres of our country. Indeed, the advantages of young personnel are obvious to all of us:

- knows the language;
- active on the Internet and social networks;
- aware of modern technologies;
- can receive news quickly and easily;
- young and energetic, etc.

But experience and knowledge?! There are also some qualities, such as the ability to see far, to engage in social communication with people, which have been formed over the years, which are certainly impossible to find in those “hot-blooded” young people we are talking about.

What we need to pay more attention to is that older leaders also have a certain power of influence, and this is very useful in management. Time and Forbes magazines, the world’s most famous publications, published the list of the most powerful people in the world, and

the people on it are Bill Gates (67 years old), Janet Yellen (76 years old), the head of the US Federal Reserve System (76 years old), Pope Francis (86 years old), President of the People's Republic of China Xi Jinping. (age 69), Chancellor of Germany Angela Merkel (age 68), President of the Russian Federation Vladimir Putin (age 70), there are no young leaders, although today we see many young people in the world who amaze everyone with their intelligence and intelligence. If we look at the upper echelons of our country, most of the leaders, ministers, members of the senate and even the head of our country are not young. As a result of their efforts, today we are witnessing the rise of independent Uzbekistan in many areas based on world experiences. So, why should not the leaders working at the lower levels – in particular, the leaders of the cultural center, find the effort and enthusiasm to improve their field! Now, moving away from criticism, I would like to cite as an example the culture center of Shahrizabz city of Kashkadarya region, where I directly conducted practice. It is one of the exemplary cultural centers of the republic, no matter what month of the year or what time of the day you visit, things are going fast, the weight of the events being held is high, and every reform is effective. The attention paid by the state is almost the same, but there are very few centers that deserve it and use it instead. In this regard, the position and role of the leader is certainly important. I can say that I saw the solution to almost all the problems mentioned in the article in this center. When I had a direct conversation with the leader Otabek Jalilov, I was convinced that only a leader who is fully aware of his work can explain the work of the entire team under him in any place and in any situation with proofs and evidence. As a result of the efforts of the leader and the team, the center is still undergoing reforms. In particular, according to the tasks given by the President of the Republic of Uzbekistan Shavkat Mirziyoyev during his visit to the Kashkadarya region on April 21-22, 2022, together with the Ministry of Culture (Nazarbekov) and the Ministry of Innovative Development (Abdurahmanov) to organize a cultural center in the city of Shahrizabz in the form of an Innovative Cultural Center and was assigned the task of developing and implementing a “roadmap” for the implementation of modern cultural projects for the population. Accordingly, intensive work on the further development of culture in Shahrizabz has been started. Indeed, those in the movement are rising, while others still have the same old excuses:

- the conditions are insufficient;
- low monthly salary;
- we are old now...

It is the last concept that everyone is working on, even if they are old.

In their dreams, they only have thoughts like I will retire early, I will quit my job soon, and irresponsibility towards work. I remember a story in this regard: An old carpenter tells his supervisor that he wants to quit when he reaches retirement age, and the supervisor asks him to perform his last task. He asks to restore a wonderful house one last time. The carpenter started work, but he did not want to work hard, he rebuilt the house with his hands. When the house was finished, the employer came, gave the key to the carpenter and said that the house was a gift to him and that he was satisfied with his years of work. The carpenter was stunned. He burned with shame. He was sorry. Would he build a house like this if he knew that it was being built for him?! The lesson of the story is that always do your duty

conscientiously and you will never fall short. [4:48]If the main goal of every leader is to diligently fulfill their duties and contribute to the development of the industry, then it is definitely a gradual development and rise. It is known to all of us that the tradition of teacher-apprenticeship, which is the direct foundation of the art field, is very important for an artist to be known, to gain prestige and attention among the people. So, why should we not burn our souls for the continuity of these traditions in the management of culture and art?! After all, even a person with any intelligence is bound to falter in some places if he does not have enough experience. At this point, we can see that in the activities of the leaders of cultural centers, the tradition of teacher-apprenticeship is almost disappearing. It is no secret that some leaders do not have the ability to train students, and some do not even have the knowledge and skills to teach a student. Managers who are not experts in their profession, who have not done enough work in the field, who are not aware of the news, who cannot fully accept changes, who are not aware of the laws, decrees and decisions adopted in the field, and the regulatory legal documents related to their profession, are really unworthy of mentorship. In our nation, the proverb "Teacher is a stick, student is water" is not in vain. In fact, while the water (i.e. the disciple) is important in reaching the destination, it is with the help of the charkhpalak (i.e. the teacher) that he climbs up the hill and moves forward towards the goal. We can take as a real example the work of the candidate of political sciences, professor Azamat Haydarov, who worked for many years in the system of the Ministry of Culture. Until his death, this person worked tirelessly for the development of his field, even his subordinates called him a teacher, he would take any help he needed and learn from him for hours on a subject. Of course, many such people can be cited, but we cannot say enough. As another important example, let's take cases related to internships of students in Departments of Culture. As a result of the indifference of the supervisors of internships to the students who went for internships from universities, and sometimes even the heads of the Culture department, we witness that students do not learn the field well and are not even interested in learning it. As a representative of the industry, these situations are also a matter of concern to us. As our First President Islam Karimov said – "It should be clear to all of us that where indifference and indifference prevails, when the most pressing issues are left to fend for themselves, that is where spirituality becomes the weakest and weakest point. And on the other hand, where vigilance and enthusiasm prevail, high intelligence and thinking prevail, spirituality becomes a powerful force" In cities and districts with thousands of inhabitants, the position of the heads of the Culture Department and branch cultural center has declined to such an extent that it is very sad that they are even called with contempt by the name of "artist". After all, the misunderstanding of the distributors of so-called spirituality, priceless wealth, is one of the reasons why there is no progress in the field. We can see that a number of works carried out in the system of the Ministry of Culture are aimed at increasing the position of the leader operating in the lower system in the region and district. Today, in terms of position, the status of governors, district governors in general, is quite high. Nevertheless, we are increasingly witnessing that the mayors lack the art of oratory and do not have the necessary speech culture in their relations with the common people, when speaking in large circles – among the people. However, they have not actually studied public speaking, and to many, it seems wrong to ask them to do so. But for those who walk among the people and listen to the pain of the people, the culture of speaking and speech is very important. And in this regard, they need the help of the heads of the Culture Department.

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1. Mayors are taught speech culture and how to behave in public;
2. In the eyes of the mayor and the population, the position of the head of the Department of Culture and other cultural workers will increase;
3. When the time comes, opportunities will be created for the development of cultural workers who teach the governors. Employees’ self-efficacy increases;
4. The field will develop further.

Our Honorable President, who repeatedly repeats that the society will not develop if culture and art do not develop, as well as we understand that contributing to the development of the field as a worthy response to their high attention paid to the field of culture and art is certainly one of our important tasks as future cultural workers. Instead of a conclusion, based on the above points, we found it permissible to mention the following summary points as suitable suggestions:

- More coverage of the activities of senior staff in the system, rewarding or punishing them through the media if necessary;
- Taking measures aimed at increasing the scientific potential of the heads of the culture department, organizing scientific conferences, receiving monthly or annual news from the head of the field;
- Connecting the heads of the very active cultural department to other inactive cultural centers and establishing cooperation;
- Monitoring the observance of mentor-apprenticeship traditions by every leader in the field of culture, if necessary, attach young personnel to high-ranking leaders;
- Ensuring the direct work of the leader with the students undergoing internship in the culture department and centers;
- To strengthen the cooperation of the district governor and the heads of the Department of Culture.

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