

**POSITIVE FACTORS AFFECTING THE MORALE OF MODERN LEADERS:
PROBLEMS AND SOLUTIONS**

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Annotation. In this article, in order to create a compact state management system that meets modern requirements in the conditions of New Uzbekistan, to increase the responsibility of the heads of state bodies by simplifying the processes of decision-making and consideration of the issue, and to direct their activities to efficiency, as well as to restore and develop the traditions of national statehood in the fields of state and community building. The author's opinions were formed based on the importance of paying attention to the formation of the professional culture of the leaders on the basis of spiritual factors, and the research of the positive factors affecting the spiritual growth of the leaders, who are the most important layer of the state and society management, and the moral and ethical criteria related to the management activities.

Keywords culture and spirituality, professional culture of leading personnel, national personnel policy, moral and ethical criteria, level of maturity of a person, acme, labor, profession, creativity, cultural values, spiritual and moral characteristics.

Introduction: The legal basis for the establishment of a democratic state, the protection of human rights and freedoms, which is considered an important condition for the establishment of a new Uzbekistan, is being created, and large-scale reforms are being implemented. The adoption of the Decree No. PF-269 of the President of the Republic of Uzbekistan dated February 21, 2022 "On Measures for the Implementation of Administrative Reforms of New Uzbekistan" is of great importance in the formation of the professional culture of leaders based on spiritual factors in order to restore and develop the traditions of national statehood in the fields of state and community building. is earning. In accordance with the requirements of this Decree, to form a compact public administration system that meets modern requirements in the conditions of New Uzbekistan, to increase the responsibility of the heads of state bodies by simplifying the processes of decision-making and consideration of the issue, and to direct their activities to effectiveness, as well as to restore the traditions of national statehood in the fields of state and community building. and for the purpose of development, important attention is paid to the formation of the professional culture of the leading personnel on the basis of spiritual factors.

Shavkat Miromonovich Mirziyoev was elected President of the Republic of Uzbekistan on December 4, 2016, and his reforms were carried out based on the principle that "the people should serve the people, not the state agencies." "Leaders should serve not only the state, but also people and families, to ensure their legitimate interests." ¹As the head of our state noted, to start educating new generation personnel, in particular, from the top management level of all production enterprises and organizations, educational institutions (primary education, general education, higher education) on

¹ Мирзиёев.Ш. «Халқ давлат идораларига эмас, балки давлат органлари халқимизга хизмат қилиши керак» 31.08.2017. <https://kun.uz/news/2017/08/31/halk-davlat-idoralariga-emas-balki-davlat-organlari-halkimizga-hizmat-kilisi-kerak-prezident-nutki>.

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the basis of advanced foreign experiences, economic-legal, social-political aspects of this process and methodological bases are described. In the formation of the professional culture of the leading personnel, feeding from national spiritual sources, conducting scientific research in such fields as ensuring that the processes of modernization of the country are carried out on the basis of justice and spirituality criteria have become not only one of the urgent tasks of the current era, but also a guarantee of the development of the country's political system based on democratic principles. is happening Because one of the main tasks of the state is to ensure that the principles of justice are followed in management. If we pay attention to the fact that spiritual factors act as the main criteria in this process, it becomes self-evident how important the topic is. By the time of national independence, a wide path was opened for the development of our national spirituality. Mam

Literature analysis.

The issue of establishing a fair legal state and a strong civil society is one of the priority goals set before us. If we look at the past of the Uzbek people, we can see that there have been a lot of statesmen in our history, and their activities were also unique. It contained scientific-theoretical concepts and views related to the political elite and political leadership, Western and Eastern schools. These teachings serve as an important theoretical and practical basis for the study of problems related to the formation and development of leadership and management personnel in the state management system of Uzbekistan. In particular, the great scholars who lived and worked in Central Asia, Al-Khorazmi, Abu Nasr Farabi, Abu Rayhan Beruni, Amir Timur, Sharafuddin Ali Yazdi, Nizamulmulk, Khondamir, Yusuf Khos Hajib, Mahmud Kashgari, Alisher Navoi, Narshahi, Samandar Termizi, are in the history of our national statehood. the issue of personnel is analyzed from a political-philosophical point of view through the concepts of "mayor", "city mayor", "leader", "leadership"². In addition, state and public figures learned from great statesmen such as Sharaf Rashidov, Islam Karimov, who performed good deeds for the well-being of the people, carried out creative works and earned the respect and honor of the people, and the President of the Republic of Uzbekistan, Shavkat Miromonovich Mirziyoev, who is currently in leadership. worth it. Our great ancestors made a worthy contribution to the development of not only the Uzbek people, but also the peace and tranquility of the nations of the world, and the development of scientific civilization with their fair politics, high spirituality, and intellectual potential. In today's fast-paced era, changes in people's consciousness require everyone to take a deep look at the changes taking place in the world. In particular, this process places great responsibility on leaders.³

The development of professional culture and spirituality of leading personnel is also related to various institutions and public associations.

Today's leader should be able to demonstrate his identity as a person who is fully mature, competent, striving for reforms and changes, who has fully mastered modern information technologies and advanced management skills, there was a need to follow people, to be an ointment for their problems and worries. "It is self-evident that the establishment of a new state is national and universal."⁴

No matter which region the head of our state goes to, he will certainly analyze the economy, social lifestyle, and work done there, and express his views on the spirituality of the local leader. In some cases, the activities of two managers working in the same conditions are analyzed and their work is

² Машарипов И.Б. Маънавий омилларнинг раҳбар кадрлар касбий маданиятини шакллантиришдаги ўрни. Сиёсий фанлар номзоди илмий даражасини олиш учун ёзилган диссертация. Тошкент – 2009, -Б.16.

³ Каримов И.А. Жамиятимизни эркинлаштириш, ислохотларни чуқурлаштириш, маънавиятимизни юксалтириш ва халқимизнинг ҳаёт даражасини ошириш — барча ишларимизнинг мезони ва мақсадидир. 15-жилд. –Т.: Ўзбекистон, 2007. –Б.3-4.

⁴ Машарипов И.Б. Маънавий омилларнинг раҳбар кадрлари касбий маданиятини шакллантиришдаги ўрни. Монография -Т.: “Иктисод-молия» 2023, -Б.114.

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evaluated. The activity of a successful leader is determined by the following. Such a leader, first of all, in every work, communicates with people wisely, takes into account the opinion of the majority and takes into account the activities of various public institutions, and acts on this basis.⁵ With his intelligence, he tries to implement the government's decisions with zeal, courage, and courage, and seeks solutions to problems. In order not to lag behind the times, keeping abreast of world news, he brings foreign investments to his team, establishes joint ventures in agreement with them, and strives to create jobs. Most importantly, he follows the principles of social justice in everything he does.

Along with the principle of justice, it is important for a modern leader to have determination, politeness, patience, endurance and the ability to make the right decisions in any difficult situation.

In the leader, justice is determined in harmony with justice and determination. A leader who is fair but not firm will not be able to implement justice on a large scale. Just as an indecisive leader cannot resolve internal conflicts, he stagnates in the face of external conflicts.

An enlightened leader can study the conditions in his area and correctly and rationally analyze the changes in institutions in the economic, political, cultural, spiritual and ecological spheres. He works with vigilance and awareness, having a deep understanding of where and under what conditions he should do business. He lives with the idea of what public institutions think about me, whether they are happy with my work.

Also, some leaders forget the great trust and responsibility given to them, and quickly lose the respect they have gained. Our head of state has repeatedly mentioned how difficult it is to select and place potential leaders, and in his speeches, the following features of leaders have been emphasized, that is, there:

- 1) suitability for leadership;
- 2) the level of feeling of responsibility;
- 3) loyalty, confidence in independence;
- 4) organizational ability;
- 5) work in mutual cooperation with the people in the implementation of independence tasks;
- 6) gather healthy forces around him and rely on them;
- 7) not giving in to formalities;
- 8) who regularly improves his knowledge and skills;
- 9) does not deny the diversity of opinions with a new way of thinking;
- 10) the opinion of others.

- to determine the factors for solving the issue of spiritual and moral improvement of the leading personnel;

- determining the manners of leading personnel, forms of state and service control;

- development of consistent and effective mechanisms that ensure the requirements of the code of ethics of leading personnel;

- development and implementation of scientific methods of personnel management in the field of moral relations;

- development of criteria for ethical assessment of leading personnel and their use in the process of personnel selection, distribution, and testing;

- equipping management personnel with ethical knowledge.⁶

The study of the ethical aspects of the leading personnel requires the analysis of the factors that respond to the interests of the state and society and contribute to the formation of a highly moral

⁵ Форобий Абу Наср. Фозил одамлар шахри. -Т.: Халқ мероси, 1998. -186 б.

⁶ Машарипов И. Раҳбар кадрлар касбий маданиятида маънавият // Жамият ва бошқарув. □2008. № 1. Б. 15- 17.

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person. The following factors related to political and social institutions influence the improvement of the ethics of managerial personnel:

The political factor requires responsibility for the decisions taken by the bodies of all branches of power within the limits of their authority, further strengthening of trust in the authorities, and improvement of the civil society system⁷.

To clearly define the personal responsibility and duties of the leading personnel in the legal field in relation to the decisions they make; Ethical requirements for executives, for example, as in countries such as the USA, France, Germany, are reflected in legal documents and development of mechanisms to control compliance with them; it is required to take measures to strengthen the legal protection of leading personnel, to increase their legal culture.

The organizational factor is to establish a system of control and interaction technologies in the fight against deviations from ethical requirements in the management personnel of the authorities; ensures transparency in their activities, establishment of ethics commissions, identification of existing shortcomings and development of measures for their elimination. In the field of personnel policy, it is necessary to improve the single criteria for evaluating the professional, entrepreneurial and personal qualities of leading personnel.⁸

The moral-spiritual aspect of the problem requires the restoration of the traditional professional values of the leading personnel, the development of the system of factors that motivate the moral behavior of the officials, the serious and honest performance of the duties, and the further improvement of the activities of the modern leading personnel on the basis of moral values. Along with the principle of justice, it is important for a modern leader to have determination, politeness, patience, endurance and the ability to make the right decisions in any difficult situation.⁹

In a leader, justice is combined with justice and strictness.

Analysis and results

Controlling the observance of etiquette in the civil service consists of:

1. State control. It is an important task of the state to control the compliance of the leading personnel with the rules of ethics. Implementation of this task requires the creation of special systems and mechanisms at all levels of state power. Resolution of the Cabinet of Ministers of the Republic of Uzbekistan on additional measures to ensure compliance with the rules of etiquette by public civil servants, dated 14.10.2022 No. 595, in accordance with the Law of the Republic of Uzbekistan "On Public Civil Service" and on the service activities of public servants A clear example of this is the decision made by the Cabinet of Ministers to ensure compliance with the rules on public etiquette and relations with the public.

The following:

Rules of etiquette for state civil servants

1. Statute of the Ethics Commission.

2. Features of the activities of state bodies, the Council of Ministers of the Republic of Karakalpakstan, regional and Tashkent city hokimities and other organizations:

a) Departmental rules of etiquette of employees, which are mandatory for employees of the central apparatus, regional and structural units based on the rules of etiquette;

b) alignment of internal labor procedures and other departmental documents with this decision;

⁷ Машарипов И. Раҳбар кадрларнинг маънавий кифоаси тўғрисида // Фалсафа ва ҳуқук. 2007. № 3. Б. 34 -35.

⁸ Masharipov I.B. Problems of Reforming the Electoral System in Uzbekistan. // International Journal of Advanced Research in Science, Engineering and Technology. Of IJARSET, Volume 7, Issue 8, August 2020. –P. 14605-14609. (Impact Factor-6,68).

⁹ Машарипов И.Б. Давлат хизматларини кўрсатиш тизимини такомиллаштириш – фуқаролик жамиятини ривожлантиришнинг муҳим шартини.// Демократлаштириш ва инсон ҳуқуқлари. №1 (85) 2020. –Б. 32-36. 7.

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3. Recommending the adoption of the rules of conduct of employees on the basis of the Rules of Conduct to the economic management bodies.

4. Violation of the requirements of the rules of conduct is the basis for disciplinary and other types of responsibility in accordance with the legislation.

At this point, the adoption of this decision Code of Conduct is aimed at forming a high professional culture in the public service, increasing respect and confidence in the public service in the public mind, and preventing the actions of civil servants that are contrary to the code of ethics. Civil servants must perform their professional activities based on the following principles: legality; Loyalty to the country and dedication to duty, full performance of assigned functional duties, strict adherence to executive discipline;

priority of rights, freedoms and legal interests of citizens; loyalty to the interests of the state and society; fairness, honesty and impartiality; to deal with and fight corruption without tolerance; strict maintenance of service secrecy; not to abuse official powers; avoiding conflicts of interest.

3. Civil servants must follow the following general rules of behavior during work and off-duty: damage the reputation of the civil service.

4. Civil servants, when exercising their powers, shall comply with the Constitution and laws of the Republic of Uzbekistan, the Law of the Republic of Uzbekistan "On State Civil Service", decisions of the Chambers of the Oliy Majlis of the Republic of Uzbekistan, decrees, decisions and orders of the President of the Republic of Uzbekistan, decisions and orders of the Cabinet of Ministers, this Code of Conduct. complies with the rules of ethics and other legal documents.

5. Civil servants have the obligation to observe the Rules of Ethics, and citizens have the right to demand from civil servants a professional culture consistent with these rules.

6. Compliance with the Code of Conduct by civil servants is one of the main criteria for evaluating their performance and morals.

Compliance with the Code of Conduct by civil servants will be taken into account when appointing them to higher positions in the future and forming a reserve of managerial personnel.

7. Civil servants:

not to allow influence measures and actions (inaction) that lead to discrimination of citizens' gender, race, nationality, citizenship, language, religion, social origin, faith, personal and social status;

to be honest, fair and humble, to show polite, restrained and sincere attitude in communication with citizens;

ensuring legality, fairness and transparency in making decisions related to the rights and legal interests of individuals and legal entities;

refraining from actions (inaction) that harm the interests of the state and society, reduce the effectiveness of state bodies and organizations;

to take measures not to be criticized by the public due to his behavior and morals, not to allow persecution for criticism, to use reasonable and constructive criticism to eliminate shortcomings and defects in his work;

not to influence state bodies and organizations, civil servants and other persons on personal issues using their official position;

not to receive any rewards, benefits or gifts in exchange for performing or not performing their service powers in the interests of individuals and legal entities;

to ensure the proper preservation of state property, to use the state property entrusted to him only for service purposes;

strict adherence to service discipline, rational and efficient use of working time;

taking measures to constantly improve the quality of activities in accordance with the requirements of the population as a consumer of public services;

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committing offenses and other actions for which disciplinary, administrative and criminal liability is provided by law.¹⁰

Summary

The legal basis for the establishment of a democratic state, the protection of human rights and freedoms, which is considered an important condition for the establishment of a new Uzbekistan, is being created, and large-scale reforms are being implemented. The President of our country Sh.M. Mirziyoev spoke about the achievements made during the independent development of our country and expressed the following opinions: today he noted that the development strategy of New Uzbekistan is being implemented rapidly. New Uzbekistan: which provides wide opportunities to use public services in order to further improve the life of every citizen; all conditions exist for people to talk openly about their problems and work together to solve them; which provides the opportunity to provide unconditional justice for all and whose citizens are equal before the law, regardless of their social status; It is a country where the necessary conditions for the development of entrepreneurship have been created.

"In a word, New Uzbekistan means an open and fair society that cares for every citizen", among such fundamental changes in the life of the society, the influence of spiritual and moral factors in the formation of the professional culture of management and leadership personnel in labor teams is becoming stronger and stronger, it is the country's national it is an expression of the realization of the priority directions of their interests. In fact, the spirituality of the leading personnel is gaining importance as a unique criterion that determines the adherence to the principles of justice in the life of the society. The organization, moral image, production performance of any group that unites people is inextricably linked with the leader's knowledge, organizational skills, professional training, as well as his spirituality.

The morale of the leading personnel in each labor team increases the labor productivity, strengthens the morale of the team, improves the qualities of people in the workplace, such as national harmony and religious tolerance, and creates conditions for the harmony of the interests of the team members, the harmony of personal interests with the interests of the Motherland and the interests of the people. The priority of spiritual and moral qualities in the management activities of the leading personnel prepares the ground for improving the moral image of team members, for example, strengthening the national ideological immunity in their thinking, ensuring the cohesion of the members of the society, making them healthy from the spiritual and physical aspects, ensuring activities against threats to democratic development and national development.

Describe the approach from ideological aspects to the process of spiritual development of a person in general, including the spiritual growth of leading personnel. In short, the issues of increasing the role of spiritual factors in the formation of the professional culture of management personnel from a political point of view, studying scientific and theoretical sources in this field, following the results of sociological research in this regard, the following conclusions can be drawn based on the need to improve the spiritual world of management personnel:

- manifestation of social and political manifestations of spiritual factors in the activities of leading personnel, the rise of the thinking of a leading person creates the ground for further development not only of his worldview, intelligence and potential, but also under the influence of external factors, as a result, it is important to research the rise of spiritual and moral values in the worldview of leading personnel became an actual task of theoretical importance;

¹⁰ Masharipov I.B. The role of the middle social class in civil society development: international experience and national development. // Wschodnioeuropejskie Czasopismo Naukowe (East European Scientific Journal) №11 (51), 2019. Warszawa, Polska. –P. 16-18. (23.00.00) (Impact Factor-4,46).

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- summarizing the existing theoretical views and practical experiences in the field of improving the professional culture and moral aspects of the leading personnel, defining directions that embody our national characteristics based on them, creates an opportunity to develop guidelines, new tools and methods for the further improvement of the moral and ethical aspects of the leading personnel in our society.

- in a socially and politically stable society, spiritual and moral processes gain priority and become a factor of ensuring cohesion of society members and their solidarity in work teams. In this process, there is no doubt that the national idea will be manifested as a creative force that unites and unites our people in their pursuit of great goals. In addition, in a society consisting of spiritually stable, morally healthy people, due to the growth of the national consciousness of people, universal human values are settled, developed and further improved in their worldview.

We believe that in order to achieve mutual harmonization of their professional duties, personal interests and national interests by increasing the role of spiritual factors in the formation of the professional culture of leading personnel.

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