

## THE INFLUENCE OF THE GENDER PERSONALITY OF THE MANAGER ON INTERPERSONAL RELATIONS IN PERSONNEL MANAGEMENT

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### ABSTRACT

The article highlights the essence of the research work in order to bring to life the relationship with employees in the management process, as well as the organizational abilities of leaders, to identify individual psychological characteristics inherent in the gender in the leader's activities.

**Key s words:** Management Process, leader activity, treatment, relationship, team management, psychological environment, personality leadership trait, personality traits, self-control, authoritarian , democratic, liberal.

The main part of the leader's activity is communication. The processes of ensuring the effectiveness of the decision made, organizing the activities of employees and organizations, monitoring and tracking the activities of personnel are also carried out through communication. The guide is based on collaborative activities, which in the process include processing. Language and speech are the main weapons in this process. Efficiency can only be achieved if the subordinate communicates with the leader in a legally correct and formal way.

In the process of formal communication, the leader is the leading subject, therefore, great demands are placed on the moral qualities of the leader. The leader establishes relationships with people of all classes in management. In the process of conversion, both subjects learn the universal and national norms of morality. The employee perceives the etiquette of treatment mainly in the form of a leader. Given the specific psychological characteristics of leadership in the management process, it is possible to organize psychological training as follows:

- the study of the individual psychological identity of the future leader and the diagnosis of his psychological capabilities;
- organization of team management while maintaining a good psychological climate in the team;
- organization of the work of the leader in the management of the team while maintaining its internal psychological reserve;
- the leader must constantly work on himself so that his worldview, legal awareness, culture should be higher than that of other subordinates.

The criteria and indicators presented in the questionnaire for assessing leadership qualities, created by researchers Sh . Kurbanova , E. Seythalilova and I. Mazhidova in the field of

assessing leadership personnel, greatly facilitate the creation of a leadership professiogram . As indicators for assessing qualified leadership, the following set of personal qualities is given:

- leadership qualities of the individual;
- improving and managing the work of others;
- ability to solve commercial and client issues;
- obtaining results, completing tasks;
- communication
- problem solving and decision making;
- change management in the way of implementation and improvement of innovations;
- traits of self-control.

It is to expert assistance that they resort to when evaluating a number of features included in such a group. Ample opportunities have been created to achieve results with values through the full implementation of the organizational skills of current leaders. The leader in his organizational activities deals with a group within a team of people. It is necessary that he at the proper level know the laws of group psychology, the individual psychological characteristics of each member of the group, the intellectual potential, the peculiarities of thinking, the capabilities of the character and the client, volitional, emotional states. This knowledge gives the organizer the basis for building relationships with each employee, colleague in accordance with his individual qualities, helps to concentrate them on achieving the goal, to direct efforts in one direction. As a result, the goal set for the organization is optimally fulfilled on time. As a means of strengthening the impact on employees in the activities of the organizer, he is helped by socio-psychological training. Communication between the leader - the organizer and the employee - colleagues is a multifaceted and complex process. In today's renewal, independence, there are several different types of organization in life. Let's consider the most basic of them encountered.

- 1. Communication in an authoritarian orientation.** The role of the organizer - leader in this process, in fact, is enhanced in life. He tries to solve all problems alone. The opinion of others does not interest him. She is very demanding, which also interferes with independence and a creative approach to professions. As a result of authoritarian influence, the manager constantly frightens the employee, treats him rudely. This type of organizer never uses the tools of explanation and persuasion.
- 2. liberal styles of influence.** This type of leader is also not interested in working professions. The workers do what they want. The liberal organizer weakens the responsibility of workers and relieves the work schedule, which leads to a decrease in the quality and efficiency of products.
- 3. Democratic dialogue is influence.** In this process, the organizer uses all his strength, mind, perception and will to solve the main problems. He also uses the opinions and advice of others when making decisions. Mutual respect, independent thinking, mutual support, criticism and self-criticism prevail in this type of management.

The democratic style of leadership can fully meet the requirements. This ensures the broad participation of the entire team in production management. The most important decisions are made in a collective situation. The forms of collective discussion and agreement, the method of

collective research are widely used. Management is always an opportunity to manage people, but management must be reasonable.

In order to determine the individual psychological characteristics of the leader's activity, we conducted a survey (L.P. Kalinsky , 1989) among the heads of educational institutions of the Uzbekistan region "Study of organizational and communication skills."

Table 1 Indicator of individual psychological qualities of male and female leaders.

	adjectives	female	check	male floor	check	difference
one	Orientation	6.74	four	7.65	2	-0.91
2	Business	8.84	one	8.55	one	+0.29
3	Advantage	4.48	eight	6.3	3	-1.82
four	Self confidence	6.36	5	6.1	5	+0.26
5	exactingness	4.84	6	4.7	7	+0.14
6	Stubbornness	3.96	9	3.84	ten	+0.12
7	Entertainment	4.76	7	four	9	+0.76
eight	Subordination	3.5	ten	4.4	eight	-0.90
9	Psychological tact	eight	2	6.2	four	+1.8
ten	Present tense responsibility	7.6	3	5.9	6	+1.7

While qualities that are more pronounced in female leaders include qualities such as “industriousness”, “psychological tact” and “responsibility”, in terms of their severity in male leaders, this triad includes such qualities as “industriousness”, "orientation" and "superiority". It follows from them that the authoritarian style of government among women is expressed mainly in Sandemocratic styles. The degree of separation of all the studied qualities is manifested in men in the “potential zone”, and in women in the promising zone of personal qualities, such as “hard work” and “psychological femininity”.

We interviewed 20 heads of educational institutions of the Fergana region of Uzbekistan using the “without a good manager” method. It is with the help of the survey that the features of the attitude of the head to his employees, the personality of the head through responsibility for work are revealed.

Table 1

Good manager?	High 1-3	Medium 4-5	short 6-8	Extremely low 9-13
Management personnel Total 20	3	6	eight	3
100%	fifteen%	thirty%	40%	fifteen%

The results of leaders who answered negatively to 40 survey questions show a decrease in leader activity. Paying attention to the features of management in educational institutions, it is important to form organizational and leadership qualities in the management process, which leads to a reduction in problems. The ability to determine the position and draw conclusions about the production potential of the team and its competitors.

The ability of a team and a competitor outside of it, as well as colleagues to determine the position and production potential, as well as draw conclusions on their own. A good relationship between the manager and employees, the relationship of employees with each other indicates the presence of a psychological climate in the team.

In managerial activities, the work of the male should be aimed at increasing the motivation of employees in the team and improving relationships between the team, while women are dominated by such features as “hard work”, “orientation”, “dominance”, and women - “efficiency”, “psychological tact”, “accountability”, women should use a more democratic, and male authoritarian management style, the emphasis should be on increasing the motivation of employees in the team and improving relations between the team.

And for this:

- a) it is necessary to concentrate one's strength, potential and abilities on the most important goal, to direct the will precisely to this;
- b) always be fresh and healthy, always be able to show that he is efficient;
- c) You need to be able to focus only on your control, without resorting to the little things that other employees can do;
- d) having knowledge of other management styles in the surrounding institution, it is necessary to try to keep up with them in management, to effectively use the corporate method.

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