

COMMUNICATION CULTURE IN MANAGEMENT

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Annotation: *The transformation of technologies into a component of production in an informed society requires new innovations in management. In this sense, the modern Bashkir model sought to illuminate the psychological mechanisms of the formation of mutual trust, respect and executive spirit from the traditional authoritarian system in the mutual communication of the monk and the employee. Socio-psychological portrait of the modern Monk, the criteria and principles of primacy are covered.*

Keywords: *management, communication, perception, leader, ability, sympathy.*

Anotatsiya: *Axborotlashgan jamiyatda texnologiyalarning ishlab chiqarishning tarkibiy qismiga aylanishi boshqaruvning yangi innovatsiyalarini talab etadi. Shu ma'noda zamonaviy boshqaruv modeli rahbar va xodimning o'zaro kommunikatsiyasida an'anaviy avtoritar tizimdan o'zaro ishonch, xurmat va ijro ruhiyatini shakllantirishning psixologik mexanizmlarini muallif yoritishga intilgan. Zamonaviy rahbarning ijtimoiy-psixologik portreti, rahbarlik mezon va tamoyillari yoritilgan.*

Kalit so'zlar: *Boshqaruv, kommunikatsiya, muloqot, idrok, rahbar, qobiliyat, simpatiya*

Аннотация: *Превращение технологий в компонент производства в информационном обществе требует новых управленческих инноваций. В этом смысле автор попытался выяснить психологические механизмы формирования взаимного доверия, уважения и исполнительского духа из традиционной авторитарной системы в современную модель управления во взаимном общении руководителя и работника. Выделены социально-психологический портрет современного лидера, критерии и принципы лидерства.*

Ключевые слова: *Управление, общение, общение, восприятие, лидер, способности, симпатия*

In the information society, the essence of management is digitized, and management works on new innovative technologies and principles. In this sense, the electronicization of management and the transition of communication to online and offline form is a social innovation. The essence of management is the organization of production, planning, decision-making and the system of agreements for product distribution. This situation, in turn, creates communication between the boss and the employee. As a result, it requires the practicality of the production decision of the manager and the execution of the employees.

In management psychology, personal and service communication acquires socio-economic content. Management communication is a process of mutual information exchange aimed at directing employees in a certain direction. Management communication is manifested in the practice of orders and tasks, giving one or another advice to an employee, task, "feedback" of the execution of the task, that is, receiving a report, giving an assessment to subordinate employees about how the task was performed. A leader who is a good communicator has an increased opportunity to effectively organize his tasks. Organizational tasks such as influencing employees, motivating them, and leading them to the organization's goals are also provided through skilled communication. The main aspect of a leader's communication skills is measured by his or her activity or passivity in the field of communication. Goal-oriented, conscious and free execution of this activity are the main signs of how skillfully a person implements the communication process. It is very important for the leader to know the internal laws of the communication process. The means and methods of managing the communication process are expressed by the phrase communication technologies. It is the adoption and situational application of such technologies that ensures freedom of communication.

The internal laws of communication are an opportunity to effectively influence others by exchanging ideas and expanding the scope of mutual relations. In this regard, it is the step-by-step implementation of the conditions that allow you to manage the communication process. The organization of communication events in the process of leadership management is called leadership communication of the process. Full and properly organized management communication includes the following communication: establishing contact, discussing the issue, looking for solutions, making a decision. It is this sequence of communication steps that lead to positive results in leadership that is an important spiritual factor. More precisely, the effective passage of the communication process is largely related to the successive implementation of these stages. Ensuring this condition is primarily the responsibility of the leader, because directing management communication is mainly within his ability. Now, let's take a closer look at the steps listed above. The main goal of the formation of leadership communication is that the leader solves the problems he needs to implement with his employees through this process. For example, we can note many problematic situations, such as leaving an employee on duty at the office before the New Year's Eve and, in general, engaging an employee in any work that does not fall under his direct responsibility. With a simple order to solve organizational situations, an employee can be forced to take on almost any task. However, the main factor that determines the quality of the task is the result of the work, how seriously the employee treats the task. Therefore, in the proposed model of management communication, it is assumed to increase the employee's responsibility for the task, to strengthen the feeling of hope for a positive outcome of the task. Description of the stages of leadership communication. Management communication about work begins with establishing contact with the employee. The process of implementing this stage consists of

the leader getting answers to two questions: who is the person in front of me? How is he? The content of the answers to these two questions indicates how carefully the first stage was performed. Only when the leader receives detailed answers to these two questions can he proceed to the second stage. The answers should express the willingness of the employee to communicate with the manager.

In the practice of the first stage, the leader is required to be observant, sharp minded and able to accurately know the inner state of the person in question. For example, when answering the first question at the stage of establishing a relationship, the leader needs to know and assume the following knowledge about the person in front of him: 1) age 2) specialty, profession 3) how many years he has been working in this organization 4) family status 5) ability (which task he is good at) 6) health information A leader with this information can entrust any task to an employee with confidence and expect a positive result. In solving the above questions, the leader should have as much information as possible about the interlocutor before the beginning of the dialogue. The answers to the first question of the contact establishment stage prepare the manager for the future communication, allow to imagine the interlocutor's strengths and weaknesses in advance. The second question of the contact establishment stage requires determining the inner state of the interlocutor, being aware of his inner experiences during the conversation. The appearance of the person in front of us - body position, facial expressions, hand movements and voice intonation - all this gives information about the current state of the person and is a sign of whether he is ready to move on to the main part of the conversation. These indicators of the external appearance of the interlocutor are usually non-verbal, that is, non-verbal aspects of communication and provide true information about the inner state of a person. It is not wrong to say that non-verbal signals, in most cases, are beyond the scope of voluntary control and are an indicator of a person's real feelings, intentions and desires. For example, clasping both hands in front of the chest and crossing the legs on the knees means a closed position, and this position can be interpreted as the interlocutor withdrawing from the conversation. On the contrary, placing the hands on the sides, open palms and standing/sitting with legs bent forward means sympathy for the interlocutor and the content of the communication. The interlocutor's open or closed body position is an indicator that changes during the conversation, depending on how the content of the conversation is going, he can be open to us, and if the conversation causes him discomfort, he can take a closed pose. For example, if we observe the communication of two close friends, there are almost no signs of closure in their body movements. Their state of mutual goodwill is reflected not only in their bodies, but also in the closeness of the distance between them, in the gentle intonation of their voices in their conversation, and in the expression of a light smile on their faces. These indicators are the main signs that the communication process is moving in a positive direction. The observation of such signs in a communication situation indicates that the relationship is well established and that it is possible to move to the

second stage of the conversation. However, non-verbal signals coming from the interlocutor may indicate that he is closed and limit the possibility of moving to the second stage of communication. In such a situation, what should the leader do and what action can he take? The science of modern psychology can describe such knowledge and skills that the use of some of them will help to make the communication environment more positive and to make interactions more alternative. One of the first and permissible steps in this regard is the reflection of a positive state for communication in the leader's appearance and inner world. The signs of benevolence, sincere attitude, concern for his interests, in turn, affect the awakening of such responses in the employee. If the contact phase does not lead to a positive conclusion to the continuation of the communication, one of the simplest tips is to openly ask what is bothering the employee and why it is difficult to continue the communication. Often, this method leads to the expected result, and even if the employee does not openly say about the entertainment that bothers him, he is encouraged to be alert and attentive in any case. After understanding the other's readiness for communication, it is possible to move to the second stage of this process. The second stage is the main content of the dialogue, in which the issues and problems raised in connection with the work are discussed. The successful passage of this stage, in a certain sense, requires the activity of the leader, the use of special methods of activity. One of the main aspects of discussing an issue is to understand the other person's point of view. Unfortunately, in the process of communication, there are often such cases that both sides have different ideas about the discussed issue. The appearance of such a vision of the problem, unfortunately, will never lead to its solution. Therefore, at this stage of the dialogue, it is necessary to carry out the event of forming a common understanding and even a common view of the issue under discussion. At the second stage, the ability to listen appears as the main condition for understanding the other. Generally, active and passive forms of listening are distinguished. Active listening means showing signs of understanding while perceiving another's point of view. In this case, the interlocutors ask questions related to determining the essence of the issue, and state conclusions regarding the main part of the conversation. In passive listening, signs of understanding in terms of understanding the other side are minimal. For example, simply nodding your head, limiting yourself to expressions like "hmm", "ahha", "understood". Active listening skills should be shown as much as possible when communicating in problematic and difficult situations.

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