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Improving the Methods of Management and the Performance of Indicators of Heads in Educational Institutions

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ANNOTATION

this article covers the content of measures aimed at radically updating the system of public education and improving its quality and efficiency. Today, the importance of the head of an educational institution in the professional activities of modern leadership styles and leadership knowledge, skills and abilities are analyzed.

KEYWORDS: education system, leader, heads of educational institutions, leadership styles, improvement of the educational system, efficiency, professional activity.

At the present stage of the development of New Uzbekistan, the reform of the education system, its quality, and effectiveness have become one of the most urgent tasks. It is evident that the development of society depends on the rational use of human capital by investing in science. Therefore, we are obliged to increase our attention to human capital and mobilize all available resources for this. The practices of developed countries also indicate the need to reform the education system, pay attention to it, increase investment, and properly manage the human resource. In this sense, today, in addition to accelerating the development of the economy, we must also pay attention to the development of the education system.

At the initiative of the head of state, the need to "organize the general secondary education system based on today's requirements, create all the conditions for the comprehensive development of our children" is increasing in order to reform educational management and thereby influence the quality of continuing education and the effectiveness of providing knowledge. After all, the basis is necessary for the transition from the voluntary construction and implementation of the educational process, to a consistently based, truthful diagnosis of the final result of each of its parts and stages. Therefore, it is important to create management principles that will allow for the timely and effective implementation of the tasks set.

In our country, there is an increasing focus on the radical renewal and development of the quality of general secondary education. Chapter IV of the development strategy of the new Uzbekistan is called "Fair Social Policy, Development of Human Capital", and it is for 44 purposes that this department is called "Improving the Quality of Education in Schools, Bringing the Knowledge and Qualifications of Pedagogical Staff to the International Level", and at the same time, 2023 is called the "Year of Attention and Quality". Therefore, it is

necessary for each of us to conscientiously carry out our tasks in the development of general secondary education.

The current practice of assessing the management activities of school principals in our country is carried out in accordance with the resolution of the Cabinet of Ministers of June 3, 2021, No. 345 "On Measures to Determine the Rating of General Secondary and Secondary Special Educational Institutions". Assessment of the activities of responsible employees based on the results of the six rating paragraphs 34 of the chapter also establishes that "assessment of the activities of Directors of general secondary educational institutions, their deputies, and pedagogical workers is carried out in accordance with the results of the rating developed on the basis of the Cabinet of Ministers of June 3, 2021, No. 345 "On Measures to Determine the Rating of General Secondary and Secondary Special Educational Institutions".

In terms of the concept of management of the educational process, we are discussing activities aimed at development, organization, control, regulation of the object of control in accordance with the set goal, analysis, and generalization on a reliable basis. Today, research work on the organization of management in educational institutions and its methods is increasing, which indicates the relevance of the topic. According to F. F. Korolev, the pedagogical style of management, as well as the social system itself, includes complex systems and integrity, which determines the characteristic features in which the manifested elements of the system are combined.

It is necessary to take into account the component of the learning process: educational and cognitive activity requires a lot of effort and the energy of a person and the warmth of this relationship, the formation of politeness, benevolence, mutual understanding and respect among all members of the team becomes important.

Analysis of the main management difficulties of pedagogy in the first decade of the XXI Century, employees of secondary and higher educational institutions face serious difficulties, both managers and teachers, most of which are associated with educational reform. Each leader must have both his personality and his management style. There are two different directions for determining the methodological management of a leader. The first is the psychologist K. Levin shows three management styles and is an option praised by many .

- authoritarian or directive style;
- Democratic or collegiate style;
- Liberal or inconsistent

The formal side of the method of interaction is characterized subordinates by the form of appeal of the teacher to the audience, to the leader, etc. The structural aspect of the style is realized through the content of its individual actions and actions, which form the basis of the total actual educational activity.

The main signs of the directive (authoritarian) style of interaction between the leader and the teacher and, accordingly, the teacher and the audience are as follows.

- appeal to subordinates (listeners) strict orders, instructions;
- the tone of speech is command and rude;
- the nature of speech is often unfriendly;
- the requirements for subordinates (listeners) are largely overestimated, not taking into account their real capabilities and originality

- conditions;
- suppresses any manifestation of the feelings of subordinates (listeners), does not know and does not take into account their psychological characteristics. He tries not to pay attention to their reaction, never resorting to them;
- constantly interferes with the work of subordinates, does not give freedom of thought;
- outside the group led by him (official leadership). As a rule, subordinates do not like it and are afraid. They work in constant fear;
- he hardly praises his subordinates, mainly criticizing them. The assessment of the effectiveness of its activities is very subjective;

The structural side of the authoritarian style is characterized by the following signs:

- clearly plans upcoming events and strictly requires subordinates. Likes to plan everything in writing to the smallest detail. There will be a tendency to more bureaucracy. Because he himself believes only in papers and prefers paper.
- Being a leader, he forces subordinates to prepare different documents for different situations;
- suppresses himself at the same time, taking reasonable initiative the initiative of subordinates, does not believe in their abilities, his opinion is only correct and infallible;
- considers himself beyond criticism, often persecutes for it;
- the autocrat provides effective activities of subordinates mainly due to "strong-willed pressure" on them, forcing them to work "hard";
- has difficulty communicating with people. Very often he himself is the initiator of the conflict situation;

His former subordinates never come to consult an autocrat or share their joys and worries.

Democratic (collegial) style of interaction between the leader and subordinates. The official side is characterized by:

- contact subordinates (employees) mainly for advice, inquiries, work in cooperation;
- the tone of the appeals is friendly;
- the nature of speech is calm, friendly;
- requirements for subordinates their business and individual qualities correspond to abilities. He reacts sensitively to their reaction to their actions, constantly consults with them and listens to collective opinion;
- does not interfere unnecessarily in the activities of subordinates;
- Information leader of the team (group of listeners), headed by him, he is respected and loved. He communicates with them even during hours outside of work;
- constantly praises subordinates for actually doing well, sees very careful work in assessing official signs. He is able to use positive incentives in his management (educational and educational activities) and gives them an advantage.

The structural side of the Liberal style is characterized by:

- The Liberal leader (teacher) never has a clear plan of action, preferring to work "randomly" ;
- relies on guidelines when making decisions;
- they fulfill the decision through a request when communicating it to the executors;
- no personnel sorting principles;
- becomes indifferent to knowledge, does not take initiative in communication;
- not demanding in relation to employees, Soft, has a formal attitude to discipline.

The second approach is a situational approach, this approach is aimed at assessing and taking into account the situation, promoting three factors that affect the behavior of the leader:

- a) relationship between team and leader;
- b) structural division of tasks;
- c) the position powers of the leader.

Modern approaches. In addition to the traditional approach to the management style, a number of modern ideas have come into play, the knowledge of which gives the opportunity to make the leadership style a more optional office. In this regard, we find it necessary to provide information about the situational, that is, the style of leadership related to the situation. This idea was expressed by scientists in the field of management P. Hersey and K. Put forward by Blanded, the application of one or another method of management depends on the psychological development, professional perfection of employees and the team . Currently, there is no single approach to the issue of assessing the effectiveness of the activities of management personnel in practice. This is due precisely to the complexity of the labor process, which is associated with the work activity of management personnel and its results, social activities, economic development of the enterprise and organization, and many other aspects. Nevertheless, in practice, the following methods of approach are used when assessing the work of managerial personnel :

1. Method for determining the effectiveness of the structure of the daily routine;
2. Method for assessing the use of working time;
3. Expert standardization method;
4. Expert assessment method.

Another aspect of the assessment complexity is associated with a quantitative assessment of the work of management personnel, the results of which are almost always determined by the performance indicators of their subordinates. Hence, the effectiveness of the leader's labor activity should be assessed not by the number of structured and issued orders, but by the effectiveness and progressivity of the management decisions made – by the impact on the activities of employees who are directly involved in ensuring productivity in the organization.

In conclusion, the reforms carried out in the educational system require further improvement of the mechanisms of qualitative management of educational processes, the need to improve the efficiency of management of the activities of the heads of educational institutions based on Democratic, humanitarian

principles. Especially at the qualitative stage of the field of training of future specialists, the need to constantly improve the quality and effectiveness of education in general secondary educational institutions of our country necessitates further development of professional and pedagogical competencies of school principals, the organization of management of the quality of education in them at the level of modern requirements.

The effective assimilation of managers with educational management and leadership principles, functions, and tasks leads to an increase in the quality of education in the institution and the productivity of the leader's activities.

The most optimal style of leadership is the democratic style, which allows the leader to achieve a high level of efficiency in the organization of their activities, ensuring harmony in the team.

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