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## MADANIYAT VA SAN'AT SOHASIDA KADRLAR TAYYORLASH TIZIMI MUAMMOLARI

**Annотatsiya.** Ushbu maqolada O'zbekiston madaniyat markazlari faoliyati, ularni boshqarish va to'g'arak rahbarlarining vazifalari haqida so'z boradi. Lavozim yo'riqnomalari ilmiy-metodik markaz tomonidan ishlab chiqilib, madaniyat vaziri tomonidan tasdiqlanishi ta'kidlanadi. Markaz direktorlari nizom asosida ishlaydi, to'g'arak rahbarlari esa yoshlarni jalb qilish, hadaf ehtiyojlarini a'rganish va hisobot yuritish bilan shug'ullanadi. Respublikadagi madaniyat markazlarida turli yo'nalishlarda mashg'ulotlar olib boriladi.

**Kalit so'zlar:** Madaniyat markazlari, lavozim yo'riqnomalari, markaz direktori, to'g'arak rahbari, yoshlarni jalb qilish, ijtimoiy ehtiyojlar, ish rejasi, hisobot, Madaniyat vazirligi.

## ПРОБЛЕМЫ СИСТЕМЫ ПОДГОТОВКИ КАДРОВ В СФЕРЕ КУЛЬТУРЫ И ИСКУССТВА

**Аннотация.** В статье рассматривается деятельность культурных центров Узбекистана, их управление и обязанности руководителей клубов. Подчеркивается, что должностные инструкции разрабатываются научно-методическим центром и утверждаются министром культуры. Директора центров работают на основе устава, а руководители групп занимаются привлечением молодежи, изучением потребностей региона и составлением отчетов. Обучение по различным направлениям проводится в культурных центрах республики.

**Ключевые слова:** Культурные центры, должностные инструкции, директор центра, руководитель клуба, вовлечение молодежи, социальные потребности, план работы, отчет, Министерство культуры.

## PROBLEMS OF THE SYSTEM OF TRAINING PERSONNEL IN THE FIELD OF CULTURE AND ART

**Abstract.** This article discusses the activities of cultural centers of Uzbekistan, their management and the responsibilities of the leaders of the circles. It is noted that job descriptions are developed by the scientific and methodological center and approved by the Minister of Culture. Center directors work on the basis of the charter, while circle leaders are engaged in attracting young people, studying the needs of the region and keeping reports. Training in various areas is carried out in cultural centers of the republic.

**Key words:** Cultural centers, job descriptions, center director, club leader, youth involvement, social needs, work plan, report, Ministry of Culture.

Madaniyat markazlarida faoliyat yuritayotgan xodimlarning ham lavozim yo'riqnomalari Madaniyat vazirligi tasarrufidagi Respublika madaniyat muassasalari faoliyatini ta'kid etish ilmiy-metodik markazi ishlab chiqilib, madaniyat vazirligiga taqdim etiladi hamda madaniyat vaziri tomonidan tasdiqlanadi. Bugungi kunda respublikamizda faoliyat olib borayotgan madaniyat markazlarida markaz direktorlari eng avvalo markazning faoliyatini Vazirlar Mahkamasining 2019-yil 30-martdagi 264-sonli Qarori bilan tasdiqlangan Nizom asosida olib boradi.

**To'garak rahbari** – madaniyat markazlarida to'garak rahbari o'zi tashkil etishi lozim bo'lgan to'garakga o'quvchi yoshlarini keng jalb qilishi, bunda haddad ijtimoiy qatlamini o'rganishi, ularning ehtiyojlarini simadlan iborat ekanligini inobatga olib faoliyatini tashkil etadi. Shuningdek, to'garak rahbari o'zi tashkil etgan to'garakga kelgusida ish faoliyatini samarali tashkil etish maqsadida ish rejalari ishlab chiqib, oylik, yarim-yillik hamda yillik hisobotlarni yuritadi hamda nazorat qiluvchi madaniyat bo'limining mas'ul sodimi badiiy rahbarga taqdim etib beradi.

Madaniyat markazining asosiy sohalarni yorituvchi ish hujjatlariga:

- metodik qo'llanmalar stendi;
- madaniyat markazining oylik, yillik ish rejalari papkasi;
- madaniy va ma'rifatga bag'ishlangan tadbirlar ma'lumoti;
- yozma va statistik hisobot namunalari;
- turli mavzularda o'qiladigan ma'ruzalar, subbatlar va divra subbatlarining mavzular jamlamasi;

- O'zbekiston Respublikasi Prezidentining siyosiy-ijtimoiy, iqtisodiy, mafkura va madaniyat masalalariga oid chiqargan qonunlari, qarorlari va farmonlari papkasi;

- mavzuli kechalalar, uchrashuvlar, savol-javob kechalari, milliy urf-odat va marosimlar, turli udumlar va an'analarning tasmariylari to'plami;

- turli ommaviy tadbirlarning afishalar, e'lonlar, taklifnomalar nusxalari jamlamasi;

- ko'rik-tanlov, bellashuv va festivallar nizomlari jamlamasi;
- adabiyot, san'at, madaniyat va boshqa jurnal hamda ro'znomalarda bosilgan maqolalar nusxasi bosilgan jamlanmalar papkasi;

- badiiy havaskorlik to'garaklari va jamoalari faoliyatini yorituvchi fotoalbom;

- shahar madaniyat muassasalari, madaniy-ma'rifiy ishlar sohalari, o'garaklar, jamoalar, uyushmalar faoliyatiga bag'ishlangan ma'lumotlar;

- shahar va viloyat miqyosida o'tkazilgan yirik tadbirlar ma'lumotnomalari;

- markaz xodimlarining lavozim yo'riqnomalari papkasi;

- madaniyat muassasalarini turli me'yoriy hujjatlar hujjatlar papkasi saqlanishi shart.

Madaniyat markazlarining moddiy jihatdan barqarorlashtirish ular tomonidan tashkil etilgan pullik xizmatlarning saviyasiga bog'liq. Bugungi kunda madaniyat markazlarida deyarli pullik to'garaklar tashkil etilmagan. Og'riqli bo'lsa ham aytish joizki, bepul to'garaklarga ham yoshlarni jalb qilish suti holatda. Bunday holatlarda sabab madaniyat markazi rahbari tomonidan yangi innovatsion g'oyalalar, ishlanmalar, takliflarning yo'qligi, tashabbuslarning hamto o'ylab ko'rilganligi sabab bo'lmoqda.

Muharrem Prezidentimiz Sh.M.Mirziyoyev ta'kidlaganlaridek, "Har bir inson har kun qiladigan ishini xuddi birinchi marta qilayotgandek qilishi kerak. Shundagina ishda rivojlanish bo'ladi" deganlaridek, markaz xodimlari o'z funksiyalarini bajarishda xotijiy modellarga asosan amalga oshirish natija yuqori bo'ladi.

Madaniyat varirligining bir tarmog'i sifatida faoliyat olib borayotgan madaniyat markazlari bugungi kunda jadal sur'atlar bilan moddiy texnika bazasi ta'mirlanmoqda. Ularda ijodiy mahit rivojlantirilmog'ida. Ushbu berilayotgan imkoniyat, yaratilayotgan sharoitlardan oqilona foydalangan holda ishni tashkil etish har bir soha xodimi oldida turgan asosiy varifla sanaladi.

Xalqimiz bayram taatanani sevuvchidir. Har bir bayramda hoh u siyosiy, hoh u milliy, hoh u tarixiy yoki ijtimoiy madaniy tadbir bo'lsin, barchasida milliy urfodatlarimiz, qadriyatlarimizni tarannum etuvchi folklor jamoalarimiz iştiraki ta'minlanadi. Buning zaminida ham asosiy ma'no o'zbek xalqi uzoq-yillik tarixga ega ekanligi, qadriyatlar uzoq davr mobaynida vaqlar, ramonlar osha yitib krlayotganligi, hamda kelajakda ham bunday an'ana davom etishini tarannum etishdan iboratdir. Ana shunday milliy qariyatlar-u an'analarni izlab topish, uni asab avaylash, belgilangan tartibda ro'yxatga olish, kerak bo'lsa, YUNESKOning umumjahon ro'yxatiga kiritishda asosiy va birinchi omil bu madaniyat markazlari faoliyati sanaladi. Aytib o'tish joizki, bugungi kunda

50 "Lazgi" raqi, "Askiya san'ati" ana shunday ro'yxatlar qatorida turganligi soha mutaxasirlarining say harakatlari desak muhoblag'a bo'lmaydi.

Milliy o'yinlarimiz, milliy kuy va qo'shiqlarimiz bugungi kunda o'z ahamiyatini yo'qotmoqda. Bu esa, milliyligimiz uchun fojia sanaladi. Bunga bir qancha omillarni ko'rsatish mumkin:

- O'rab madaniyatining kirib kelishi;

- Axborot - IT texnologiyalari asrida yashayotganligimiz.

Qolaversa, o'tish davri talablaridan kelib chiqib, barcha jabhalarda boshqaruvni yanada rivojlantirish, takomillashtirish va qayta isloh qilish choralarini ko'rilgani kabi madaniyat va san'at sohasida ham zamonaviy boshqaruvchilarni menejrlarni tayyorlash zarurati o'ta dolzarb vazifa bo'lib turibdi.

Xalosa qilib shuni aytish joizki, san'at va madaniyat sohasiga davlat tomonidan moliyaviy ko'makni kuchaytirish, ta'lim sifatini yaxshilash, ish bilan ta'minlash va rag'batlantirish tizimini yaxshilash, malakali mutaxassislarni tayyorlash va xalqaro tajribalarni o'zlashtirish, jamiyatda san'at va madaniyatning o'rnini va ahamiyatini oshirish bo'yicha keng targ'ibot ishlarini olib borish kabi chora-tadbirlar amalga oshirilsa, madaniyat va san'at sohasi uchun malakali kadrlar yetishtirish tizimi takomillasadi va ijodiy soha rivojlanadi.

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**THE CONCEPT OF LEADERSHIP AND ITS ROLE AND ROLE IN THE  
DEVELOPMENT OF SOCIETY**

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**Annotation**

the article reveals the essence of leadership, reveals that a person succumbs to the feeling of helplessness, seizes the control of reality around him, and his personality disintegrates. The article sets out recommendations on how, in a society dominated by such uncertainty, to independently fulfill the necessary resources in the implementation of the goals that they set, to preserve their values. It is clearly shown that the human position, the growth of his ability to self - development-is set against the level of authoritarian and commanding character.

**Keywords**

Leader, Leader, ability, authoritarian leader, Democratic leader, liberal leader

A leader or leader is a person who wants others to follow his Trends and ideas. It is also possible to temporarily achieve leadership, but the true leader is distinguished by irreplaceable loyalty by the next steps forward.

Each leader or chief is individual and irreversible in his own way. This is due to the fact that each boss organizes his work activities, managerial activities in his own way. One problem that has been studied in detail in the field of Management in political psychology is the different management styles. German scientists in this field G.Gilsh and M. Forverg, Russian scientist V.D. Parigin, L.N.Umansky, M.Yu. The work of Zhukov and others is especially noteworthy. Summarizing all scientific research, let's give a characteristic to the three main management methods adopted in Social Psychology. These three styles are authoritarian, democratic and liberal styles of work.

An authoritarian leader conveys all instructions to employees in a spirit of workmanship, in a clear, sharp tone. In the process of communication, too, it uses strict tones, such as an exclamation towards employees, a sharp ban. One of his main goals is to pass his sentence, whatever the way it is. His speech is also clear and fluent always in a serious tone. Praising or punishing employees over a case, criticizing them is purely subjective, and this thing depends on the mood of the

boss and his personal attitude towards those individuals. The wishes of the members of the team, their opinions and advice are taken into account only in very few cases, in most cases such wishes or instructions are limited or unsatisfied by direct insults, humiliation or moral punishment. Such a leader usually keeps a secret from the team how he wants to carry out his work methods, future plans, some specific work, Opera, which, in his opinion, can negatively affect his reputation.

The authoritarian leader has visions of the abilities of each team member, their attitude to work, their position, according to which he has programmed the work actions of each employee in the maximum possible way, in which any restrictions bring his open anger, and for this he has different methods of punishment. That is, in such communities, power is centralized, the head of the community is the sole governor of this center-that is why phrases from the tribe "my people", "my work", "according to my opinion" are often used here. Such leaders have such self-sacrifice towards their work that they cannot imagine themselves without work, that is, the work "covered his whole body". For this reason, such a leader knows every person very well about his daily work activities, his results.

But, in fact, he is more interested in his leadership role, leadership there than in the content of his work, and gives himself an assessment of those qualities. Since this quality naturally affects both the quality of the work and the quality of the work, not all the tasks set before the team are completed ("Iron Leader"). In such communities, the work of criticism is rather sluggish, since it does not allow both itself and others to criticize, to criticize, in his opinion, only the chief is entitled. At meetings, starting the word itself and not giving the initiative to others to the end, people's suggestions, their feelings are ignored.

G.Gibsh and M.Forvergs analyze that the efficiency of the work in which the authoritarian leader is the head is much higher, and that the production indicators will also be higher. But the mental-spiritual atmosphere in the community was heavy, tangy, and this thing led to a person's dissatisfaction with the community, with work. People who work in labor communities headed by such a leader can easily replace their professions, jobs.

The Democratic leader, on the contrary, is in favor of giving independence, erk to subordinates. Distributes when giving assignments at work, taking into account the personal abilities of workers. In doing so, he also takes into account the personal inclinations of employees. Orders or assignments are usually given in the sense of an offer. His speech is simple, always calm, quiet, in which a friendly, friendly attitude is felt. Praising a person, increasing his position or assessing his work according to the shortcomings in the work is always carried out in agreement

with the opinion of the team members. Criticism, often in the form of suggestion, desire, is conveyed to the "culprit" as an assessment of the content of what is done. Therefore, its spatial-social state is "within the community".

Criticism and self-criticism in the team are set in such a way that no one suffers from its consequences. Because more often than not a boss, but other activists of the team-informal leaders-criticize. The chief is not afraid to make a mistake-to take the shortcomings in front of the public. Because the sense of responsibility in it is felt not only during communication with members of higher management organizations, but also communication with employees, and loves to divide responsibility for the assigned task into others. The chief has no secret from his staff, so even at meetings more and more he speaks, and not all employees, he fully uses the right to make the final decision and complete the words, to generalize.

According to the analyzes of gibsch and Forvergs, the spiritual and spiritual atmosphere in the communities led by such a chief is very good, workers are satisfied with the team, work, there are few cases of leaving-be, but the production will hardly be normal.

It is difficult to know whether the attitude of a leader who works in a Liberal (loyalist) style to work is satisfied with the work or not. In it, prohibition is not punishable-instead it is often limited to acquaintance with the final outcome of the case only. The problems of the team of the team of a great leader who is not interested in the highs and lows of work, seem to be walking in another "universe". It does not give clear quotations, instead the tasks that must be done through informal leaders or those close to it are conveyed to the executors. His main task, in his eyes, is to create working conditions for employees, eliminate shortcomings in work, find the necessary products, supplies, attend meetings and hokazo.

When he has to communicate with employees, he is always a *hushmumomala*, trying not to violate the norms of etiquette, morality, but never arguing with them. At meetings, if a problem causes a discussion, it leaves the last word to itself, not directly interfering with the process. Thus the employees were given freedom of thought and action.

Even if the chief is asked for his opinion on those free actions, it is not clear from him, because he does not know the employees well, he is afraid to offend the rest. His spatial-psychological state is "outside the group".

Scientists believe that in the communities where such a leader conducted the work, all indicators are always behind, and I do not even lead. The Liberal leader tries to look for work from elsewhere, without standing too much, by doing anarchy at work.

The management styles evaluated above are more leadership-specific than leadership-but, in the scientific literature, both of these phrases are often used synonymously. In fact, the best leader will also embody all leadership qualities in himself. Because the leader in a purely social psychological sense is more manifested in himself in different conditions, which is differentiated according to personal qualities. For example, the leader is the organizer, the leader is the initiator, the leader is the erudite, the team is the leader who manages the emotional-emotional state, the leader is the wrist and the hokozo. A good leader, knowing these qualities of a leader, must educate them in himself and be able to work in collaboration with leaders in his team.

Experts indicate that there are four main contextual factors that leaders should be aware of when assessing the situation. These factors include:

1. Leaders should consider the relationship between group leaders and members. Social and interdependent factors can play an important role in determining which approach is best. For example, a group that lacks efficiency and productivity can use a style that emphasizes order, rules, and clearly defined roles. An effective group of highly skilled workers can use a more democratic style that allows group members to work independently and make organizational decisions.
2. The leader must decide for himself his task. Tasks can vary from simple to complex, but it is necessary to clearly define the task in order to determine whether the leader has been successfully and competently completed.
3. The level of authority of the leader over the members of the group should also be considered. Some leaders have potential in their position, such as making fire, doing work, rewarding, or obeying them. Other leaders often gain power through relationships with employees, often respecting them, helping them and helping them get involved in the decision-making process.
4. Everything-the Blanchard model assumes that leaders must take into account the maturity level of each group member. Maturity levels are the ability and willingness of an individual to complete a task. Incapacitated, but appointment to a member fails.

In conclusion, as a result of research in Moscow and other large centers in recent years, it has come to the conclusion that in reality it is difficult to meet a purely democratic or purely authoritarian leader in life, but even when they are encountered, it turns out that they cannot control a team for a long time. That is why they depend on the situation, the situation, the concrete community, the norms of behavior adopted in it, the idea that interpersonal relationships determine the tactics and style of work of both the tipi leader and the leader. But the practical importance of knowing the psychological content and essence of these leadership

styles is that each style has its own positive side, while the skillful leader is self-educated, it is advisable for them to educate the most optimal, especially those suitable for the team he leads.

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