analyze the education system of all countries and think about the number of critical thinking classes in higher education in Uzbekistan. The next step is creating textbooks or study guides for students. In this process, too, we rely primarily on textbooks or other books from foreign countries. At the stage of creating textbooks or manuals, it would be expedient to create materials taking into account the national values, the content, as well as the various processes taking place in foreign countries and modern Uzbekistan such as economic, social and political. Upon completion of these stages, critical thinking as an experimental test is introduced into the higher education system as an elective subject for selected faculty or direction students. If this subject has a significant effect, then it is taught as a new subject for students of other faculties or directions. Of course, every textbook here is created in accordance with the direction of the students.

Taking everything into consideration, one of the main goals of the higher education system of Uzbekistan is to develop personnel who are able to meet the requirements of modern society, keep pace with the times, have high skills, high thinking ability, and work freely with information. The growing and changing demand for generic and professional competencies in the labor market requires higher education to constantly readapt to the current situation. Additionally, this also means reviewing and evaluating society's needs and emerging challenges, rethinking practices for the preparation of professionals and assessing the importance of the competences being developed. The need for critical thinking is obvious in the labor market [4].

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LEADERSHIP: COMMUNICATIVE PROPERTIES OF THE MANAGER'S PERSONALITY AND PSYCHOLOGY OF COMMUNICATION TECHNOLOGY USE

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Abstract: The article is devoted to studying the relationship between the communicative properties of the manager personality and managerial decision-making styles. This problem is essential and relevant since the communicative properties of the manager's personality are rarely considered. Research has shown that most managers have developed communicative qualities and constructive decision-making styles. As a result of the correlation analysis of the data, significant correlations were revealed between hyperactivity as a decision-making style and indicators of self-control in communication (positive relationship) and indicators of organisational skills (negative relationship). Factor analysis of the data obtained showed that

the communicative properties of a person could be combined with hyper-vigilance as a decision-making style, forming the factors "self-control" and "impulsive sociability".

The present study extends existing communication technology and organizational literatures by going beyond usage assessments and examining how an employee's psychological state influences motivations for non-work-related communication technology use during company time.

Introduction

Modern research in the field of management psychology, organisational and economic psychology, labour psychology shows that the head of any level, from a small department to a corporation, is one of the central figures in ensuring the effective and productive activities of the organisation. The communicative properties of a person are usually defined as stable characteristics of human behaviour in communication, significant for his social environment. In psychology, the concept of "communicative competence" is also widespread, defined as the ability to interact with others effectively, establish and maintain the necessary effective contacts with other people[1,2,3].

Communication is vital for a manager. Since business communication is one of the fundamental aspects of managerial activity, it is one of its specific features; the expressed communicative qualities of a person are necessary for the manager to implement all managerial functions effectively. The problem of managerial decisions is also highly relevant in modern psychology engaged in the study of managerial activity and the personality of the head [4]. Decision-making in management activities is one of the main stages of the management process. A managerial decision is the main result of managerial activity, the product of managerial labour. Decision-making is defined as a choice by a person or a group of people in an uncertain situation betweenalternative options, available objects, ideas and actions.

Considering the decision-making process in the context of will and deliberate action, L.S. Vygotsky and S.L. Rubinstein focused on the struggle of motives when making a decision. "The battle between motives often occurs long before the actual situation in which we need to act is in front of us... The decision is made, and the struggle often ends long before the real or actual struggle has begun," L.S. Vygotsky noted thereby emphasising the extreme importance of the stage of direct decision-making. S.L. Rubinstein also pointed out that the decision acts as a particular deliberate action in cases where there is a complex struggle of motives or the necessary action is delayed [5].

In articulating a communication orientation, we have intentionally crossed paradigms couring the literature for research that places ''communication'' at the center of leadership study. The discovery of these value commitments strongly suggests that there is indeed a communicative lens or, more accurately, series of lenses that, taken collectively, shows communication to be central, defining and constitutive of leadership. We certainly do not dismiss the cognitive aspects of leadership, but merely reverse the longstanding figure-ground arrangement in the literature that prioritizes the cognitive over the social. Thus, we use the communication value commitments that we have gleaned from the literature as the organizing framework for this paper. They include the following:

(1) Leadership communication is transmissional and meaning-centered.

(2) Leadership (communication) is relational, neither leader-centric nor follower-centric.

(3) Influential acts of organizing are the medium and outcome of leadership communication.

(4) Leadership communication is inherently power-based, a site of contestation about the nature of leadership.

(5) Leadership (communication) is a diverse, global phenomenon.

(6) Leadership communication is alive with the potential for reflexivity, moral accountability.

A transmissional view of communication, with roots in industrial and organizational psychology and (post) positivistic science, has historically dominated leadership studies. Leadership was examined from the perspective of individuals with strong inner motors where ''communication is incidental or, at best, intervening''. Some contemporary leadership scholars hold a similar view. Indeed, when the lens is individual and cognitive and the accompanying methods are surveys and experiments, there is often little choice but to view communication as a simple transmission, a process variable, or a behavioral outcome. Under these conditions, communication becomes a conduit, and researchers may examine issues pertaining to transmission and channel effects, such as message directionality, frequency, and fidelity; disruptions to effective transmission; and ways in which messages are (improperly) received[6].

There are a number of reasons why individuals use communication technologies in the workplace, and these reasons can be related to the fundamental incentives for much of human behavior. Bandura identifies six basic incentives for human behavior: activity, social, novel sensory, monetary, study, Bandura describes self-evaluative (reactive) incentives as those that provide psychological rewards when an individual engages in certain behaviors[7]. For instance, self-satisfaction can be achieved by engaging in an activity that meets desired outcomes such as improved social status or regulating psychological states such as boredom or stress. In the workplace, boredom is common, costly,and detrimental to the organization. It is "an unpleasant, transient affective state in which the individual feels a pervasive lack of interest in and difficulty concentrating on the current activity . . . [and] feels that it takes conscious effort to maintain or return attention to that activity."[8,9]Employees who are in a bored state may be more dissatisfied with their work, pay, advancement opportunities, supervisor(s), and coworkers—all of which can lead to destructive behavior.[10,11]Boredom has been associated with decreased performance and, in the current context, increase non-work-related communication technology use. Workplace boredom may result from job tasks that provide little variety. At work, boredom motivates individuals to find activities providing stimulation and excitement.[12,13] Since individuals seek a psychological equilibrium, employees in a negative or dissatisfying emotional state may turn away from the work at hand and socially communicate with co-workers, play online games, or surf the Internet.In addition, stressful work environments are defined by an employee feeling overwhelmed by the amount and difficulty of pending tasks. Scholars have found a relationship between stress or work overload and withdrawal behaviors such as not coming to work. Recently, Mastro indicated that stress can change technology use patterns. In the present study, the direct and indirect relationships between psychological state and nonwork-related (personal) communication technology use will be examined.

CONCLUSIONS

Views of leadership itself do vary accordingly. Leadership as the management of meaning expands to all leadership actors (formal or informal leaders, followers or other stakeholders) who can be transformative agents, but also passive receptors of meaning and disciplined products of culture. Leadership is, by definition, performative in which reflexivity is routine and moral grounding thus becomes possible. The characteristics of the decision-making style are also positive; the effective decision-making style "vigilance" prevails. Although framed within an organizational context, the concepts outlined here can be used to investigate the use of communication technology not only at work, but also at home, school, and various other settings, and for a variety of different audiences such as teenagers, young adults, the elderly, or families. Factor analysis of the results revealed five significant factors: "defensive back-passing", "self-control", "impulsive sociability", "assertiveness", and "competent type of communication". Two of these factors, "self-control" and "impulsive sociability", combine the communicative properties of personality and hyper-vigilance in decision-making; i.e., the communicative properties of personality can be combined with one of the managers' decision-making styles.

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YOSH YETAKCHINING RAHBARLIKKA XOS PSIXOLOGIK JIHATLARI

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Annotatsiya: *Bugungi kunda zamonaviy liderlar kamayib boroyotganligi hammamizga ma'lum shuning uchun yosh zamonaviy liderlarni yetkazib chiqarish dolzarblik kasb etmoqda. Har bir sohada liderlarni izlab topish va ularni qo'llab-qo'vvatlab turish lozim. Chunki bugungi kun jamiyatiga har doimgidanda ko'proq mukammal shaxslar kerak.*
Kalit so'zlar: *E'tiqod, qadriyat, liderlik, faoliyat, kirishimlilik, zehnlilik, ishonch, tartiblilik, tashabbuskorlik, kuzatuvchanlik, mustaqillik, qunt-matonatlilik, tashabbus.*

Yosh yetakchi - o'ziga tengdosh shaxslar manfaatlari uchun qonun doirasida faol ish yuritishni anglatadi. Yetakchi o'z kuchiga ishongan, jasur va xarizmatik inson bo'lishi lozim. U, hatto, yosh avlodning himoyachisi bo'la oladi. Odatda, yosh yetakchilar tengdoshlari orasida ajralib turadigan yorqin xislatlarga ega shaxslardir. Ular nafaqat tengdoshlarini o'ziga jalb qila oladi, balki o'zidan katta yoshdagilar bilan ham tez til topisha oladi. Bunday yetakchi