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## ANALYSIS AND CHARACTERISTICS OF BEHAVIORAL LEADERSHIP THEORIES

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### ABSTRACT

This article describes the analysis and features of behavioral leadership theories. Also, the study of the effectiveness of leadership styles, the personal qualities of the leader are described in detail.

### KEYWORDS

Leadership, behavioral leadership, personal qualities, leadership styles, autocratic, democratic, liberal leadership, integrative style, traditional classification system, management context.

### INTRODUCTION

Today, a number of organizations stand out from their peers mainly because they have more dynamic and effective leadership. The issues of effective leadership have been of interest to people since ancient times, but their systematic, purposeful study began only during the time of F.V. Taylor, the founder of the company Scientific Organization, Labor and Management. A lot of research has been done during

this time. However, there is still no complete agreement on which leadership power is most effective. The topic of leadership is relevant today in many areas of life, business, politics, sports and other areas.

Literature review: Summarizing the different definitions, leadership can be summarized as leadership is a way of influencing and controlling. For

many, a leader is a leader who drives people forward and moves them toward a goal. What is the difference between an ordinary person and an effective leader? Many scientists have been dealing with this problem for a long time. The theory of great men is one of the most popular and simple answers to this question. Its proponents historians, political scientists, psychologists, and sociologists believe that a person with a certain set of personality traits will make a good leader regardless of the situation. The absolute embodiment of this theory is the concept of a charismatic leader who impresses others. Interest in the topic of leadership is constantly growing, and this is happening for two reasons:[1]

- the first is related to the increased need of companies for managers,
- and the second comes from the almost magical effect of the words leader and leadership. most people.

Research methodology: If the theory of personal qualities of the leader emphasized the need to recognize and select future leaders based on the identification of relevant personal qualities and characteristics, behavioral leadership theories helped to increase attention to the issues of teaching effective forms of behavior. Despite the variety of theories related to this group, all of them can be reduced to

determining the leader's behavior based on two main characteristics:

- behaviors aimed mainly at creating job satisfaction among subordinates and their development (interest in the needs of employees, respect for their ideas, delegation of authority to subordinates, concern for their motivation);
- pure executive action production tasks at any cost (at the same time, the need for the development of subordinates is often underestimated, their interests and needs are not taken into account).

An important contribution of the behavioral approach to leadership theory is that it helped to analyze and classify leadership styles. In the context of management, leadership is the usual behavior of a leader to influence subordinates and motivate them to achieve organizational goals. A leader's level of delegation, the types of authority he or she exercises, and whether he or she is primarily concerned with human relationships or primarily with task completion reflect a particular leader's leadership style. Every organization is a unique combination of individuals, goals and objectives. Every leader is a unique individual with a set of skills. Therefore, leadership styles do not always fit into a specific category. According to the traditional classification system, the style can be autocratic (one extreme) and liberal (the other

extreme), or it can be a task-oriented style and a person-oriented style.

A leader in autocratic rule is an authoritarian. An autocratic leader has enough power to impose his will on the executive and does not hesitate to resort to it if necessary. An autocrat deliberately addresses the needs of subordinates on the assumption that they are the level at which they operate. Noted leadership scholar Douglas McGregor called the autocratic leader's foundation for workers the Behavioral Theory.

According to the "Behavior" theory:[3]

- people do not like to work at first and avoid work at every opportunity.
- people have no ambition and prefer to lead and try to get rid of responsibility.
- above all, people want security.
- coercion, control and threats of punishment are necessary to force people to work.

Based on these initial assumptions, the autocrat usually centralizes power as much as possible, structures the work of subordinates, and gives them little freedom in decision-making. An autocrat also strictly controls all work within his authority, and to ensure that the work is done, he can apply psychological pressure, as a rule, threats. If an autocrat avoids negative coercion and uses rewards instead, he is called a benevolent autocrat. Although he remains

an authoritarian leader, the benevolent autocrat plays an active role in the mood and well-being of his subordinates. He may even agree to allow or encourage them to participate in the planning. But he retains the real power to make decisions and implement them. Also, no matter how supportive this leader is, he further extends his autocratic style, creating tasks and demanding strict adherence to a large number of rules that strictly regulate the behavior of employees.

A representative democratic leader's views on workers differ from those of an autocratic manager. McGregor called them the Theory of Representation:

- work is a natural process. If the conditions are favorable, people will not only take responsibility, but also strive for it.
- if people are connected to the goals of the organization, they use self-management and self-control.
- participation is a function of reward for achieving a goal.

Creative problem-solving skills are widespread, and the average person's intellectual potential is only partially tapped. Because of these assumptions, the democratic leader prefers influence mechanisms that respond to higher-level needs: belonging, higher purpose,

autonomy, and self-actualization. A true democratic leader avoids imposing his will on subordinates.

Organizations dominated by the democratic style are characterized by a high degree of decentralization of powers. Subordinates actively participate in decision-making and enjoy wide freedom in performing tasks. Often, by explaining the goals of the organization, the leader allows subordinates to set their own goals in accordance with the goals he has developed.

Instead of exerting strict control over subordinates during the performance of their work, the head of the initial department usually waits until the end of the work and evaluates it. The leader acts as a liaison to ensure that the goals of the work group are aligned with the goals of the organization as a whole and that the group receives the resources it needs. Because the democratic leader believes that people are driven by high-level needs for social interaction, achievement, and self-actualization, he tries to make subordinates' responsibilities more attractive. In a way, it tries to create a situation where people are motivated to some degree because their work is intrinsically a reward. It also encourages subordinates to understand that they have to make decisions. And the leader puts a lot of effort into creating an atmosphere of openness and trust, so that if subordinates need help, they may not hesitate to turn to the manager. To achieve this, the leader organizes two-way communication and plays a leadership role.

The Lewin Study Perhaps the first study to examine the effectiveness of leadership styles was conducted by Kurt Lewin and his colleagues. In his famous study, Levin found that authoritarian leadership works better than democratic leadership. Meanwhile, on the other side of the scale, there is low motivation, less originality, less friendliness in groups, lack of groupthink, more aggression towards the leader and other members of the group, more suppressed anxiety and thus together, there was more dependence and obedience. Compared to a Democratic leader, compared to a liberal one, the amount of work is reduced, the quality of work is reduced, there is more play, and the polls show that the Democratic leader is favored.

The inability to uncover the secret of effective leadership based solely on personality has led researchers to take a closer look at the behavior of leaders and how that behavior contributes to success or failure. Within the theories of this group, it is assumed that certain patterns of behavior are characteristic of a successful leader. There are many studies that have tried to identify these forms. Attitudes are easier to learn than qualities, thus making leadership accessible to all.

Leadership Network The leadership styles described in research conducted at the University of Ohio, Michigan, and Texas are associated with similar characteristics: focus and initiative; orientation and

orientation of employees; focus on people and focus on production. Summarizing the results of these studies made it possible to distinguish two main types of leaders' behavior:[5]

- people orientation
- task orientation.

Analysis and results: Four questions arise in connection with the identification of the two main characteristics of the behavior of leaders.

First, are these characteristics most important in the behavior of leaders? They are undoubtedly of special importance. People orientation and task orientation represent the main aspects of human behavior on which organizational success depends. It should be noted that these characteristics were determined in the process of studying real leaders. Also, if different studies give similar results, it can be assumed that they reflect the main characteristics of leadership styles. A recent review of research from the past 50 years identified people orientation and task orientation as key categories of leadership behaviors. Interest in tasks and interest in people are shown by leaders or managers at various levels. Although these are not the only forms of behavior, they appear to be the most important.

Second, can leaders combine being task-oriented and people-oriented, and if so, how do they do it? A

leadership network shows adaptability. Although one characteristic of a leader may be dominant, it is believed that the most effective leaders are people-oriented and task-oriented. For example, the John Fryer we talked about above How is alignment done? Some researchers say that leaders of this type change their behavior patterns depending on the situation, while others believe that both leadership styles appear at the same time. Thus, the same John Fryer sets high standards for students and at the same time works closely with teachers to help them meet these standards. A task-oriented leader sets difficult tasks for subordinates and then simply puts pressure on them. Conversely, a people-oriented leader may neglect student grades, seeking improvement through constructive relationships with teachers. A highly people-oriented and task-oriented leader often combines both styles.

Third, is "unifying" style universal or situational? Universal behavior means that it is effective in all situations, and situational - it is only in some. Research shows some degree of universality in both people and task-oriented behavior. In other words, a people-oriented leader style is more satisfying for employees and causes less interpersonal problems in different situations. Focusing on these tasks often leads to higher productivity.

Fourth, can a person change direction, become a task-oriented or people-oriented leader?



In the 1950s and 1960s, when research was conducted at the University of Ohio and Michigan, scientists believed that a person could imitate the behavior of an effective leader to achieve similar success. In general, it can be agreed that people can copy the behavior of the leader. At the same time, a leader who focuses on both people and tasks is the most effective because he is able to meet both the needs of employees and the needs of production. Although this type of leadership is not unique, researchers believe that it allows you to succeed in a variety of situations.

## CONCLUSION

In conclusion, it can be mentioned that the main conclusion of the representatives of behavioral leadership theories was as follows. Behavior aimed at successfully solving production problems, simultaneously creating job satisfaction among subordinates and their development, as a rule, higher work performance compared to units managed by leaders who ignore these issues. 'performance comes with discipline and low turnover. Thus, the task of the organization is not only to recognize an effective leader in the selection process, but also to teach him the skills of successful management of people.

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