effective activities of the state and other organizations in the implementation.

A number of important documents were adopted on improvement of state policy on youth, promotion of political economy of youth, protection of rights and interests of youth, creation of necessary conditions for their harmonious development, practical work was carried out, certain results were achieved in five priority directions of development of the Republic of Uzbekistan. Even so, the work to be done in this regard will always remain relevant in a wide range. From this point of view, the following 5 initiatives on raising the morale of young people were put forward at the video-electric meeting on March 19, 2019 under the leadership of the president of our country "On the implementation of 5 important initiatives on increasing interest in culture, art, sports, information technology, reading books in the effective organization of work with young people" plays:

the first initiative is to increase the interest of young people in music, painting, literature, theater and other types of art.

the second initiative is on the issues of creating the necessary conditions for young people to show their abilities in the field of physical conditioning and sports.

the third initiative is on the issues of organizing the effective use of computer technology and the internet among the population and youth.

the fourth initiative is on the issues of raising the spirituality of the population, especially young people, and broad promotion of reading among udar

the fifth initiative is on the issues of systematic organization of work on the employment of women.[3]

The idea of educating a comprehensively mature generation with a base-dividing active civic position in strengthening the foundations of a strong civil society on the basis of the reforms carried out in our country is considered one of the most priority tasks.. Our President Sh.M.Mirziyoyev noted "the most important task is to form and educate the conscious mind of young people on the basis of enlightenment. Tomorrow, the prosperity of our planet depends on what kind of person our children grow up to. Our main task is to create the necessary conditions for young people to show their potential, to prevent the spread of the "virus" of the idea of violence" [4].

In conclusion, it should be noted that at the time of the reforms carried out in our country, attention is paid to the formation of the foundations of a strong civil society through the development of the political culture of young people, the development of a young generation that is able to fully demonstrate its achievements and opportunities, harmonized with the nature

References:

[1] President Of The Republic Of Uzbekistan Sh.Mirziyoyev's speech at the 72nd session of the UN General Assembly. // "Xalq suzi" newspaper, September 19, 2017, №189 (6883) – P.1.

[2] Karimov I.A. Free and prosperous, free and prosperous life is our ultimate goal. -T., Uzbekistan, 2000. –P.32.

[3] From the speech of the President of the Republic of Uzbekistan Shavkat Mirziyoyev at the video-electric meeting "On the implementation of 5 important initiatives to increase interest in culture, art, sports, information technology, book reading in the effective organization of work with young people". www.prezident.uz

[4] Speech of the president of the Republic of Uzbekistan Shavkat Mirziyoyev at the 72nd session of the General Assembly of the United Nations. www.prezident.uz

[5] Ergashev I., Farxodjonova N. INTEGRATION OF NATIONAL CULTURE IN THE PROCESS OF GLOBALIZATION //Journal of Critical Reviews. – 2020. – T. 7. – №. 2. – C. 477-479.

[6] Farhodjonovna F. N. Spiritual education of young in the context of globalization //Мир науки и образования. – 2017. – №. 1 (9).

Juraev Firuz Idievich
Master degree Student of the Academy
of Public Administration under the President of the Republic of Uzbekistan.

THE IMPACT OF LEADERSHIP STYLE ON IMPROVING THE PSYCHOLOGICAL ENVIRONMENT OF THE TEAM

Abstract. This article analyzes the theoretical and practical experiences of the impact of management methods on improving the psychological environment of the team, tries to reveal the role of the work team and the psychological environment in it to increase management effectiveness. It also analyzes the importance of psychological approaches and methods in the management system of the executive branch.

Keywords: Leader, manager, work team, psychological management methods, socio-psychological factors, psychological types of clients, psychological approach, social management, management staff, administration.

Before analyzing manager's management methods, it is important to have an idea of the concept of the work team. This is because the main goal and function of a leader is to ensure that the work done in the work team is efficient and productive. In the labor community, the main part of human life takes place, in which man finds opportunities to realize his creative power.

Labor team - all employees who participate in the activities of the enterprise on the basis of an employment contract with their own work. Typically, administrative staff, as well as some public

organizations formed by the Labor Collective, such as the Labor Disputes Commission, are part of the Labor Collective.

The labor collective, as a subject of labor law, operates in the whole enterprise and its structural subdivisions. The work community differs depending on the different organizational and legal forms of enterprises and different forms of ownership. The relationship between the workforce and the employer, social development, labor protection, remuneration of labor, participation of employees in the distribution of enterprise profits are governed by applicable law, as well as the enterprise charter and the eco-contract.

The main powers of the labor collective are: to decide on the conclusion of a collective agreement with the employer; conduct negotiations on the conclusion of a collective agreement, participate in its preparation and discussion, monitor the implementation of the collective agreement; appointment of representative bodies representing the interests and protecting the rights of employees in labor relations; approval of internal labor regulations; acquisition of shares in case of transformation of state enterprises into joint-stock companies; to participate in the settlement of disputes through the commission on labor disputes and to protect the rights of employees through representative bodies; participation in the receipt of internal documents in the enterprise, etc.

The scope of powers delegated to the labor collective is primarily determined by the collective agreement. The powers of the labor collective established by law are exercised on a broad democratic basis[19].

Article 19 of the Labor Code of Uzbekistan defines the labor collective as follows: "All its employees who participate in the activities of the enterprise with their own work on the basis of an employment contract constitute the labor collective of the enterprise. The rights and duties of the labor collective, its powers, the order and forms of their implementation are determined by laws and other regulations"[20].

In the literature on legal, social, and management sciences, a work team is a collection of individuals united by common interests and goals. The following characteristics apply to the work team:

- is based on a unity of goals that perfectly ensures the coordination of the interests of individuals in society and the community;

- people help each other;

- existence of certain organizational structures conditioned by the tasks and size of the organization;

- discipline;

- implementation of certain social functions (development of certain types of products, services, employment, etc.).

Work teams are divided according to the type of activity and the specific characteristics of the final product:

- communities of manufacturing industries (industry, trade, agriculture, construction, catering, transportation, communications and other industries);

- communities of non-manufacturing industries. The end products of their activities are various services (health, physical education, social security, education, culture and arts, lending, housing and communal services, insurance, public transport, public services, etc.).

Labor collectives are divided into the following forms of ownership on which they live:

- communities operating on the basis of state property;

- labor organizations operating on the basis of cooperative, joint-stock property;

- communities engaged in the private sector;

- labor collectives operating in joint ventures with foreign companies;

- labor collectives engaged in subsidiary farming at industrial and other enterprises.

Work teams are divided into the following types according to their duration or length of stay:

- continuously working teams;

- temporary labor collectives;

The effectiveness of a work team depends on its structure, i.e. its internal structure. The structure of a work community is a set of its elements and the relationship of these elements. Such an element of the structure is a group of people, that is, a set of people who represent some common social characteristics. Five types of work community structures differ from each other (see Table 1).

The production-functional structure consists of production units defined in the staffing tables based on orders. The formal employment relationships that emerge in these groups are conditioned by guidelines, contracts, and other documents. This relationship does not depend on the personnel performing this or that function.

---

[19]. Working team.// UzNE. First Volume.-T., 2000.- P.211.

[20] Labor Code of Uzbekistan // National Database of Legislation, 11.05.2019, No. 03/19/536/3114, 24.05.2019, No. 03/19/542/3177, 04.12.2019, 03 / 19/586/4106-issue)

Table 1.

Types of workforce structures and their descriptions

Types of structures	Basic descriptions
Production-functional	Labor is distributed
Socio-organizational	Belonging to trade unions, political and other public organizations. Participate in management.
Socio-demographic	Age, gender, marital status, education, work experience
Professional qualification	Professions, specialization, qualification
Socio-psychological	Interpersonal relationships, values, guidelines, work motives, interests, passions, non-productive behavior

Production-functional relations arise from the division of labor and its specialization. The work team performs clear economic, managerial, and social functions. Economic functions are expressed in the implementation of technological, production, commercial and other processes, thus fulfilling the mission of the organization. The performance of management functions is expressed in the way in which managers influence the objects of management as subjects. The implementation of social functions is reflected in the activation of the human factor. This function is manifested in solving the tasks of social development of the community.

The primary labor team consists of a microenvironment in which group values, norms of labor and behavior of employees are formed. The peculiarity of primary labor communities is that they form stable daily personal interactions of team members. Such direct personal communication is the basis for the emergence of emotional, interpersonal relationships. Often, primary teams are referred to as small groups. The decisive feature in these groups is not that they are few in number, but that the communicative connections between their members occur directly[21].

Of course, such communities are coordinated by the leader through psychological management methods. This means that in order to manage any work team, a leader must have mastered the methods of psychological management.

The essence of psychological approaches and methods in management. The various characteristics of a person (biological, psychological, social) are reflected in his various behaviors, especially in the processes of management and administration. In order to increase the duration of work or activity in the management and labor community, to change human behavior in these processes, a person must:

- knowing the essence of the tasks ahead, a sense of responsibility in their implementation;
- to be able to carry out the necessary work;
- having the ability to turn an opportunity into a reality.

The effectiveness of human labor depends on many factors and conditions, some of which are listed in Table 2:

Table 2

Factors affecting labor efficiency (in%)	For employees	For workers
Knowledge and skills	19,3	18,6
A sense of responsibility for the work done	10,7	15,3
Physical and mental stress	60,8	40,7
The impact of the environment	9,2	25,4
Total	100	100

According to a study by U.S. sociologists, the economic benefit of an employee being able to use their psyche properly is equivalent to the economic benefit of automating production.

Organizes socio-psychological methods of production, social or other tasks management based on the effective use of the necessary conditions and factors for the activation of human activity. (see Table 3.)

The social development service in the work community is required to:
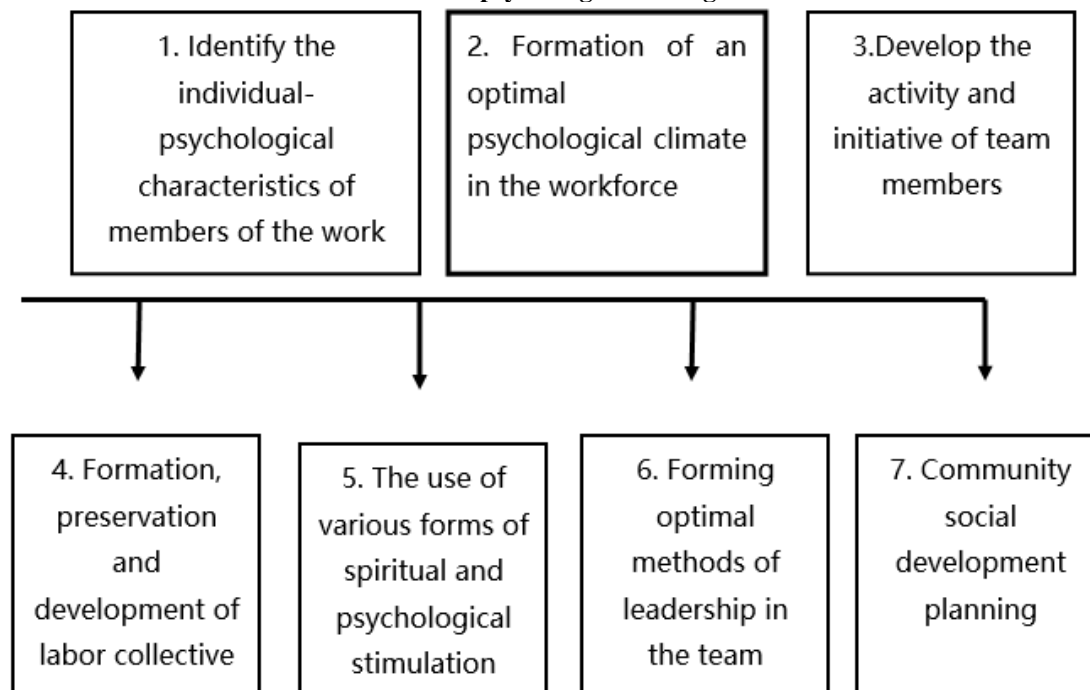
1) Conduct regular social and psychological research;

---

[21] The labor collective, its signs and functions // https: //studme.org/124710139960/menedzhment/ trudovoy_kollektiv_ego_priznaki_funktsii.

2) Study and analysis of information on the level of professional, cultural knowledge and age characteristics of the staff;

3) It is necessary to be constantly aware of the system of wages in the team, the attitude of staff to the working conditions;

Table 3

The structure of socio-psychological management methods

1. Identify the individual-psychological characteristics of members of the work	2. Formation of an optimal psychological climate in the workforce	3. Develop the activity and initiative of team members

4. Formation, preservation and development of labor collective	5. The use of various forms of spiritual and psychological stimulation	6. Forming optimal methods of leadership in the team	7. Community social development planning

4) It is necessary to constantly develop and update recommendations to prevent the division of labor and labor cooperation from becoming monotonous and boring, to create a good and healthy socio-psychological climate in the community.

Unfortunately, the lack of such labor services in many labor unions does not hide the effect of the use of socio-psychological factors in labor unions working in a market economy.

Ways of influencing people's personality traits and psychology play an important role in management activities. The manager must be aware of the motives and reasons for the behavior of the employees, be able to distribute the work taking into account the individual characteristics of each person.

In this field, it is important to study people into types of sanguine, phlegmatic, choleric and melancholic temperaments. However, every manager should know that a person's temperament traits do not prevent him from being a good employee or a person of prestige. It is known from history that great thinkers and types of individuals belonged to temperaments.

Taking into account the individual characteristics and qualities of each person, an individual approach to each of them plays an important role in improving the psychological environment in the work community.

German-British psychologist Hans Yurgen Eisenk measures the results obtained from the data of the indicators and relates them to the types of clients.

1. *Choleric (unstable extrovert)* - an active, talkative, restless, prone to judgment, impressionable, optimistic, changeable, moody person.

2. *A sanguine (stable extrovert)* is an enterprising, kind, open, popular, cheerful, optimistic, enterprising person with free will. A sanguine is a person with a strong nervous system who is able to quickly find common ground with other people, and is able to respond effectively to external situations. Often he burns out for some idea, and then his interest in it fades, prone to despair.

3. *Phlegmatic (stable introvert)* - calm, confident, calm, passive, peaceful, thoughtful, benevolent, caring. A phlegmatic is a calm person with a strong nervous system. He is slow, thinks for a long time as if to save his energy before starting to do something, and then gets the job done quickly. There is no point in rushing and squeezing a phlegmatic, it still works without going out of its (slow, unhurried way) rhythm.

4. *Melancholy (unstable introvert)* - a quiet, calm, anxious, short-tempered, sad, thoughtful, easily upset, cheerful person. Melancholy is a person whose nervous system is weak and who is severely affected by even the slightest pleasure. It is characterized by strong excitement, disbelief in one's own power. He gets tired easily and cannot tolerate emotional shocks and conflicts. He tries not to express his resentment despite being quite subtle (at some point he can explode and frighten those around him)[22].

---

[22] The scale of neuroticism G. Eysenck // Typologies of personality // http://studme.org/1228112822064 / menedzhment / tipologii_lichnosti.

During the current civil society reform period, Romitan district of Bukhara region has begun to use management methods that have a significant impact on the mood of citizens, such as improving the welfare of the population, increasing contacts with them, assisting vulnerable groups. In addition, in order to improve the mental state of the population, to strengthen the psychological impact of governance, significant attention was paid to the increase of cultural and spiritual activities.

In 2019-2020, People's Artists, representatives of education and culture, activists of national cultural centers will present "Uzbekistan - a tolerant country", "A place of neighborhood and harmony", "Our unity - a guarantee of peace and tranquility", "Under one sky, in solidarity - on the way to goodness and creativity" has become a tradition to hold meetings with local residents, experience of holding various meetings and dialogues in youth and educational institutions and schools to ensure interethnic and interreligious harmony in the country[23].

However, although large enterprises and manufacturing companies have gained a lot of experience in improving the psychological environment in management, such management methods are now entering the local government. Until now, the state order for products such as grain and cotton, the growth of bureaucracy, the tendency to authoritarian rule in the khokimiyats did not allow the introduction of dozens of methods of psychological influence - "case", "360 degrees", assimilation in the

assessment of management and managers. Management practices that influence the improvement of such a psychological environment are now entering our lives.

The analysis shows that the role of psychological approaches in the management of the workforce, in stabilizing the psychological environment in it is incomparably high. After all, every work team is made up of many individuals. Each of them has its own unique character and demeanor. Therefore, if the leader works in management based on psychological factors, his management process will be effective, the work team will be able to fulfill its goals and objectives.

REFERENCES:
1. Labor Code of Uzbekistan // National Database of Legislation, 11.05.2019, No. 03/19/536/3114, 24.05.2019, No. 03/19/542/3177, 04.12.2019, 03 / 19/586/4106-issue).
2. The scale of neuroticism G. Eysenck // Typologies of personality // http://studme.org/1228112822064 / menedzhment / tipologii_lichnosti.
3. Territory and population of Romitan district // http: //romitan.buxoro.uz/full_content.php? Dt = pages & id = 119.
4. The labor collective, its signs and functions // https: //studme.org/124710139960/menedzhment/ trudovoy_kollektiv_ego_priznaki_funktsii.
5. Working team.// UzNE. First Volume.-T., 2000. -P.211.

Kazakbaev H.I.
Lecturer of Tashkent State
University of Oriental Studies, Uzbekistan

DISPUTED TERRITORIES IN THE SOUTH CHINA SEA AND THE ROLE OF PEOPLE'S REPUBLIC OF CHINA

Abstract. This article examines the general description, economic and geographical features of the disputed islands in the South China Sea, and the territorial claims of the countries in the region over the islands. The study also discusses the territorial claims of the People's Republic of China over the islands in the South China Sea.
Keywords: South China Sea, transport corridors, world economy, People's Republic of China, Paracel Islands, Nansha Island, Spratly Island.

Introduction. Today, the disputed islands in the South China Sea include the claims of a number of countries in the region, including Brunei, the People's Republic of China (PRC), Taiwan, Indonesia, Malaysia, the Philippines and Vietnam, to the islands and sea areas in the region. Every year, $ 37 trillion in global trade passes through the South China Sea, which accounts for a third of world maritime trade. Eighty percent of China's energy imports and 39.5 percent of China's total trade pass through the South China Sea. YuNCTAD estimates that about 80 percent of world trade and 70 percent of its value is transported by sea. Sixty percent of maritime trade passes through Asia,

with the South China Sea accounting for a third of global traffic. Its waters are especially important for China, Taiwan, Japan and the Republic of Korea.

In the 21st century, the two great powers, the PRC and the United States, are competing to become the hegemon of world politics and the world economy. The "trade war" between China and the United States, in particular, is escalating. For example, according to the decision of US President D. Trump, which came into force on May 10, 201, raised tariffs on Chinese imports by about $ 200 billion a year, from 10 percent to 25 percent. One of the areas where China and the United

---

[23] Territory and population of Romitan district // http: //romitan.buxoro.uz/full_content.php? Dt = pages & id = 119