

THE ROLE OF PSYCHOLOGICAL CHARACTERISTICS OF LEADERSHIP PERSONNEL IN THE ACTIVITIES OF MAINTAINING PUBLIC ORDER

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Abstract: *This article presents a theoretical and methodological analysis of socio-psychological indicators of managerial competencies in public order maintenance activities. The paper argues that managerial effectiveness in this field is not limited to issuing commands and maintaining discipline, but also includes employees' psychological resilience, team climate, trust-based communication with citizens, procedural justice, stress management, and emotional-regulatory competencies. The article provides a comparative analysis of transformational leadership, servant leadership, safety-oriented leadership, as well as local and international scientific approaches to management in law enforcement and public security contexts. Special attention is given to risk readiness among cadets of military higher education institutions, risk perceptions among emergency service personnel, and the psychological readiness of leaders to manage crisis situations. The findings indicate the need to develop human-centered, context-specific and psychologically safe management indicators for improving leadership effectiveness in public order maintenance systems.*

Keywords: *public order maintenance, managerial competence, socio-psychological indicators, leadership activity, procedural justice, psychological safety, stress management, professional burnout, risk readiness, professional motivation.*

Аннотация: *В данной статье проводится теоретико-методологический анализ социально-психологических индикаторов управленческих компетенций в деятельности по охране общественного порядка. Обосновывается, что управленческая деятельность руководителей не ограничивается отдачей распоряжений и обеспечением служебной дисциплины, а включает психологическую устойчивость сотрудников, социально-психологический климат коллектива, доверительное взаимодействие с гражданами, процессуальную справедливость, управление стрессом и эмоционально-регулятивные компетенции. В статье сравнительно анализируются концепции трансформационного лидерства, служебно-ориентированного лидерства, лидерства, ориентированного на безопасность, а также отечественные и зарубежные научные подходы. Особое внимание уделяется вопросам готовности к риску у курсантов военного вуза, представлениям о риске у сотрудников МЧС и психологической готовности руководителя к управлению в кризисных условиях. Результаты анализа показывают необходимость разработки человекоцентрированных, контекстно обусловленных и ориентированных на*

психологическую безопасность индикаторов управления в системе охраны общественного порядка.

Ключевые слова: охрана общественного порядка, управленческая компетентность, социально-психологические индикаторы, управленческая деятельность, процессуальная справедливость, психологическая безопасность, управление стрессом, профессиональное выгорание, готовность к риску, профессиональная мотивация.

Annotatsiya: Mazkur maqolada jamoat tartibini saqlash xizmatida boshqaruv kompetensiyalarining ijtimoiy-psixologik indikatorlari nazariy-metodologik jihatdan tahlil qilinadi. Unda rahbarlik faoliyati faqat buyruq berish va xizmat intizomini ta'minlash bilan cheklanmasdan, balki xodimlarning psixologik barqarorligi, jamoa iqlimi, fuqarolar bilan o'zaro ishonchli muloqot, protsessual adolat, stressni boshqarish va emotsional-regulyativ kompetensiyalar bilan uzviy bog'liq ekani asoslab beriladi. Maqolada transformatsion liderlik, xizmatga yo'naltirilgan liderlik, xavfsizlikka yo'naltirilgan boshqaruv konsepsiyalari hamda mahalliy va xorijiy tadqiqotlar qiyosiy tahlil qilinadi. Shuningdek, harbiy oliy ta'lim muassasasi kursantlarida tavakkalchilikka tayyorlik, FVV xodimlarida risk haqidagi tasavvurlar va inqirozli vaziyatlarda rahbarning psixologik tayyorgarligi masalalari ilmiy manbalar asosida yoritiladi. Tadqiqot natijalari jamoat tartibini saqlash tizimida rahbarlik samaradorligini oshirish uchun inson markazli, psixologik xavfsizlikka yo'naltirilgan va kontekstga mos boshqaruv indikatorlarini ishlab chiqish zarurligini ko'rsatadi.

Kalit so'zlar: jamoat tartibini saqlash, boshqaruv kompetensiyasi, ijtimoiy-psixologik indikatorlar, rahbarlik faoliyati, protsessual adolat, psixologik xavfsizlik, stressni boshqarish, kasbiy kuyish, tavakkalchilikka tayyorlik, xizmat motivatsiyasi.

Introduction: Public order maintenance service activities today require not only compliance with legal and regulatory requirements, but also multifaceted tasks such as effective communication with people in a complex social environment, managing conflict situations without destructive development, rational distribution of personnel resources, and strengthening the trust of the population. Therefore, identifying, measuring, and implementing socio-psychological indicators of management competencies is of strategic importance for public safety systems. Modern management concepts interpret "results" not only in terms of statistical indicators, but also in terms of indicators such as the psychological health of the work environment, team climate, mutual trust and legitimacy with citizens, stress tolerance, fair decision-making, and adherence to ethical standards. From this point of view, the concept of "management competence" is not limited to the ability of a leader

to give orders in the service of maintaining public order, but is supplemented by indicators such as social perception, emotional self-control, methods of constructive influence, ensuring psychological safety, motivating service personnel, and supporting collective effectiveness.

The scientific relevance of the topic is determined by a number of socio-psychological and organizational-managerial factors.

Firstly, the activity of maintaining public order is highly dynamic, and the rapid change in service situations, unexpected situations that arise during public events, the rapid spread of discontent through social networks, the influx of appeals regarding domestic violence, and the need to communicate with emotionally unstable individuals require leaders to quickly analyze the situation, make psychologically adequate assessments, and make management decisions focused on the human factor.

Secondly, international scientific research has demonstrated that the social legitimacy of the activities of the police and public safety structures largely depends on the principles of procedural justice, that is, on psychological indicators such as respect, impartiality, transparency, fairness, and trust-building in interactions with citizens. This reinforces the need for scientific study of the communicative, emotional-regulatory, and socio-psychological management competencies of leaders.

Third, chronic stress, burnout, emotional distress, and traumatic experiences observed in service activities can negatively impact the effectiveness of leadership, reducing the quality of decision-making, employee discipline, the psychological climate in the service team, and management effectiveness. Therefore, research into the psychological mechanisms of management competencies in public order maintenance activities is of urgent theoretical and practical importance.

In such conditions, it is important to shed light on the socio-psychological indicators of management competencies on a scientific basis, both theoretically and practically. Organizational psychology, leadership theories, police research, social psychology, and stress psychophysiology. One of the most commonly used approaches to interpreting management competencies is the competency model, which proposes assessing a leader's behavior and skills through observable indicators. At the same time, it is also important to distinguish competencies in service systems into "universal" (working in any organization) and "context-specific" (suitable for the tasks of maintaining public order). Because in the context of maintaining public order, there are special requirements, such as communicating with citizens directly, sometimes in conditions of conflicting interests, ensuring the legality and proportionality of the use of force, and understanding the psychology of mass behavior.

In international scientific literature, the concepts of transformational leadership, the service-oriented leadership model, and safety-oriented leadership explain management competencies in relation to psychological indicators.

According to the results of scientific research conducted by our local scientists, the issues of management, personnel training, service discipline, professional psychological selection, stress and professional adaptation are more widely covered. However, research on the system of direct socio-psychological indicators of "management competence" is relatively rare. This situation provides the basis for a broader, deeper analysis of scientific research in this area and increases the relevance of the topic.

In the Uzbek and regional scientific literature, the issues of improving the activities of law enforcement agencies, management culture, service discipline, personnel training and psychological support are analyzed more from an organizational-legal and professional-psychological point of view. The strength of local approaches is that they take into account the normative foundations of the service, real mechanisms of hierarchical management, territorial conditions, traditional community relations and social factors. At the same time, as a weakness, it can be noted that the issues of measuring socio-psychological indicators using standardized psychometric tools, comparing results with international theoretical models, and increasing the methodological transparency of empirical research are not sufficiently systematized.

In local studies, leadership competence is often expressed through categories such as "organizational ability", "discipline", "staffing". These categories are important, but they need to be clarified at the level of socio-psychological indicators: for example, discipline is achieved not only through control and punishment, but also through fair treatment, clear expectations, feedback and support for psychological safety. Staffing, in addition to selection and training, also includes indicators of trust in the manager-employee exchange, meaning in service, motivation and prevention of professional burnout.

Conceptually, a promising direction for local approaches is the integration of the "psychological model of service activity" into the competency model: situational awareness, emotional self-management, communicative influence, competence in constructive conflict management, team management, ethical decision-making. Such integration allows for the assessment of practical skills in the system of leadership training through specific indicators.

In the literature, the concepts of foreign researchers often see socio-psychological indicators of management competencies in three blocks: leadership style and employee well-being; procedural justice and legitimacy; stress, trauma, and operational efficiency.

The results of the study show that the optimal model for public order services is not one-sided: while preserving the operational advantages of hierarchical management, it is necessary to integrate "human-centered" indicators that ensure communication with citizens and employee well-being.

Foreign studies often use mixed methods: questionnaires, observation, content analysis of body-worn camera recordings, citizen opinion surveys, and linking administrative statistics with psychological indicators. Stress studies also include biological indicators (cortisol, sleep). Domestic studies tend to be more descriptive and normative, relying on expert assessments and internal reporting. The similarity is that in both environments, leadership effectiveness is linked to "discipline" and "results," while the difference is that in foreign schools, process indicators and psychometric measurements are more standardized.

One of the most heated debates is between the effectiveness of "strict discipline and control" and the effectiveness of "trust-based management". Strict control can provide order in the short term, but in the long term it is likely to reduce psychological safety, dampen employee initiative, increase latent resistance and professional burnout. From the point of view of socio-psychological indicators, such a management style can enhance the "climate of fear", which leads to consequences such as concealing mistakes and reducing the quality of interaction with citizens. The second debate concerns the balance between "procedural justice" and "operational efficiency": procedural justice requires more time and communicative resources, while operational situations require quick decisions. Here, the competence of the leader is assessed by the ability to differentially analyze the situation, determine when to devote more time to communication, and when to prioritize safety.

Literature review and methodology. Although there are general theoretical foundations for socio-psychological indicators of management competencies, there remains a scientific gap in the development of an "integrated indicator system" suitable for the specific conditions of the public order service.

Many studies look at indicators separately.

M.O. Levadnyaya's dissertation on the topic "Assessment of the psychological readiness of a leader for management activities in crisis conditions" focuses on the psychological and acmeological characteristics of a leader that ensure effective decision-making in crisis situations [3]. Analysis of scientific literature has shown that the gender characteristics of the leader are also of particular importance in crisis situations.

M.O. Levadnyaya analyzed the management style and psychological characteristics of female leaders during a crisis and described how the management style of female leaders is fundamentally different from that of men, and how these differences vary depending on the management hierarchy:

1. Success factors and strategic approach.

According to the research, female leaders achieve successful management and career growth in crisis situations due to completely different qualities than those of men. Their management style is characterized by the following criteria: openness, flexibility, focus on others, empathy, and sensitivity.

2. Differences by level of management.

The management style of female leaders varies depending on the level of position they hold:

Middle managers: Female managers at this level feel more "in place" than their male counterparts. They have a high level of satisfaction with their level of responsibility and they consider their career path to be successful. Unlike their male counterparts, they have lower levels of emotional exhaustion and anxiety.

Senior leaders: The gap between women and men is clearly visible at the top management level. While female leaders are more open and flexible in communication than men, men tend to be more closed, rigid, and egocentric.

3. Crisis resilience and psychological fatigue. The study identified an important aspect of female leaders' psychological preparedness for crisis situations:

High level of vulnerability: At the senior management level, the female psyche is more susceptible to the influence of internal and external factors and may be less prepared than men to overcome crisis situations.

Emotional burnout: Women in senior management experience more psychological exhaustion than men.

4. Compensation mechanism.

Female leaders have the ability to compensate for professional shortcomings or career difficulties at the expense of personal values (family, social life). This helps them maintain internal psychological balance in times of crisis. [3].

It is clear from this that the author emphasizes that the management style of female leaders in times of crisis is based on a "communication and relationship strategy". She emphasizes that women strive to achieve effectiveness not through rigidity, but through flexibility and the correct building of human relationships. In this regard, it is necessary to conduct scientific research on protecting the mental health of women at the top management level and increasing their stress resistance.

In D.A. Mesheryakov's dissertation on the topic "Socio-psychological and individual-psychological factors determining the readiness of cadets of a military higher educational institution to take risks in the process of socialization", the concept of "readiness for risk" for cadets of a military higher educational institution is newly interpreted. This is a preferred attitude towards risk in a real-life situation, which is defined as a mechanism for emotional perception, cognitive assessment of results and consistent behavior control [4].

In this, it was found that "Diachrony and Nonlinear Dynamics" during the military socialization of cadets, various risk indicators - personal readiness, rational risk, justified risk, and situational risk - do not develop uniformly, but rather nonlinearly and diachronically at different times.

"Rational risk is not fearlessness, but choosing the most appropriate path with full understanding of the situation. The implementation of these recommendations in

practice will serve to educate future officers not only as brave, but also as intelligent and responsible warriors. This methodological complex made it possible to analyze the personality of the cadet in terms of both internal (will, values) and external (social relations, identification) factors." [4].

In his dissertation work on the topic "Perceptions of risk in the system of professional motivation of an emergency medical service worker", A.V. Ponomarev studied the relationship between professional activity in extreme situations and perceptions of risk, as well as the motivational and value structure of the individual. [5].

A.V. Ponomarev scientifically substantiated the flexible, self-assertive, pragmatic, professional, and extreme types of fire safety officers based on their perceptions of risk, and studied the fire safety officer not just as a risk-taking individual, but as a professional who understands risk based on his values and experience. [5].

Conclusion. Today, management effectiveness is determined not only by statistical indicators, but also by the psychological health of the service environment, the climate of the team and the trust of the population in the system. Objectivity, respect and transparency in communication with citizens are the main factors that ensure cooperation with the population and form voluntary obedience to the system. Leadership competence is not just about giving orders and directions, but also includes emotional intelligence, adequate perception of the situation and the ability to ensure psychological safety in the team. The leader's ability to manage stress and support the well-being of employees is one of the important factors that directly affects the quality of operational decisions and service discipline. The existence of gender differences in management styles cannot but affect the role of the leader in managing any activity.

Recommendations: It is advisable for leaders to take into account the team climate, employee motivation, and emotional burnout levels when making management decisions.

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