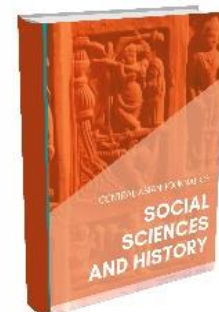




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The Role of Moral Principles in Establishing Management Regulations

U. B. Shakarov

PhD, Senior Teacher of the Department “Social and humanitarian Sciences” in International Islamic Academy of Uzbekistan

Abstract:

This article discusses the place of moral principles in the establishment of management regulations as an important means of ensuring the justice of the management system. It also strengthens moral relationships supported by managers and employees, helps regulate emancipation, and ensures that their actions are carried out. Management based on established moral values can serve as the legal basis for the resolution of various conflicts.

It also highlights the manager's procedures for applying incentive and disciplinary measures to his employees, improving teamwork and balancing interpersonal relationships in the team. Also, improvement of management is considered based on cooperation, regular meetings with staff to solve problems, open communication between managers and employees, employee participation in organizational matters, decision-making authority for departments and offices, distribution of material wealth, and employee participation in planning processes.

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Introduction

In the context of political transformation in society, justice remains one of the most important conditions for legitimacy and the means of legitimizing any political regime. It is precisely the principles of fair governance that are often used to evaluate existing political institutions and to present them with various regulatory requirements. In addition, some common “sense of justice” shared by the majority of society is a necessary condition for its sustainability.

The concept of justice is part of human emotions. What a person deserves, he should share with others. In other words, no one has the right to take injustice as a slogan and take advantage of illegal privileges. That is, justice also equalizes and divides people. The hardest thing in this world is how to bring people to the level of equality and how to define their diversity. We observe this situation more in the regulatory process.

Materials and methods

Regulation is derived from the French language and means a set of rules governing the activities of government agencies, enterprises and organizations, as well as the rules of conduct of meetings and conferences [1].

Management regulations include the regulation of management, coordination of production relations, distribution of activities, determination of working hours and duration, placement of specialists based on experience and skills, incentives, responsibility and accountability [2]. On the contrary, management regulation means a culture of labour organization. That is, it is a guarantee of the organization of effective work of enterprises, institutions and organizations. Forms systematic and consistent management and organizational system of management. In such a system, the team organizes work activities aimed at cooperation and harmonization of interests in the pursuit of a common goal. Non-compliance with management regulations leads to chaos, arbitrariness (anarchy), reduced production efficiency, disruption of community unity and cooperation, and increased factionalism, selfishness, and other immoral practices. Therefore, today, “the definition of specific tasks (functions, powers) and areas of responsibility of the executive authorities and their leaders, which determine the mechanisms for the implementation of each task, including information and analytical support, strategic planning, project management, implementation of regulatory functions, the introduction of administrative procedures and regulations on the provision of public services” [3].

The organization of management regulation and ensuring its practicality strengthens the ethical relationship between management and employees. It is known from the experience of enterprises of developed countries that each community has an ideology that has become a long-term moral value, more precisely, honour and dignity. Such ideological principles are reflected in such ideas as patriotism, national pride, strong order and discipline, justice, equality, humanity, strengthening corporate traditions, increasing production rates, ensuring the well-being of the community, selflessly serving its development [4].

Most importantly, it provides an opportunity to build production relations based on the principles of justice. Ensures transparency and openness of the tasks performed defines the criteria of authority and responsibility of senior staff and officials.

Based on these principles, it is recommended that the leader studies the spiritual spirit, moral values, habits of the team, as well as develop an order of relations. It should be noted that not all communities have moral values as a tradition. In some cases, more acquaintance, kinship, and immoral relationships may have prevailed, in which case the leader will have to take steps to introduce moral values into the relationship of production.

Compromising with or allowing the current situation is a sign of a leader’s moral weakness. A morally faithful leader, first and foremost, focuses on shaping the community’s philosophy of moral values, strengthening existing ones. Ignoring this philosophy in the community leads to an abstraction of the

spiritual image of the community, its honour and dignity. As a result, the responsibility before the obligation also takes on a relative appearance.

The philosophy of ethical values must be reflected in the organizational and whole production relations of the community. In particular, the rights and benefits provided to employees on the basis of the staffing table are reflected in mutually beneficial agreements. The contract imposes obligations and responsibilities on the parties. Such responsibility creates the need to offer decent employees to jobs, strengthens work discipline. In addition, recruitment, dismissal, working hours, rest, the main responsibilities of the administration and employees, incentives and administrative liability, fines and other important general operating procedures determine the criteria of management regulations. In short, the development of key parameters of management regulation and the achievement of its practicality leads to the strengthening of the ethical environment in the community and, ultimately, to the growth of production capacity [5].

The introduction of moral values in the community is not a superstitious relationship, but a focus on ensuring that all production relations are based on such qualities as humanity, justice, equality, the harmony of interests, loyalty to the ideas of the enterprise. There is no other alternative solution to development and growth. Lies, deceptions, promises, hypocrisy, oppression, violence, and transportation, which are ingrained in the essence of the former Soviet regime and are not yet in a hurry to come out today, are hopeless at the heart of market economies and democratic approaches.

Management regulations are based on the following principles:

- Philosophy of moral values;
- Regulations for certification;
- internal labour regulations;
- Regulations on departments;
- Instruction on managerial positions;
- employment contracts with employees;
- Salary regulations;
- Regulations on material liability;
- Regulations on service secrets;
- Regulations on technical safety;
- decision-making regulations;
- The order of the meeting;
- disciplinary and incentive procedures [6].

Ethical norms of employee incentives and disciplinary measures in management. Procedures for the application of incentives and disciplinary measures against employees are one of the most important spiritual and educational tools to increase the efficiency of teamwork, to ensure the balance of relations. Not restricting an employee's behaviour that negatively affects his or her spiritual world and work activities is tantamount to allowing him or her to do so. It also undermines the efficiency of production, especially as it affects the morale of the community. It is therefore important that the

manager sets out in the Statute what procedures to take and how to take disciplinary action in which cases, while at the same time applying them in practice. Employees should also not question the existence of disciplinary procedures and the idea that they apply in practice. Otherwise, the reputation of the leader will be damaged [7].

In our opinion, the procedure for establishing a system of employee incentives by the manager is reflected in the following:

- look at the team member as an individual;
- to be fair;
- regularly allocating time to each member;
- Organize an individual meeting to analyze the success of team members and highlight relevant shortcomings;
- support and referral of each team member;
- training and encouragement;
- use praise with moderate criticism;
- determine the abilities and success of each;
- creating the necessary conditions for professional growth;
- control the work of the team and take into account their needs;
- set a clear goal for each;
- rewarding personal achievements;
- Aspiration and rewarding of professional skills;
- Proper distribution of responsibilities;
- each should be evaluated on equal terms.

In applying disciplinary action, the supervisor must ensure that the employee has made a mistake and that the supervisor accepts the reprimand. It is recommended that disciplinary action be considered in relation to the individual's error or the factors that led to the error, not to the individual. In most cases, the disciplinary action of leaders is linked to a personal matter (showing, giving etiquette). As a result, the employee does not regret what he did but becomes a vicious, miserable opponent. The employee who has been disciplined mustn't be disengaged from the job, but rather feels that he or she has the opportunity to correct his or her mistake, while at the same time feeling embarrassed for the misconduct. Most importantly, the established penalty should not interfere with the communication between the manager and the employee, the results of production.

A good leader always protects his employees, cares about them. It is inappropriate for a leader to at least reprimand some shortcomings and shortcomings caused by his inexperience, and to prescribe measures [8].

As our ancestor Amir Temur once said: "I chose not to see one, not to know the other" [9]. That is, employees should also be allowed to correct their behaviour. Persecuting them from time to time,

exposing their shortcomings, undermines moral relations. Therefore, the timely and timely use of disciplinary action by the manager serves to ensure team coherence.

The application of disciplinary measures is a practical result of the manager's work, which includes such objectives as identifying shortcomings and deficiencies, responding, monitoring employee performance, level of interaction, demand, planning, assigning specific tasks, mobilizing the team. The leader chooses two different types of disciplinary action in his or her work. That is, administrative and ethical. The administrative measure is aimed at identifying shortcomings in the work, seeking solutions. Moral criticism is the reprimand directed at the culprit. Of course, the measures taken must be justified in the first place, and it will focus on punishment or forgiveness. Forgiveness cases apply when deficiencies are irregular. Punitive measures are routinely applied to deficiencies in permissible activities.

The content of the measures should change with the nature of the event and events. Before making this or that criticism, it is necessary to determine the reason why the employee made such a mistake. Measures should be applied to his activities, not to the individual. Because criticism not only builds but can also derail positive relationships, completely undermining existing values. Therefore, setting an ethical standard for criticism is an extremely important task for the leader. The measure applied will have a positive effect only if it is aimed at an objective, clear goal.

Being ethically demanding of oneself and others within the framework of service ethics is one of the most complex challenges. For example, it manifests itself in approaches to correct criticism and correct acceptance. It is impossible not to use criticism, especially in the civil service. Therefore, proper organization of criticism also requires awareness of relevant norms. After all, there is no painless criticism, it is a form of solving problematic situations. No matter what form and by whom it is criticized, one must learn to accept it correctly. I have to conclude that I could have done better. Criticism provides an opportunity to determine a leader's attitude and recommendations toward a particular situation.

In relationships, people with respect and professional content should be criticized for their level of acceptance. In such situations, it is important to identify the error, understand it, and draw positive conclusions from it. Criticism also serves to aggravate the situation in the team or, conversely, to improve certain aspects of qualifying activities, to strengthen the executive discipline of employees.

Criticism in Greek provides concepts such as discussion, analysis, action. Criticism is multidisciplinary, and a manager can criticize an employee, a peer, or an employee manager. During professional activities, employees need to express critical opinions - this is natural. Experts criticize each other during work or until a certain compromise is reached.

Thus, in these processes, criticism acquires both objective and subjective features. Objective criticism - criticism is expressed objectively in cases of failure to perform the assigned tasks, failure to perform this or that task on time, and other shortcomings related to the work. And such a critical attitude does not affect the importance of the individual because it is appropriate.

Subjective criticism is also determined by the presence of cases of discrimination in the name of certain personal interests, although it is manifested as a result of these shortcomings, but on its ground. As we can see, criticism is a complex psychological process that affects people's activities.

The degree of impact of criticism is divided into two types - destructive and constructive. Destructive criticism is one of the most dangerous types of critical relationships. It nullifies the employee's

productive work. The person falls into a state of constant attention, making systematic mistakes in the area under criticism. He may gradually abandon his duties without repeating this exercise. Destructive criticism results in the person becoming incompetent in their duty. As a result, he becomes nervous, withdraws, and becomes hopeless. As a result, such criticism can lead to personal animosity in the manager-employee relationship, leading to a hostile mood. It breaks the spirit, increases the seed of evil, strengthens the desire for revenge. Such criticism is often used in situations where a person is expressing anger or resentment.

Constructive criticism is a type of criticism used to address shortcomings in work and to achieve effective results while adhering to ethical norms. Criticism is actually used more often than individuals who believe they can fix it and have the ability to do it. If the criticism is accepted correctly and purposefully, such a person is a strong-willed, strong employee. Takes responsibility when accepting criticism, takes steps to rectify the situation. Not acknowledging criticism makes it difficult to overcome shortcomings.

Results and discussion

As we can see, the possibilities of constructive criticism are wide, and if used wisely and politely, it reduces emotional pressure on the team, encourages them to overcome difficulties and problems. Therefore, it is necessary to choose the right time and place of criticism, to protect the dignity of the interlocutor, to criticize in silence, to offer help, to always end the conversation in a positive light. It is made with the following features:

- criticism - praise;
- criticism - incentive;
- criticism - hope;
- criticism - benevolence;
- criticism - empathy;
- criticism - awareness;
- criticism - reprimand;
- Criticism - inspiration;
- Criticism - participation [10].

There are several types of criticism used in leadership activities, the main ones of which are outlined in the table below.

Table 1. Types of criticism used in managerial activities

Types of criticism	For example
Inspirational-critical	"Well, it's okay, it'll be better next time"
Reproach-criticism	"I trusted you so much..."
Hope-criticism	"I think next time you will succeed"
Praise-criticism	"The work is well done, but there are some shortcomings"
Impersonal-criticism	"There are some employees in the team who are irresponsible in their

	work"
Anxious-critical	"I am concerned about Eshmatov's activities due to the negative situation"
Kindness-criticism	"I know you well, but your shortcomings are much more serious."
Compassion-criticism	"I'm very sorry about that, but the work was done poorly."
Humour-criticism	"How do we look into each other's eyes now"
Surprise-criticism	"Couldn't an experienced employee like you fail?"
Cinema-criticism	"Someone tried to do that before, but it didn't work out."
Mitigation-criticism	"I don't think you're the only one to blame."
Warning-criticism	"If you do it again, I'll have to take action."
Demand-criticism	"We need to do it again"
Criticism	"Now take care of this oil yourself"
Constructive criticism	"The work was not done as planned," he said. What do you want to do now? "

It is well known that leadership is manifested in authoritarian, democratic, liberal or mixed forms. The point is that these types cannot be equally positive or negative. Types of management are selected based on the moral and professional potential of the team, the socio-political and economic situation. In some cases, the types of management are determined by the personal ethical capacity of the leader and appropriate procedures are established accordingly. As such, the ethical norms of disciplinary action are also based on the nature of the management methods chosen.

It can be said that each chosen method gives a positive result if it is chosen according to its situation and conditions. In particular, the accuracy of the organization of work, speed, the efficiency of management, ability to unite the team, mobilization, high level of responsibility and accountability in the implementation of decisions, authoritarian approach to choosing practical solutions to situations have a positive effect. At the same time, its specific shortcomings can be noted. That is, it weakens the creative potential and initiative of executors, low level of motivation, excessive control, administration, pressure from the will of the leader, threatening without showing the solution of tasks, sticking to disciplinary issues, emphasizing red tape, distrust of employees, bullying. There are several negative factors, such as the need to increase the number of ears, to promote a new idea every day.

The democratic method chosen by the leader addresses issues such as stimulating the initiatives of existing economic, socio-psychological management executives, unlocking their creative potential, introducing effective mechanisms of financial incentives, effective implementation of non-standard tasks, job satisfaction, creating a healthy environment. But in all cases, this method is not effective. As a rule, it can be effective in enterprises and offices where stable and strong decision-making teams, economically stable highly qualified specialists, enterprising, potential employees work.

The concept of leadership style also includes the liberal type. It is less commonly referred to as the liberal type since this type is an unstructured style. However, in practice, some leaders apply this method and use it as an acceptable tool. In particular, the priorities are to avoid the solution of important tasks, to leave the day-to-day work in its own stream, to exercise control over employees to avoid the responsibility of public opinion, indifference to criticism, lack of interest in personnel work.

Conclusion

Today, in a market economy, the method of organizing management on a collaborative basis is improving. In other words, regular meetings with employees, open communication between managers

and employees, participation of employees in solving organizational tasks, independent decision-making of departments and divisions, empowerment of distribution of material benefits, participation of employees in planning processes are used.

In conclusion, it is very important to develop management regulations in the activities of the leader. The regulation of governance based on moral values is an important tool in ensuring fair governance, as well as serving as a legal basis for resolving various disputes and conflicts that may arise in the community. Where there is no regulation, conflicts are based on the judgment of anarchy or the will of the individual leader.

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