

## Impact Factor:

ISRA (India) = 6.317  
ISI (Dubai, UAE) = 1.582  
GIF (Australia) = 0.564  
JIF = 1.500

SIS (USA) = 0.912  
ПИИИ (Russia) = 3.939  
ESJI (KZ) = 9.035  
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630  
PIF (India) = 1.940  
IBI (India) = 4.260  
OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

### International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2021 Issue: 12 Volume: 104

Published: 16.12.2021 <http://T-Science.org>

QR – Issue



QR – Article



**Zebo Bekmurodovna Sharipova**

Yeoju Technical Institute in Tashkent  
Senior lecturer, Tashkent, Uzbekistan, Uzbekistan,  
[z.sharipova@ytit.uz](mailto:z.sharipova@ytit.uz)

**Malika Sherzod qizi Usmonaliyeva**

Yeoju Technical Institute in Tashkent  
Student of “Business Management”,  
[usmonaliyeva2000@mail.ru](mailto:usmonaliyeva2000@mail.ru)

## THE CURRENT USE OF LEADERSHIP STYLES

**Abstract:** This article is about the leadership styles and how to apply in our life effectively, their definition in different situations. Besides, in this article outlined methods and the impact of styles in Uzbekistan's business environment also history of great ancestor's leadership styles in ancient times. In addition, article describes European psychologist's leadership styles, particular in German. At the end, there are some difficulties to adapt Uzbekistan's environment and given conclusion with summary in order to further development of the role leadership styles in our life.

**Key words:** leadership styles, management, leadership, Timur's Statutes.

**Language:** English

**Citation:** Sharipova, Z. B., & Usmonaliyeva, M. Sh. (2021). The current use of leadership styles. *ISJ Theoretical & Applied Science*, 12 (104), 531-536.

**Soi:** <http://s-o-i.org/1.1/TAS-12-104-52> **Doi:**  <https://dx.doi.org/10.15863/TAS.2021.12.104.52>

**Scopus ASCC:** 3300.

### Introduction

Managing employees is as important as managing other resources in any organization such as finance, equipment or other materials. Neglecting human aspect might lead to reduced productivity and wastage of resources. Excellent organizations are those that can bring collectively different kinds of people to achieve organizational goals and objectives. Leadership has been shown in a variety of contexts, including corporations, states, education, and sports. As a result, companies need leaders who can direct and lead workers to positive outcomes. Leaders play a key role in motivating, directing, and influencing people in the company. At the same time, leaders face difficulties in coping with workers from various experiences within their business. Without good leadership, the organization will fall apart, and organizational goals are unlikely to be met. As a result, successful leaders are critical in leading and supporting their followers to success. Culture influences a variety of factors, including how workers conduct their jobs, how they interact with one another

in the workplace, and how they accept their leaders. As a result, a diverse workforce makes it difficult for leaders to effectively lead their followers. Leaders must understand the culture of their followers in order to be successful, and they must be able to fit into that culture. Obviously, different societies have different leadership preferences. As a result, the best way to lead one's followers must be carefully chosen by the leader. (Wafa, 2015)

### Theoretical development

In principle, almost anybody can do nearly anything. If they have the motivation, aptitude, the proper tools, and practice, leaders may be flexible and adjust their approach to fit the demands of the circumstance. The truth is that each leadership style has its place in a leader's toolkit. The wise leader knows to flex from one style to another as the situation demands. A leader's approach to providing guidance, executing strategies, and inspiring individuals is referred to as their leadership style. The attitude of a leader has a significant impact on team success, either

## Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИЦ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

positively or negatively. There are a variety of models that describe leadership styles such as autocratic style, democratic style, Laissez-Faire style, authoritative style, pacesetter style, coaching style and the last affiliative style.

The first model places leadership on a scale of authority that ranges from authoritarian or **autocratic**, where management has complete control, to participative or democratic, where the leader and team share decision-making authority, and finally participative or free rein, where the leader is mostly absent and the team is capable of leading itself. "Do as I say" is the most illustrative expression in an autocratic leadership style. An autocratic leader usually assumes that he or she is the smartest person at the table and that he or she knows better than anyone does. Under authoritarian or autocratic rule, all decision-making power is concentrated in the hands of a single person or a small group of people. Leaders delegate tasks and define how they will be completed without consulting the rest of the team in this top-down approach. At any point, screaming, demeaning words, and intimidation are not appropriate leader actions and should not be wrongly correlated with this strategy. Regardless of the case, such behavior is coercive and unprofessional. That is not to suggest that the style is not suitable in some circumstances. For instance, you can use an autocratic leadership style when you need to make quick decisions and you have the most information about the situation, or when you're engaging with fresh and new team members and don't have time to let them get to know their roles. (Erin Carraher, 2017)

One of the most effective kinds of leadership is **democratic** leadership, which results in increased production, maintain optimal from group members, and improved team cohesion. The democratic leadership style is frequently used in circumstances where a leader only has a portion of the information needed to solve a problem and other team members' experience is needed to fill in the gaps. It benefits all parties by allowing team members to feel involved in decision-making and allowing those in leadership roles to make stronger, more educated decisions. "What do you think?" Democratic representatives are more likely to ask. They warn workers of something that has an effect on their job duties. They often consult with employees before making a final decision. This participative leadership style has many advantages. It can foster employee trust while also encouraging teamwork and cooperation. It promotes employee growth and development while allowing for innovation. A democratic leadership style motivates people to do what you want them to do, but in their own way.

In the delegative, free rein, or laissez-faire style, the leader distributed decision-making responsibility to team members. This is performed when a group of people can talk about an issue and figure out what

needs to be done and what to do about accomplishing it. In this method, the leader's role is to define goals and assign responsibilities, but the team members responsible for the project's day-to-day activities make the choices. Delegating does not imply that a leader is abdicating duties in order to put blame on others if anything goes wrong. Rather, it indicates that a leader completely supports and believes in his or her group members' abilities and judgments. Leaders who use this approach are known for giving their employees a lot of autonomy. They provide support and resources to team members if required, but they do not micromanage workers on a regular basis. If you have a lot of confidence in your team and know that they do good work and handle their time well on their own, this can be a successful leadership style.

The next type of leadership is **Authoritative** Style, "Follow me," is the most common term used to describe this type of leadership. The authoritative leadership style is characterized by self-assured leaders who chart a course and set goals while encouraging and stimulating their followers. These leaders clear the air for citizens in an unpredictable climate. They assist them in observing where the business is going and what will happen when they arrive. Unlike autocratic leaders, authoritative leaders justify their reasoning rather than simply issuing orders. Most importantly, they give people a say on how they accomplish shared goals. (Erin Carraher, 2017)

**Pacesetter** is another leadership style in which a leader leads from the front, consistently sets high goals for their team, and expects them to achieve them with little supervision. It is when you, as a manager, set the tone for your team and expect them to perform at a high level. "Do as I do!" is the most common term used by leaders who use the pacesetter form. As in cycling, this style portrays a highly motivated leader who sets the pace. While the pacesetter leadership style is good at getting things done and achieving goals, it can be harmful to team members. For one thing, even the most motivated workers can become exhausted in the end if they operate under this type of leadership. Should you fully avoid the pacesetter style? Not so easy, my friend. This style can suit you well if you are an active businessperson working with a like-minded group on developing and launching a new product or service. However, this is not a style that can be maintained indefinitely. To stop team burnout, a pacesetter leader can let the air out of the tires occasionally.

**Coaching** leadership entails and encourages people's commitment, as well as eliciting, learning, and empathizing with their unique motives. In return, this approach offers a much more detailed and superior understanding of an organization's problems, as well as some suggestions on how to solve them. You prefer to take a "consider this" approach when you have a coaching leadership style. People are seen

## Impact Factor:

ISRA (India) = 6.317  
ISI (Dubai, UAE) = 1.582  
GIF (Australia) = 0.564  
JIF = 1.500

SIS (USA) = 0.912  
PIIHQ (Russia) = 3.939  
ESJI (KZ) = 9.035  
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630  
PIF (India) = 1.940  
IBI (India) = 4.260  
OAJI (USA) = 0.350

as a pool of talent that needs to be cultivated by a leader who coaches. A coach-style leader aims to help people reach their full potential. Coaching-style leaders open their hearts and doors to others. They believe that everybody has the ability to control their own destiny. A coaching leader provides people with some guidance in order to help them reach their full potential.

Another approach of leadership especially in business field is that **Affiliative Style**. This type of leader excels at forming cohesive, close-knit teams and businesses. Employees feel safer and more included in the workplace when there is solidarity, which reduces turnover and boosts efficiency and job satisfaction. "People come first," is a common term used to describe this kind of leadership. The affiliative leadership style is one in which the leader interacts with others on a personal level. This style of leadership pays attention to and respects team members' emotional needs. The leader aspires to establish a channel of communication between himself and the team. In the end, this approach is all about fostering unity and establishing reciprocal partnerships within groups. It is especially useful for resolving disputes among team members or reassuring people during stressful situations.

### Findings

Knowing which of the leadership styles is best for you is essential to being a great leader. You will be more effective as a leader if you develop a distinctive style that allows you to switch to different styles as needed. Begin by being more aware of the prevalent leadership style. It is also a good idea to put your management style to the test. Learn about the many leadership styles that may be employed in various scenarios. What are the new skills you will need to learn? You should choose a legitimate solution. Moving from one dominating leadership style to another might be challenging at first. Before they become second nature, new behaviors should be exercised. (Bruna Martinuzzi, 2019)

Leadership styles did not just appear yesterday, they have been shaped and polished over the years and have survived to the present day. It is reasonable to assume that such advancements have yielded results and generated leadership representatives for us throughout time. Especially the history of our glorious Uzbekistan has brought up many leaders such as Amir Temur, Jaloliddin Manguberdi, Zahiriddin Muhammad Bobur and so on. Even if the rulers of such great individuals were previously unknown, we can now comprehend them and see how knowledgeable and brilliant they are. Indeed, the leadership styles that we are familiar with today are also founded and based on history. When comparing the styles to history, we can see that they have the same form, but the names are different. For instance, Amir Temur, who fits to the group of autocratic leaders, is marked by the rigor and accuracy of his

authority. In the second half of the XIV century - the beginning of the XV century Amir Temur founded his great empire. The long-standing feudal disintegration in Movarounnahr was put to an end and a relatively decentralized strong state was established. At the head of this state, which was governed in the form of a single government, stood a monarch - a single ruler - amir. The power of the head of state, the Emir, is unlimited. He made laws, he repealed them. All positions in the state were established by the Emir. The Emir appointed and dismissed all officials. The Emir was the sole commander of the country's military. Amir Temur made extensive use of the experience of political governance in the past in building his state. The state was largely based on military-political regimes. Probably because the powerful ruler was devoted to the science of history, he had a broad idea of the various states in the ancient and medieval Eastern countries and their methods of political and administrative administration, systems of government. However, his system of government was based on a single centralized political order throughout the region, and his experience in this field was enriched by the experience of administrative methods widely used in medieval Central Asian states.

The special chapter of Timur's Statutes (Temur tuzuklari, 2016-2021), entitled "My Regulations for the Preservation of the Sultanate at My Own," contains the following instructions: others must not be partners or superior to the king in the affairs of the kingdom. Let the king judge for himself in all things, that no one may interfere with his judgment and change it. The king's judgment must be enforced, that is, it must be carried out no matter what the judgment is. Let no one hinder him. Let the king know that he is the only one in the affairs of the kingdom and in ruling, and let no one be his partner in the kingdom. Thus, the Emir independently resolved all issues of state life and had unlimited power. (Amir temurning davlat boshqaruvi mavzusini o'qitishda yangi pedagogik texnologiyalardan foydalanish reja, 2020). As we have seen, Amir Temur did not trust anybody, and such a powerful leadership that governed the kingdom based on its own capacity maintained its subordinates in power.

Many of the styles and methods of leadership listed above are general and can be applied to a specific situation, but if we want to connect with our dear Uzbekistan, there might be some differences and uncertainties, so let us analyze how these types of leadership work in Uzbekistan. Leadership is classified in a variety of ways. What standards are used to identify the different styles of leaders in a group? Depending on the priorities, the following description of leaders are identified in our field:

1. Leader of the organization. The most distinguishing feature is that it prioritizes and responds to neighborhood needs. This leader is optimistic about the future, believing that every

## Impact Factor:

ISRA (India) = 6.317  
ISI (Dubai, UAE) = 1.582  
GIF (Australia) = 0.564  
JIF = 1.500

SIS (USA) = 0.912  
ПИИИ (Russia) = 3.939  
ESJI (KZ) = 9.035  
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630  
PIF (India) = 1.940  
IBI (India) = 4.260  
OAJI (USA) = 0.350

dilemma can be overcome and that he or she can persuade others.

2. Leader-creator. These leaders strive for innovation, solving dangerous and difficult problems. He does not give orders, but calls for discussion.

3. The leader is a wrestler. A strong-willed, self-confident person. He is the first to face dangers, uncertainties, and fights without getting married. He does not deviate from his point of view and does not take sides. However, these leaders do not plan ahead.

4. Diplomat-leader. These leaders are well versed in the circumstance, understand the nuances, and know how to sway whom they choose to influence.

5. The leader is sympathetic. People aspire to these leaders because they can support employees in difficult times. They respect the staff and support them spiritually.

The overall leadership of the group consists of the following components (leadership roles):

- Business-based leadership. It is exclusive to organized groups tasked with resolving production issues. He is extremely qualified, knowledgeable, and possesses unrivaled "team hands" when it comes to resolving operational issues.

- Emotion-based leadership. Leadership with an emotional component. Because of the leader's desire to participate as a partner in interpersonal relationships ("group heart"), human benevolence appears in informal social groups.

- In information-based leadership, the leader is confronted because he or she has a high degree of intelligence, which provides the information required. He knows everything, can articulate everything to you, and can assist you in finding the answers you need - he has "team mind."

A leader who possesses all three of the above characteristics may be the strongest, but universal leaders are uncommon.

Depending on the role he plays, L.I. Umansky identifies six types of leaders:

1. Organizer (group merger function);
2. Entrepreneur (promoting ideas and solving new problems);
3. Influencing the mood of the group (leads in the formation of the mood of the group);
4. Reference (sample, ideal, "star");
5. Master (skilled in a particular type of activity);
6. Knowledgeable (distinguished by extensive knowledge).

In addition, leaders in personnel management are classified according to their acceptance in the group:

- "One of us" - does not stand out among the members of the group, is considered "the first among the peers";

- "The best of us" - stands out from the group members with many qualities (business, ethics, communication, etc.) and is a role model;

- A "good person" is valued as a person with the best moral qualities: polite, humane, willing to help, considerate.

- The "servant" is the one who tries to act in the role of representing the interests of his supporters, taking into account their opinions and acting on their behalf.

The above leadership acceptance patterns can be expressed differently by each member of the group. For example, an employee may perceive a leader as "one of us" and others as a "servant".

Psychological analysts describe ten aspects of leadership:

1. "Fatherly caregiver" - he or she is respected.
2. "Leader" - imitated;
3. The "oppressor" is afraid of him and obeys him.
4. "Organizer" - unites people, respects them.
5. The "conciliator" likes him and often does not notice his shortcomings.
6. A "hero" is one who can follow people.
7. "Negative influencer" - motivates people to conflict and is a source of emotionally harmful influence on them;
8. "On display" - has a positive effect on the environment, loves it, and deifies it.
9. "Persecuted."
10. "The one who puts the blame on others."

The last two types of leaders are anti-leaders and are the object of negative action, resulting in increased negative emotions in the group (Palmer, 2002).

The question of whether leadership is natural or artificial, based on innate traits or nurtured, is debatable. This issue is considered as leadership management and includes five aspects:

1. Identifying leaders;
2. Their development;
3. Consideration of group interests;
4. Informal leadership;
5. Eliminate Destructive Leadership.

### Summary and conclusion

Identifying people with innate or formed leadership qualities and attracting them to leadership positions stems from the idea that leaders are born and that leaders can be targeted. In the first case, it is about defining leadership qualities and using them for organizational purposes, and in the second case, it is about attracting ready-made leaders to the organization (Sullivan, & Glanz, 2000).

Methods of identifying leadership skills include testing, studying biographies, analyzing work experience, selecting and training candidates for lower-level leadership from lower-level managers. These methods are widely used in Germany, the United States and France. Now it is used in Uzbekistan. Leadership is about top management, and as the first leader in an organization, the following questions arise: What should a modern leader know



## Impact Factor:

ISRA (India) = 6.317  
ISI (Dubai, UAE) = 1.582  
GIF (Australia) = 0.564  
JIF = 1.500

SIS (USA) = 0.912  
PIHII (Russia) = 3.939  
ESJI (KZ) = 9.035  
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630  
PIF (India) = 1.940  
IBI (India) = 4.260  
OAJI (USA) = 0.350

about leadership; what are the requirements for a leader today and what needs to be done to become a leader. Leadership research identifies leadership potential in foreign firms based on the following eight criteria, which are also adapted to our environment:

- I. continuous self-improvement: read; ask questions, attend additional training courses;
- II. focus on serving other people: always try to help others;
- III. treat others well, avoid conflicts
- IV. trust in others; as defend the other person, can see others positive side;
- V. rational allocation of time and effort: I try to allocate my time optimally between work, family and society;
- VI. inner confidence, hope for the future, a healthy view of events - an adventure in life;
- VII. self-criticism, diversity of opinion, recognition of the services of others;

Focus on physical health, mental and spiritual development

(Sergiovanni, 2000).

To accomplish this, it is necessary to intentionally form and develop the necessary leadership qualities. In the organization, the manager is responsible for the following processes:

- develop personal motivation, that is, study the goal and the possibilities to achieve it;
- developing individual intellectual and moral leadership qualities;
- ensuring the social prestige and sincerity of the leader in dealing with group members;
- have the skills to quickly and assess the situation, to know and take into account the interests of team members;
- integration of formal and informal leadership in leadership;

eliminating destructive leadership. The most destructive leaders in the organization are the leaders of anti-news groups and organized crime groups. To overcome this, the "leader-follower" system will be abolished - the leader will be fired; the group is dispersed to other precincts; the leader is given additional tasks and communication time is shortened. These methods are administrative in nature and do not always work effectively in terms of law. Therefore, the second type of approach is to use personal

interviews to change the leader's behavior, to bring the leader closer to the leadership, to pay special attention to him. (Patterson, 1993).

While the theoretical considerations discussed above highlight the importance of leadership qualities in leadership, not enough attention is paid to building leadership capacity in the practice of Uzbek enterprises. This condition is characterized by the following problems:

- Lack of qualified specialists in management in enterprises.
- Looking at the development of leadership qualities as a secondary issue.
- Lack of development of a perfect methodology that defines a leader's leadership ability and potential.
- Lack of focus on improving the leadership skills of managers at all levels of corporate governance.

➤ Lack of funding for management training in enterprises, in particular for leadership development.

In summary, leadership styles are influenced by one's personality, and distinct leadership styles will emerge as a result. I want to be clear that there is no one-size-fits-all leadership style that every leader should follow. Similarly, there is no one-size-fits-all leadership style that should be avoided. Different people in different settings must employ the most suitable leadership style in order to elicit the desired behaviors and consequences. Good leaders act to their strengths while also working hard to improve in areas where they are less natural. Continuing from the previous point, it is crucial to not only understand the various leadership styles, but also to recognize what you do well and where you need to improve. We may learn that such methods of controlling people's character and minds also express their inner world through leadership styles. In particular, the power leadership methods left to us by our great ancestors, such as Amir Temur, are still available today. Such a valuable inheritance passed down to us has not only been polished, but has also become an eternal and endless resource for us. We know that Uzbekistan is a developing country, so there are difficulties in improving leadership in the application of new methods, but they can be overcome through strong potential.

## References:

1. (2020, january 24). *Amir temurning davlat boshqaruvi mavzusini o'qitishda yangi pedagogik texnologiyalardan foydalanish reja.*

Retrieved from <https://hozir.org/amir-temurning-davlat-boshqaruvi-mavzusini-oqitishda-yangi-ped.html>

<b>Impact Factor:</b>	<b>ISRA (India) = 6.317</b>	<b>SIS (USA) = 0.912</b>	<b>ICV (Poland) = 6.630</b>
	<b>ISI (Dubai, UAE) = 1.582</b>	<b>ПИИИ (Russia) = 3.939</b>	<b>PIF (India) = 1.940</b>
	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 9.035</b>	<b>IBI (India) = 4.260</b>
	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

---

2. Martinuzzi, B. (2019, october 16). *American Express. The 7 most common lidership styles: Retrieved from <https://www.americanexpress.com/en-us/business/trends-and-insights/articles/the-7-most-common-leadership-styles-and-how-to-find-your-own/>*
3. Erin Carraher, R. E. (2017). *Leadership Styles. Leading Collaborative architectural practice*, 197.
4. Joshua Thompson, J. R. (2015). *Leadership Styles*. 499.
5. (2016-2021). *Temur tuzuklari*. Retrieved from <http://www.temurtuzuklari.uz/oz/claude/index>
6. Wafa, D. K. (2015). The relationship between culture and leadership style preference among Malay-Brunei, Bajau and Kadazan-Dusun community in Sabah, Malaysia. *Journal of Management Development*, 10.
7. Patterson, J. L. (1993). *Leadership for tomorrow's schools*. Alexandria, VA: Association for Supervision and Curriculum Development.
8. Sergiovanni, T. J. (2000). *The lifeworld of leadership: Creating culture, community, and personal meaning in our schools*. San Francisco: Jossey-Bass.
9. Sullivan, S., & Glanz, J. (2000). *Supervision that improves teaching: Strategies and techniques*. Thousand Oaks, CA: Corwin.
10. Palmer, P. J. (2002). *The courage to teach: Exploring the inner landscape of a teacher's life*. New York: Teachers College Press.