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**POSITIVE LEADERSHIP: CONCEPTUAL FOUNDATIONS AND
POSSIBILITIES OF APPLICATION IN THE STATE CIVIL SERVICE OF
UZBEKISTAN**

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Abstract

This article is devoted to the study of the concept of positive leadership, its principles and potential for application in the management of the state civil service of Uzbekistan. The author examines the theoretical base, the main achievements of research in the field of positive psychology, and also gives an interpretation of the application of this approach in the context of modern challenges of public service. The possibilities of applying this approach in the conditions of Uzbekistan and solving difficulties through the introduction of positive leadership in management are also highlighted.

Keywords. Positive leadership, public civil service, motivation, personnel management, awareness, strengths, Uzbekistan.

Introduction

In the context of dynamic changes and growing requirements for the quality of public administration, traditional approaches are beginning to give way to new models. Positive leadership, based on the principles of positive psychology, focuses on developing the strengths of employees, creating trusting relationships and creating a productive work environment.

Work in the state civil service is characterized by the implementation of strategic tasks of the state, which generates a high level of responsibility, pressure, stress. This, in turn, affects not only the productivity of a civil servant, but also the quality of his life. In this regard, the application of positive leadership can increase the efficiency of government agencies, reduce stress levels among employees, and strengthen citizens' trust in government institutions. Therefore, it is especially important to explore this approach in the context of the civil service of Uzbekistan, where reforms require new management decisions.

One of the complete definitions of positive leadership is given by K. Cameron, who describes it as a strategy that contributes to the achievement of outstanding results by concentrating the leader on the development of the positive aspects of employees, such as honesty, respect, empathy and assistance in unlocking their potential [4]. Like any strategy, it requires a detailed study of the current situation, an analysis of the strengths and weaknesses of employees, motivation and driving forces, and accordingly, it is necessary to develop an action plan and measures for the implementation of this approach.

At the same time, authors such as B. Avolio and V. Gardner identify the key elements of positive leadership, such as transparency, trust, compliance with moral principles, and support for



employees [1]. That is, it can be noticed that attention shifts to the values and measures to support the positive aspects of personalities, which in turn affects the formation of the necessary positive atmosphere.

In turn, T. Ben-Shahar, focusing on the personality of the leader, connects successful leadership with the personal happiness of the leader. He argues that a leader who is in a state of emotional balance is able to inspire his team and ensure a high level of engagement [2]. Leadership requires a high level of human energy, if the leader does not have enough of his own resources, then he will not be able to positively influence others.

To understand the significance of this approach, let's turn to the analysis of studies. Scientists such as A. Kaza and B. Kaza have proven that positive leadership reduces the level of staff turnover by creating a comfortable environment and supporting employees [5]. In addition, L. Woolley, A. Casa and L. Levy note that positive leadership improves the quality of decision-making by supporting open dialogue and mutual respect in teams [7]. Scientist K. Porat has confirmed with her research that positive behavior of leaders contributes to the improvement of the emotional climate in organizations, reducing the level of burnout among employees [6]. These studies show us how by changing the approach to management, it is possible to effectively manage teams, increasing their productivity, the level of emotional and psychological well-being, as well as forming positive relationships between team members.

Modern positive leadership focuses on creating a work environment that promotes employee well-being, resilience, and satisfaction. T. Ben-Shahar and A. Ridgway in their book "The Joy of Leadership" offer practical steps and the SHARP approach as an effective tool for developing leadership qualities and increasing happiness in work teams [3].

Let's pay attention to the practical steps of applying positive leadership:

1. Create a support environment. The leader must ensure openness in communication and accessibility for discussing problems. Supporting employees in solving work and personal issues reduces stress levels and builds trust.
2. Focus on strengths. Instead of focusing on weaknesses, the leader helps employees develop their strengths, which contributes to increased confidence and professional satisfaction.
3. Stress and recovery management. Introducing stress management programs such as mindfulness and yoga helps employees maintain emotional resilience. The leader himself sets an example, demonstrating a healthy attitude to work and leisure.
4. Development of meaning and involvement. A leader helps employees see the connection between their work and the big goals of the company and society. This increases motivation and job satisfaction.
5. Creating a favorable working climate. A welcoming atmosphere, fairness in decision-making and recognition of employees' merits strengthen their engagement and emotional stability.

Thus, it can be noted that positive leadership can be a powerful tool for every organization and team. The advantages of this approach are as follows:

1. Motivation through recognition: Leaders who support their employees inspire them to achieve great results.
2. Emotional Support: Given the high level of stress in the civil service, implementing leadership based on emotional intelligence will help reduce tension and increase engagement.



3. Management Effectiveness: Positive leadership allows for more cohesive functioning, reducing bureaucratic barriers and enhancing team interaction.

Problems that can be faced in the civil service:

1. High level of bureaucracy: Slow paperwork and lack of flexibility hinder a quick response to citizens' requests.
2. Lack of employee motivation: Most civil service workers experience burnout and lack of recognition for their work.
3. Limited career opportunities: The lack of clear development programs causes a decrease in employee engagement.

To implement positive leadership in the state civil service of Uzbekistan, the following measures can be addressed:

- Creation of training programs focused on professional, personal growth and development of employees' strengths.
- Implementation of emotional intelligence training for managers so that they can better support their employees emotionally and create a positive atmosphere in the team.
- Fostering a culture of openness and transparency through regular meetings with employees, discussing their achievements and suggestions to build trust and engagement.

At the same time, for the application of positive leadership by managers in the civil service, it is necessary to be guided by the SHARP model (Strengths, Health, Absorption, Relationships, Purpose). SHARP is an integrative approach designed to create balanced and productive leadership, incorporating the following key elements [3]:

1. Strengths: Focus on the individual strengths of employees. This allows you to achieve the maximum effect from efforts aimed at developing competencies.
2. Health: Managing energy and stress. A leader teaches employees to find a balance between work and leisure, including physical activity and a healthy diet.
3. Absorption: development of skills of awareness and immersion in current tasks. This helps to avoid distractions and achieve high concentration at work.
4. Relationships (Отношения): formation of positive and authentic relationships within the team. Quality connections are a predictor of both personal well-being and leadership success.
5. Purpose: Creating a sense of meaning. A leader helps employees realize how their efforts contribute to a common goal, which increases engagement.

Positive leadership using the SHARP model helps not only to increase employee happiness and resilience, but also to improve the overall effectiveness of the organization. The integration of all five elements—from a focus on strengths to the development of awareness and meaning—creates synergies that increase trust and motivation in the workplace.

Expected results:

1. Increasing the level of satisfaction with the work of civil servants.
2. Improving the organizational climate and building strong teams.
3. Increase employee productivity and efficiency.
4. Reduced staff turnover.
5. Improving the quality of public services through more motivated and engaged employees.
6. Strengthening citizens' trust in state institutions.

Thus, positive leadership offers an effective approach to management, focused on the development, support and inspiration of employees. For the civil service of Uzbekistan, this approach can become an important tool for modernization, improving the organizational climate and improving the quality of services provided.

An important step in this direction will be the introduction of training programs for government leaders focused on the development of positive leadership skills, and the integration of this approach into the personnel management strategy.

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