

COMMUNICATIVE COMPETENCE OF THE HEAD OF THE INTERNAL AFFAIRS BODIES

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Abstract: The article analyzes the manifestations of one of the personal professional qualities among the heads of internal affairs bodies – communicative competence, the stages of their formation, the use of psychological knowledge in communication and establishing psychological contact with citizens, employees of internal affairs bodies, the approaches of leading scientists to the problem are studied, the structure and mechanisms of communication are considered, the basic requirements for effective communication are analyzed, and also a recommendation is given to improve communication competence.

Key words: personality, manager, competence, communication, communicativeness, adaptability, barrier, ability, stress resistance, professional personal qualities, managerial abilities, experience.

The Republic of Uzbekistan, setting lofty goals and relying on its strengths and capabilities, is gradually implementing systemic reforms to build a democratic state and civil society, and ensure peace and tranquility. The development strategy for the new Uzbekistan for 2022 has become an important step in this direction. - 2026 , developed by President Sh.M. Mirziyoyev [1] .

The main goal of these processes is to clearly envision our prosperous future, strengthen the spiritual foundations of society, develop comprehensively competent people, liberalize all spheres of society and accelerate the country's development, and build the potential of leadership to accelerate reforms. Sectors for comprehensive socio-economic development, led by khokims, heads of territorial prosecutor's offices, internal affairs agencies, and the State Tax Service, have also been identified to address issues awaiting socio-economic and socio-political solutions in the country's regions. [2] .

A study of the scientific works of domestic and international psychologists on the personality traits of senior officers in the internal affairs system revealed a number of requirements for senior officers in internal affairs agencies, driven by the rapidly evolving socio-political situation in the country. As a result, the socio-psychological profile of the modern head of an internal affairs agency has changed. Specialized knowledge, high professional training, and a general culture are becoming essential for effective performance. Moreover, such personal qualities as professional independence, communication skills, mobility, emotional stability, and social adaptability are becoming especially important.

The present time is modern supervisor must be human high cultures And a well-rounded education. He must have a variety of knowledge, skills and skills. In addition, any leader must have communication skills. To his understood subordinates, his speech should be built impeccably right, grammatically And lexically Right sustained, That There is He must have Culture and professional communication. Today, it's important for managers in agencies and departments to be not only a first-class specialist and a true professional, but also a highly qualified psychologist, capable of competently addressing interpersonal and intrapersonal issues while also possessing impartiality and flexibility, stress tolerance, oratory skills, and many other qualities.

Therefore, the issue of psychological support for the official activities of effective leaders of internal affairs agencies is pressing. It is quite difficult to identify aspects of the organization and activities of

internal affairs officers that cannot utilize knowledge of modern psychological science—management psychology, social psychology, and legal psychology.

The relevance of this problem is also in the fact that it is in the process of communication, And only through it, it manifests itself the essence of man, achieved understanding, coherence at execution work, is growing the ability to predict each other's behavior in those or other circumstances or, conversely, conflicts arise and moral contradictions, discord in work, inability to predict behavior partner By communication.

Communication, or communication, - one of the forms of human interaction. Representing the process of exchanging messages, V which contains the results of people's reflection of reality, communication is an integral part of them social being and a means of formation and functioning their consciousness, individual and public. With the help of communication occurs organization expedient interactions people in the course of joint activities, transfer of experience, work and everyday skills, manifestation and satisfaction of spiritual needs [3] .

When communicating With the head and employees of the internal affairs bodies decide official matters among the population tasks and it is quite natural that from their skills in communicating with people, establish psychological contact will ultimately depend on their effectiveness activities. Communicative quality are the most important element in the structure of professional skill employees of the authorities internal affairs.

What same understand under communication V psychology?

There is communication process establishing and maintaining a purposeful, direct or indirect by those or other means of contact between people, in one way or another connected with each other in a psychological sense [7] . Based on the above, it can be assumed that a leader in the system of internal affairs bodies must have developed communication skills, since their absence or undeveloped state negatively affects the effectiveness of leadership.

Official activities of employees of internal affairs bodies business is unthinkable without communication links. Communication acts as a regulator of relationships between employees and citizens. The importance of this process is constantly emphasized. attention in various regulatory documents. They say, that the daily activities of the employees of the internal affairs bodies take place on in the public eye and the authority of a law enforcement officer depends largely on behavior of its employees when communicating with people. It is very important, to each head and employee of the internal affairs bodies was polite And tactful when dealing with citizens, he was sensitive to their requests and statements, fair assessed their behavior, obliged track for with its external view.

Besides this It is necessary to take into account that communicative The activities of employees of the internal affairs bodies are very peculiar. She has row psychological features, which, With one sides, they do her very specific, With another - they can her complicate.

Communication is a major problem in management, and management communication itself can be a challenge for many managers in a number of situations. When communication is normal or appears to be, people often overlook any difficulties. Many challenges for the head of an internal affairs agency are related to the quality of communication, the communicative "substance" of management:

- ✓ finding a common language with people,
- ✓ barriers to mutual understanding,
- ✓ errors of knowledge and assessment,
- ✓ inappropriate situations, stereotypes of actions and much more.

Significant difficulties V communication arises because that the employee is forced to engage in communication despite his attitude towards the interlocutor, often negative, on your own standing, desire to communicate, etc. - communication is integral part of his activities [8] .

Communication difficult presence psychological barriers, associated with many factors: fear of contact with employees, misunderstandings, misinterpretation of the parties' intentions, mistrust, etc. To that same these barriers can be created artificially and lead to an exacerbation relationship, emergence conflicts.

And finally, an employee of the internal affairs bodies must Necessarily consider peculiarities communication V in general. Their knowledge very useful and necessary to establish favorable contact with citizens .

Indeed, the foundation of a manager's socio-psychological competence lies not so much in their knowledge of their subordinates' personal characteristics as in their specific interactions with them, establishing favorable psychological rapport, and building trusting relationships with them. These managerial skills are based on developing qualities that enable them to connect with people, understand their experiences, as well as the underlying reasons for their actions, and, on this basis, build relationships with subordinates so that each one wants to talk, ask for advice, and work productively in a friendly and productive atmosphere. It is precisely with this approach that constructive criticism is possible, capable of encouraging subordinates to change for the better rather than wallow in resentment and their own sense of inadequacy [10].

It is very important, so that the manager and employees have the following necessary communicative skills:

- ✓ ability to quickly install psychological contact With citizens and gain trust ;
- ✓ skill listen to the citizen making the request ;
- ✓ the ability to exert psychological influence on citizens in essence appeal ;
- ✓ the ability to overcome psychological barriers in communication;
- ✓ role-playing skills.

Every day, law enforcement officers encounter various situations with many people with whom they interact And from Togo, how skillfully they make contact with them, how quickly and effectively they do it, will dependand the final result of their activities. Ability to arrange a person to yourself, win his trust, allows you to install trusting relationship, get significant feedback from him information [3] .

Communication experts believe that that one of the most important qualities that allow you to increase the effectiveness of the communication process, is the ability to listen to other people. When you listen carefully to your interlocutor, In this way you demonstrate your interest in By listening to what he says, you show respect for him. And this will inevitably contribute to facilitating the establishment of psychological contact. A person addressing a law enforcement officer Internal Affairs, expects to be listened to carefully, to have his problems sorted out, and to be helped. The ability to listen to a person allows the employee to position himself towards to yourself, to relieve psychological voltage, which, How rule, inevitably in the initial period of communication.

For employee it is important for the internal affairs bodies Not only Right And communicate skillfully with people, but also be able to exert psychological influence on them: to persuade them to your point of view, to convince, to stimulate positive manifestations in their behavior, compel to provide truthful information, etc. Always necessary remember, What employee enters V communication Not That's why, that he is simply interested in this person, and for that, What- to change his position, his attitude. And it is precisely the psychological influence in the process of communicating with him allows this achieve.

When communicating with citizens, it is necessary to learn to overcome various psychological barriers in communication that may arise due to misunderstanding, hostility, unwillingness to communicate with the employee, etc. And it is quite natural, as already noted above, This inevitably leads to aggravation of relationships and conflicts. In this regard, it is very important that the employee not only learns to correctly understand in the nature of these barriers in communication, but also learned to

bypass them, A When it is necessary and to break.

Important feature activities employees organs internal affairs, as already noted, is that they have to face the confrontation of interested parties persons, which can manifest itself both openly and in a latent form. In conditions of active confrontation constant secrecy is necessary, encryption of their own targets, camouflage valid social roles, Very important, to the employee was able to learn the skills role-playing behavior.

Three dimensions are psychologically important in communication: social-role, rational-business, and spiritual-personal. Social- role (etiquette) communication is predetermined by the social status and roles of those communicating and is regulated by social, legal, and ethical norms, regulations, traditions, and etiquette rules. It is standardized and deindividualized : superior-subordinate , employee-citizen, senior-junior, man-woman, etc. Here, people behave as representatives of specific social groups. This is the most common form of social-communicative behavior; it is mandatory for ritually organized communication, useful when meeting strangers and people they barely know, and desirable for distanced communication. It is important to adhere to etiquette and established procedures. Failure to observe them or deviations from them lead to communication failure.

Rational business communication is determined by the need to achieve a goal and solve a task. Communication here is not based on the logic of social etiquette, although within its most general framework, but primarily on the logic of the task itself, what and how must be accomplished cooperatively. Communication here is governed by appropriate rules, methods, techniques, and technologies of communicative activity. Success here lies in the achievement of the result itself, not in participation in the process, as in the case of social-role communication.

Spiritual-personal communication is built on values, is personally oriented, and is individualized. The key here is the spiritual-cultural principle, an appeal to the deep foundations of people's lives, to the individual, to the personality. This is an open and honest dialogue, a meaningful and subtle conversation, a heart-to-heart talk about the soul. This is not a matter of observing propriety, not subordinating states to achieving a result, as in the first and second cases. Here, templates and methods, even psychological ones, are of no help; personal effort, spiritual urge, and psychological skill and art are essential. A leader's ability to harmoniously integrate these three dimensions in their management communication predetermines its effectiveness [8].

A competent manager strives to properly manage time based on personal interests and the interests of the organization.

In highlighting the characteristics of professional competence, it is necessary to highlight the characteristics of communicative competence. In particular, the structure of the communicative competence of the head of the internal affairs agencies includes three blocks of components [4] .

Communicative qualities of personality:

- 1) developed need for communication, mature motivation for communicative activity, sociability as a character trait;
- 2) mature moral and communicative qualities, a developed system of moral and psychological values of professional and managerial communication, respect for the personality of the interlocutor, compliance with legal norms;
- 3) sensitivity , high sensitivity to personal characteristics and states of people in the process of communication, psychological observation;
- 4) communicative thinking, the ability to flexibly build and rebuild communication depending on the situation;
- 5) modern, mature, individualized communication style, self-criticism.

Mastery of communication techniques - skills and ability to perform individual communicative actions:

- 1) navigate the communication situation, observe and evaluate the interlocutor;
- 2) read non-verbal signs of your partner's behavior (gestures, looks, facial expressions, postures, etc.) , use non-verbal means of communication;
- 3) listen and understand the interlocutor;
- 4) master the language, words, voice, intonation; clearly express your thoughts, inform;
- 5) persuade, conduct an argument, discussion, dialogue, criticize and consult; feel humor, demonstrate verbal resourcefulness;
- 6) establish psychological contact with various categories of citizens through communication , create the necessary environment in the communication process , establish and maintain trusting relationships;
- 7) communicate in various roles and positions; manage initiative and distance in communication; regulate psychological states and emotions of communication partners; manage one's own states during communication.

Mastery of communication technology, methodology, and tactics—the ability to build communication in holistic situations of activity:

- 1) set communicative goals and objectives in the process of activity and reflectively think about ways to solve them, build plans and scenarios for communication in difficult situations , follow the technological organization of communication;
- 2) conduct a conversation and build personally oriented professional and service communication;
- 3) speak publicly and conduct dialogue, build socially oriented professional and service communication;
- 4) regulate the climate and atmosphere of communication in teams of employees of internal affairs bodies; develop communicative competence and professional communication culture of employees of internal affairs bodies ;
- 5) contact and psychologically optimize communication with representatives of the media.

One of the most integral characteristics of communicative competence is *communication style*. Communication style, as a complex of stable features and methods of communication, is usually inherent to each person. The main communication styles are: dominant (authoritarian), soft (democratic), passive (liberal), flexible (harmonious). Also distinguished are aggressive, insecure, compromising, emphatically polite, demonstrative, intrusive, humorous, boorish, warm-hearted and other communication styles. The key characteristic of a manager's communication style is flexibility, possession of a wide repertoire and arsenal of communication tools and resources, based on mature humanistic communication values. Naturally, the communication style of a professional communicator should be individualized, possessing unique and inimitable traits associated with personality traits and character [8].

In addition to the above, it is necessary to pay attention to the problem development communicative culture of employees of internal affairs bodies, it is determined by the need to improve the quality of their training, education, official activities, as well as their assimilation and application universal, humanistic, ethical values and implementation in communication contribute not only to personal and spiritual development employees power departments, but And development theirs social, professional potential a[6] .

It's important to note that in modern law enforcement, an officer's professionalism is assessed as a combination of professional attitudes, personal and communicative competencies. Therefore, communication occupies a central place in management activities. The managerial communication of the head of an internal affairs agency embodies the general psychological nature of communication, its managerial specifics, and the specifics of internal affairs agencies.

The previously outlined significant components of the communicative competence of the head and employee of the internal affairs bodies suggest the following directions for the formation of his psychological and communicative competence:

- It is necessary to more widely utilize psychological knowledge in addressing issues of communicative competence. To this end, it is necessary to expand the general theoretical and practical training, as well as psychological training, of law enforcement officers, and equip them with the applied psychological knowledge necessary for meaningful action in the psychologically charged environment of law enforcement.
- In order to prepare for appointment to a higher position, a manager must take advanced training courses dedicated to the psychological foundations of management and the acquisition of communication skills ;
- To improve practical psychological training, employees must undergo social and psychological training aimed at developing communication skills and abilities [9] .

All this explains the need for communication training of employees of internal affairs agencies, but this path is long and difficult. It is important that the employee of the internal affairs bodies process communicative preparation received an idea about the most important psychological patterns of communication.

Thus, communicative competence occupies a central place in the managerial and daily activities of law enforcement officers. Psychology reveals the internal mechanisms of communication, linked to their human nature. The managerial communication of the head of law enforcement agencies embodies the general psychological nature of communication, its managerial specifics, and the specifics of law enforcement agencies. A manager's communicative competence encompasses a set of relevant qualities, knowledge, skills, and abilities in mastering basic communicative actions.

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