

RESEARCH ON LEADERSHIP SKILLS TO IMPROVE MANAGEMENT AMONG SENIOR NURSES

<https://doi.org/10.5281/zenodo.10926163>

Master of Bukhara State Medical Institute

Nusratova Shohinabonu

Annotation: *the socio-demographic indicators, communicative and organizational inclinations, personality types and management styles of senior nurses, which determine the effectiveness of professional activity management, were studied.*

Key words: *communicative and organizational inclinations, personality types, management styles.*

The successful development of any sphere of human activity is unthinkable in modern society without management, that is, a systematic process of using resources to achieve certain goals. The art of management lies, first of all, in the ability to effectively organize the activities of personnel.

Professionalism in the activities of nurses - managers at all levels of the management hierarchy, starting from the head nurse of a hospital department and the chief nursing specialist in healthcare, is the key to success not only in the work of nursing services, but also in the entire healthcare system as a whole. The work was carried out on the basis of the Bukhara Regional Children's Multidisciplinary Center. The respondents were 36 senior nurses from various departments and clinics.

The following tests and questionnaires were used: a specially developed questionnaire for assessing socio-demographic indicators, a technique for identifying "communicative and organizational aptitudes" (COA-2); test "Psychological typology of personality" by K. Jung; "Management style self-assessment" test.

As a result, the following data was obtained. Among the surveyed, nurses in the age group 45-55 years predominated (54%), while 70% of respondents had the highest category, the majority (85%) lived in the city. In addition to secondary vocational education, 22.5% have higher pedagogical education and 2.5% have higher nursing education.

According to the results of a study using the KOS-2 methodology on leadership qualities, it was revealed that 80% of senior nurses developed a high level of organizational inclinations, and a high

level of communicative inclinations - 65%. It is typical that nurses in the age group 40-55 years have a high level of these inclinations. Perhaps this is due to sufficiently accumulated general medical experience and extensive professional experience.

The “Psychological Typology of Personality” method showed the following distribution by personality type - extraversion: ambiversion (mixed type): introversion - 45%: 35% and 20%, respectively. That is, most senior nurses are easy to communicate, open, and have a tendency to lead, which is necessary for successful leadership. It is interesting to note that extroversion predominates among senior nurses in clinics (45%), while ambiversion predominates among hospital nurses (50%).

The results of the “Self-Assessment of Management Style” test showed the following distribution: democratic - 65%, authoritarian - 25% and liberal - 10%. The predominance of a democratic style indicates the ability to coordinate and direct the activities of a team, fully develop initiative and new methods of work, persuade and provide moral support.

Thus, for effective management of nursing staff, sufficient development of leadership skills, organizational and communicative abilities is necessary. The results obtained showed that the optimal management style is formed among nurses of the middle age group with an extroverted personality type, a high level of education (qualification category) and experience in management work.

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