



## Section 5. Psychology

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### PROFESSIOGRAMS OF MANAGERS AND ORGANIZATION MANAGEMENT

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#### Abstract

The article explores the professional and personal portrayal of managers, providing a comprehensive analysis and definition of the concept of a profессиogram. It emphasizes considering the psychological description of individuals when promoting them to managerial positions. The article also incorporates data from a study on the characteristics of professional activities among civil servants and outlines the fundamental requirements for leaders in public administration.

**Keywords:** *Leader, management, psychology, method, competency, evaluate, civil service*

#### Introduction

Defining and evaluating the personal and professional qualities of a leader is becoming relevant not only for the psychological sciences, but also for other disciplines that study management problems. In modern psychology, research methods and performance indicators of the manager's work are always being improved. In this regard, it is worth mentioning that nowadays such methods as the Assessment Center, Expert assessments and more advanced types of various psychodiagnostic techniques are in active use. The main advantage of these methods is determined by their objectivity and predictive capabilities. In this regard, when compiling a battery of tests for assessing managers, attention should be paid specifically to their predic-

tive capabilities and the ability to ensure the objectivity of the information received. Such requirement can be achieved through the use of several mutually compatible techniques. Only such comprehensive approach, i.e., the use of complementary methods, makes it possible to obtain comprehensive and more holistic information about the leader.

**Body paragraph.** Today, the entire procedure for assessing managers is becoming a multi-stage. Information about a particular leader is updated or supplemented with new information after a certain time. For example, after evaluating compliance for a position, it may be necessary to identify the level of motivation of this manager to work on improving their competencies or ability to withstand stress. In this regard, nowadays,

the requirements for the position, profession are being carefully developed and, based on this, the most decent specialists are selected for this position. Determining the level of compliance of a person for a certain position requires, first of all, the development of a description of this position. Only in the presence of certain requirements for the position, it is possible to start developing appropriate standards for a particular managerial position and, on the basis of this, determine the necessary personal qualities and professional skills of a manager. In this regard, at the initial stage of assessing the leaders of various managerial positions professionograms of managerial positions are created with the help of special studies. In the future, it is the profile of the position, i.e. the professionogram acts as the main document on the basis of which candidates for a certain position can be evaluated or determine the degree of compliance of a particular person of a particular position.

A professionogram is a document that embodies the generalized requirements of the profession in relation to a specialist, his professional activities and qualities. A. Zh. Kholbekov claims that the professionogram, first of all, reflects the professional requirements for a specialist, therefore, without taking it into account, it is impossible to determine the ultimate goal of professional training, retraining and advanced training of civil servants (Xolbekov A. J. 2008). The professionogram by its nature has a normative and recommendatory character and should be the main guideline for the manager's professional study.

In the professional profile of the modern head of the civil service, the following main professional aspects of the personality are distinguished: informational and analytical, planning, managerial, leadership, organizational and executive, coordinating, control and calculation, innovative, expert-consulting and representative. All these functions of public service employees involve the active work of a specialist on their professional self-development and personal qualities related to self-government and self-regulation of the individual. According to M. Kuranov, "Professionogram of a certain position is the sum of answers to the question – What should be the holder of this position?" (Kuronov M. 1998). During the creating managers profes-

siogram, people were based on the following models of describing professions: modular approach and expert assessments of professional qualities. The modular approach is the development of a set of common, universal properties of professional activity and can inform about the ability and possibility of a person to move from one profession to another. In a certain sense, the modular approach is aimed at identifying universal, common qualities of specialists from different professions. In identifying the personal and professional qualities of any particular position, the method of expert assessments is used.

In the course of the study, based on the requirements of the professional activities of leaders in various fields, professionograms of several positions were developed. At the same time, it was used a general model that includes a list of personal qualities and professional skills of a modern leader. This model is based on a description of the personal and professional qualities of a person, which is used in the expert assessment of a manager. During the experimental development of managerial professionograms, the analysis of managerial positions in the following areas was carried out: electricians of the railway power supply service, heads of gas supply enterprises, leaders of expeditionary groups for oil and gas production heads of the banking sector and senior officials of public service bodies. In total, during the study, work was underway to create 24 professionograms of five areas of management and 110 experts took part in the study. During the study and professionograms development, the features of socio-economic processes in society, the specifics of the work performed and the profession were analyzed as well.

The technology for developing professionograms for a specific profession was as follows: there is a generalized, universal list of professional qualities and personality traits that can be used to describe any profession (Ilin E. P., 2008). This list is presented to experts in a particular industry (in our case, experts in five areas) and they are asked to first read the list of qualities, and then rate each quality in terms of its importance for the successful performance of the profession. If necessary, the experts themselves can add this list with those qualities that, in

their opinion, a specialist needs to successfully complete his work. At the next stage of the study, the selected qualities are grouped into different blocks. Blocks can be marked as – a group of professional qualities, personal qualities, qualities that contribute to personnel management, qualities expressing attitudes towards the organization and etc. Blocks in which the greatest number of qualities enter may mean that this group of qualities is the key to the successful implementation of this activity. And it is obvious that during evaluating a specialist, most attention is paid to this block of qualities. Grouped by similarity qualities, i.e. the blocks are then presented to the experts and their task is now to determine which block of qualities can be assessed as the most important for the successful completion of the profession. Thus, by the end of the study, we get the qualities of most important, medium and least important significance grouped into blocks. As a result, an organized list of qualities, indicating the professionally important properties of a specialist in a particular area of the profession, at the end takes the form of a specialist's profессиogram. It should be noted that these profессиograms can later be used to develop the competencies of specialists.

The profессиograms developed with the help of experts were also used as criteria for evaluating a particular manager in the future. For this, it was invited three people as an expert, who know well the assessed manager. At the same time, those criteria and qualities that were developed for the profессиogram acted as the means of evaluation. Assessing people, in addition to knowing this leader well, are also advanced specialists in their profession and, of course, in the area being assessed. Each expert was asked to evaluate the qualities of the leader based on the methods that were used to develop the profессиogram. Thus, a particular leader was evaluated according to a questionnaire, which presents a list of personal and professional qualities, each of which was correlated with the working behavior of a particular leader. The correspondence of a real person with the reference model of the leader was calculated using the Spearman rank correlation formula. As a result, it was found that managers who have the maximum degree of compliance with the

main blocks of the profессиogram model have the highest indicators in the performance of their functional duties. Below, based on the study of leaders in various fields, special qualities are given that contribute to the successful implementation of a certain managerial position. In particular, on the example of banking, it is revealed that in the field of finance, the necessary qualities for a manager are economic sensitivity, the ability to predict changes in the financial sector, and the development of intuition when analyzing the dynamics of economic indicators. At the same time, in ensuring the safety of the bank's work, the head is required to be careful, sensitive and foresight in organizing the work of the institution.

The study also studied the leaders of the oil and gas industry. The main specificity of the leaders in this area is that they organize the work of specialists working in the field and on a rotational basis, i.e. teams of specialists are away from home for 15 days and live in difficult natural and living conditions. From a psychological point of view, the organization of work in such conditions requires special qualities and skills. Among them are the following – high degree of self-control, ability to control emotions in life-threatening situations, fast decision making, the ability to maintain volitional effort for a long time, psychophysiological stability, the desire to complete the work in any conditions and most importantly, the desire to ensure the safety of employees, as well as maintaining and ensuring a healthy and positive psychological climate in the team, in the conditions of a long stay in the field and the lack of domestic comfort. It is these qualities that occupy the leading quality in the profессиogram of this category of leaders.

When studying the activities of managers at the middle and lower levels of the electric power supply service of railways, the following aspects of the professional profile of specialists were identified. One of the key qualities necessary to ensure successful performance as the head of the energy supply service is reflected in the group labeled "Qualities that reflect the attitude towards work." The next group of qualities identified is referred to as "Propensity to improve professional skills." The third group

is designated as “Qualities that demonstrate attitude towards others,” which signifies the leader’s ability to build partnerships with colleagues and exhibit strong communication skills. At the same time, during the monitoring of energy specialists’ activities, a feature was discovered that was not previously noted by experts but was revealed through observation and analysis of regulatory documents. This feature pertains to the requirement of at least two people working together when dealing with high-voltage voltage in the railway power supply system. The foreman is responsible for assigning specialists in pairs and organizing their daily tasks (Instruksiya po tehnikе bezopasnosti... 2008). Through observation and conversations with foremen, it was found that no work in this field is performed by a specialist alone. Even the simplest tasks require the presence of an assistant observer. Many of these tasks are performed at a significant height, necessitating good spatial orientation and visual assessment of wire conditions. Due to the nature of their work, electric track repair specialists operate at high altitudes and in open air environments. Therefore, the team leader must possess stability under pressure and not be prone to quick fatigue. Rail network electricians must be adept at quickly troubleshooting problems, which requires a more agile nervous system. Consequently, the team leader should not have an inert nervous system and should preferably have a sanguine temperament. Electricians always work in pairs, so they must be sociable and possess conflict resolution skills. Furthermore, since their work relies on partnership interaction, effective verbal communication skills are essential. They should be able to articulate their thoughts clearly and explain the current situation comprehensibly.

In the development of professional profiles for fitters of high-voltage lines in the railway power supply system, the following list of personal and professional qualities was identified as important for a specialist:

- Ability to work in a team;
- Stability of attention, the ability to observe an object for a long time;
- Distribution of attention, that is, the ability to simultaneously perform several actions – performing one’s work,

monitoring and controlling the partner’s behavior, fixing intermediate work operations, etc.;

- The ability to manage oneself, that is, to complete the work begun in any conditions and situations. This requires a high degree of responsibility for the result and quality of work;
- Sufficient physical endurance;
- Ability to determine the state of an object by eye, accuracy of spatial perception;
- Caution, refraining from risk;
- Judgment, that is, the desire to be patient in collecting information to make a decision in conditions of uncertainty;
- Manifestation of operational thinking, that is, to find a timely response to the current situation and the work performed;
- Performing Ability. In the conditions of teamwork, be well aware of your role and perform the functions assigned to you.

The mentioned requirements are outlined in relation to electrician specialists, but these qualities should be even more ingrained in leaders in this field. Furthermore, when forming a team for collaborative interactions, the leader should have a good understanding of subordinates’ psychology, consider compatibility among team members, and thereby foster a positive work environment.

Speaking about the features of the professional profiles of managers, I would like to outline the information about managers in the gas supply enterprises. During the study of the specific labor activities of these professionals, it was found that leaders in the gas supply industry require a high level of communication skills, the ability to effectively handle conflict situations, and the capability to propose solutions that satisfy both the client’s needs and the organization’s interests. They are also expected to act as intermediaries in resolving conflicts between employees of the organization and consumers. In addition, professional skills related to the prevention of emergency situations in the gas supply system and the prompt resolution of arising problems in the gas supply to users are necessary.

When creating job profiles for civil service leaders, a significant amount of scientific literature was reviewed, and a content analysis of personal qualities and professional characteristics of leaders in public administration was conducted. In particular, the study revealed that the normative behavior of civil service leaders includes regulation of official conduct, maintaining a certain distance in communication, and a tendency towards either analytical or operational activities, depending on the position held by the employee in the management system.

When developing job profiles for managers, it should be noted that the nature of decisions and the behavior of leaders largely depend on their position within the hierarchical structure of the organization (Markova A. K. 1996). Typically, managerial positions are categorized into the highest, middle, and lower levels of management within the organization's hierarchy. The study revealed that managers at the same level but in different areas of management possess different decision-making powers. When discussing the business sector, it is important to consider that the decisions made and the nature of the issues being resolved can vary significantly between managers in different positions within an organization. This variance in positions also translates to different forms of managerial power that they exhibit. For instance, senior managers in the business sector often rely on the intellectual capital of the organization and are responsible for making strategic decisions. Their position grants them the ability to influence major changes within the organization. Consequently, when evaluating those leaders, it is common to present them with cases that reflect the complexity and strategic nature of their decision-making. Secondly, senior management can tap into their social capital and influential connections to address pressing issues by seeking assistance from professional experts in relevant fields. Thirdly, senior managers possess the ability to see projects through to completion, ensuring that the work they initiate is brought to a successful conclusion. In this regard, it becomes important to tailor training programs for senior managers accordingly. Senior executives in business organizations also have direct contact with

major shareholders of the company. It is crucial for them to demonstrate qualities such as sincerity, diplomacy, and strong individual willpower when engaging with these stakeholders. However, it is worth noting that not everything mentioned above is universally not applicable to heads of public institutions or the public administration system (Yablokovoy E. A., 2005).

### **In conclusion**

When developing a psychological profile for a specific area's leader, various testing methods are also actively used. Among the most informative methods are Cattell's multifactorial questionnaire, Leary's test, Ershov's questionnaire for studying the orientation of the head, and methods that assess the leadership potential of individuals. As a result, the requirements were formulated for the leaders of a particular area and the degree of compliance of a particular leader with these requirements was revealed. Throughout the development of profессиograms and studies that assess managerial personnel, several fundamental qualities have been recognized as universal traits for leaders in every area of management.

- Spiritual and moral maturity of the leader;
- Communication;
- Leadership skills.

The study also analyzed methods for evaluating managers. In this regard, the existing methods were analyzed in terms of their theoretical and practical significance. At the same time, special attention was paid to those methods that could provide the most objective information and had predictive capabilities. As a result, it was concluded that a separate technique cannot provide complete and reliable information about the leader and the study of the leader's personality requires an integrated approach in combination with several methods. In this regard, when creating a management personnel assessment system, it is necessary to create a battery of methods that are highly indexable and have a complementary function. The very creation of professional profiles of managers requires an integrated approach, and therefore the assessment of real leaders should align with this requirement.

Thus, in the process of developing professionograms of managers across different industries involves identifying specific features associated with the sphere of management and the organization of professional activities within that particular field. At the same time, common aspects have emerged that

unite the psychological profile of leaders in various areas of management. In addition, the methods used to develop professionograms of a managerial position can also be used to evaluate real managers for their compliance with the position held and the professionogram model.

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