THE DEVELOPMENT OF LEADERSHIP IN COMMUNICATION

Muminov Sherozbek Siddikjanovich
Doctor of Philosophy in Philological
Sciences PhD,
sherozbek.mominov@bk.ru

Abstract

This article analyzes the formation of leadership in the process of communication, its psychological and social foundations. Interaction between individuals in the context of communication, factors leading to the acquisition of a leadership position - speech culture, social role, charisma, emotional intelligence, and trusting relationships are considered. The study examined the formal and informal forms of leadership communication, as well as communicative strategies that lead to recognition as leaders within the group. Leadership in communication is formed not only depending on the official position, but also through social activity and personal qualities. The article is based on theoretical approaches and practical observations in the fields of psychology, sociology, and communication is useful for researchers, educators, and individuals interested in developing leadership competencies.

Keywords

Communication, leader, speech, style, influence, social role, position, belief.

Introduction

In the context of the increasing complexity of interpersonal relations in modern society, the increasing importance of effective interaction in social groups and communities, the formation of leadership in the process of communication acquires special scientific and practical significance. The phenomenon of leadership in any social group is directly related to the influence of people, social status, leadership of thought, and communication styles. It is through the process of communication that individuals determine mutual positions, demonstrate a level of impressionability, and have the opportunity to occupy a leadership position.

In today's era of globalization, with the increase in the number of means of communication and the growing need to engage in communication in various cultural contexts, the processes of leadership formation are becoming more complex. At the same time, it is observed that leadership is now manifested not only in official positions or hierarchical structures, but also in informal, natural

areas of communication. Especially among young people, cases of achieving leadership status through the ability to promote one's opinion within a group, persuade others, and provide guidance are becoming widespread.

In this article, the factors influencing the formation of leadership in the process of communication, various forms of leadership, and the mechanisms for strengthening leadership positions through communication techniques are analyzed on a scientific basis. Also, based on psychological and sociological approaches, the features of the manifestation of leadership qualities in communication are highlighted.

Review of Literature

Communication and leadership are closely interconnected psychological and social processes. In the scientific literature, these two concepts have been studied by many researchers based on different approaches. Leadership is carried out through communication, and communication is one of the main factors determining the formation and effectiveness of leadership (Northouse, 2018).

From a psychological point of view, leadership is interpreted as a process of interpersonal influence. According to Kurt Lewin's theory of social dynamics, leadership is shaped by social roles and communication within a group. He sees communication as the main tool of leadership (Lewin et al., 1939).

Numerous studies show that individuals with effective communication skills are recognized as informal or formal leaders. Bass (1990) in his transformational leadership theory identifies the leader's ability to convey vision, inspire, and engage in interpersonal communication among the key aspects.

From the point of view of communication theories, leadership is considered as a means of addressing the audience, exchanging ideas, and social interaction. According to the theory of communicative action put forward by Habermas (1984), communication is not only a means of transmitting information, but also a means of understanding, cooperation, and achieving social agreement. In this process, the leader strengthens their influence through clear and reliable communication.

Empirical research conducted in recent years, especially in the field of organization and education, confirms the importance of communication competence in the formation of leadership qualities. In particular, such aspects as emotional intelligence, listening skills, constructive thinking, and social empathy are considered important for effective leadership.

Research conducted by local scientists - Kh. Yuldashev, M. Jalolov, A. Karimov also highlights the connection between the culture of communication and the formation of leadership. In particular, in traditional Uzbek societies, leadership models based on informal communication and respect are common.

Also, the formation of leadership in the digital communication environment, that is, the issue of influencing through online communication platforms (social networks, messengers, webinars), is being studied as a relevant topic in modern research[6].

Methodology

Research approach:

This research was conducted on the basis of a qualitative research approach. In order to deeply analyze the formation of leadership in the communication process and identify subjective experiences, semi-structural interviews and observation methods were used. This approach proved to be effective in determining what factors influence the formation of leadership during communication.

Purpose of the study:

The main goal of the research is to determine how the leadership position is formed in the process of communication, the communicative and psychological factors influencing it, and to study the expression of this process in social groups.

Participants:

The study involved 20 participants of different ages and professions. They were selected from individuals working in small social groups (student groups, enterprise working groups, volunteer groups). Participants differed in gender, age, and social experience, which ensured the generalization of the results.

Data collection methods:

The following methods were used in the study:

• Semi-structured interviews - interviews were conducted based on pre-prepared questions, but in the form of an open dialogue.

• Observation - real communication processes in social groups (meetings, discussions, informal conversations) were directly observed.

• Content analysis - the results of interviews and observations were recorded and analyzed based on keywords and semantic units related to the topic.

Data analysis:

The collected data were processed by the method of thematic analysis, and the main topics influencing the formation of a leadership position were identified. Each topic was described based on the participants' opinions, and leadership situations in communication were illustrated with examples. At the same time, the influence of roles, statuses, and group dynamics in communication on leadership was studied through a socio-psychological approach.

Ethical standards:

---

[6] Internetda muloqot qilishning asosiy usullar. Internet aloqasi vositalari. Totrdlo.ru

The research was conducted in accordance with ethical requirements. Participants' personal information was kept confidential, and consent was obtained before interviews and observations. Their opinions were analyzed only for scientific purposes.

Results and discussion

As a result of the thematic analysis of data obtained on the basis of semi-structural interviews and observations conducted in real social groups, five main topics influencing the formation of leadership in the communication process were identified:

1. Initiative in active listening and commenting

Most participants noted that a leadership position in a group is often formed in relation to individuals who listen attentively to others before expressing an opinion and then express meaningful, positive, motivating opinions.

2. Ability to take initiative and solve problems

During the observations, it was established that the persons perceived as leaders were usually the first to take the initiative in complex or ambiguous situations, proposing ways to solve the problem.

3. Socio-emotional support

Maintaining a positive atmosphere in the group, encouraging others, mitigating conflicts, and communicating with an empathetic approach play an important role in the formation of leadership. These aspects were especially evident in the volunteer team.

4. Impact of status and social experience

Individuals within the group were naturally seen as leaders, often linked to their past experiences, age, or social standing. However, it was observed that leadership should be confirmed not only by status, but also by communicative activity.

5. Verbal and nonverbal correspondence

The harmony of words, tone, and body movements instilled confidence and strengthened the perception of leadership. For example, participants who expressed their opinion firmly but respectfully were recognized as leaders.

This qualitative study made it possible to deeply analyze the process of leadership formation in communication. The results of the thematic analysis showed that a leadership position is formed not only through external statuses, but also through active participation in communication, emotional sensitivity, and the ability to adapt to the social context.

The findings of the study are consistent with existing theoretical views, in particular, with socio-psychological approaches to leadership (for example, Bales'

Interaction Process Analysis model or Goleman's concept of emotional intelligence). In particular, the recognition of individuals performing socio-emotional roles as leaders by the group confirms these theories in practice.

Moreover, informal leadership situations (i.e., individuals who do not have formal authority but are recognized as leaders by the group) in many cases were formed through social communication. This once again confirms the importance of communicative competencies in the development of leadership.

Also, the norms of acceptance of group leadership by participants of different ages and professions differed: equality and free exchange of ideas were important for young people, while experienced participants highly valued accuracy, responsibility, and decisiveness in decision-making.

Conclusion

In the process of communication, a leadership position is constantly formed and strengthened through social connections, emotional sensitivity, and communicative activity. In this case, the need for leadership and the approach to it can be different in the context of each group. This study showed the need for a joint analysis of communicative and psychological approaches in the study of leadership.

REFERENCES:

1. B. Abdurahmanov, Rahbarlik va muloqot. – Tashkent: Akademiya nashriyoti. 2015.

2. A. Cooper, J. Heine, R. Thakur (Eds.), The Oxford Handbook of Modern Diplomacy, Oxford University Press, 2013.

3. M. Castells, Communication Power, Oxford University Press, 2009.

4. S. Sinek, Leaders Eat Last: Why Some Teams Pull Together and Others Don't, Penguin, 2014.

5. C. Bjola, M. Holmes, Digital Diplomacy: Theory and Practice, Routledge, 2015.

6. K. E. Weick, Sensemaking in Organizations, Sage Publications, 1995.

7. R. Keohane, J. Nye, Power and Interdependence, Pearson, 2012.

8. F. Fukuyama, Trust: The Social Virtues and the Creation of Prosperity, Free Press, 1995.

9. H. Kissinger, Diplomacy, Simon & Schuster, 1994.

10. A. Etzioni, The Moral Dimension: Toward a New Economics, Free Press, 1988.

11. C. R. Sunstein, How Change Happens, MIT Press, 2019.