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БОШҚАРУВ ФАОЛИЯТИНИНГ ДИНИЙ ВА ИЖТИМОИЙ ПСИХОЛОГИК ТАЛҚИНИ

РЕЛИГИОЗНЫЙ И СОЦИАЛЬНО-ПСИХОЛОГИЧЕСКИЙ АНАЛИЗ АДМИНИСТРАТИВНОЙ ДЕЯТЕЛЬНОСТИ

THE RELIGIOUS AND SOCIO-PSYCHOLOGICAL ANALYSIS OF THE ADMINISTRATIVE ACTIVITIES

Таянч иборалар: *кадрлар сиёсати, бошқарув фаолияти, менеджмент, кадрлар танлови, раҳбар, кадрлар салоҳияти, психология, бошқарув психологияси, ислом, саҳобалар, тобеинлар.*

Ключевые слова: *кадровая политика, управленческая деятельность, менеджер, управление, менеджмент, подбор персонала, кадровый потенциал, психология, Ислам, компаньоны, табиины.*

Key words: *personnel policy, management, personnel selection, psychology, management psychology, Companions, Tabi`ins, Islam.*

In today's informational-technological age, the principle of personnel management through the use of physiological force is losing its significance. In this regard, in the developed world, a serious attention is paid to the mental capacity of the employees and the psychological features that cannot be replaced by the computer technologies . Around the world, a large-scale work is being done by staff and organizations to enrich their ranks with highly qualified and competent professionals. The organizations realized that there is no benefit in reluctance to spend large amounts of money and time for this purpose, or to they strive to choose the best ones from the recommended students of leading universities of the world or in their own country. By these means guaranteeing not only the current development of their organization, but also

Бошқарув фаолиятидаги кадрлар салоҳияти, бошқарувчи шахси масаласи юртбошимиз Шавкат Мирзиёев томонидан бир неча марта кўтарилди ва бу соҳага доир изланишлар олиб борилиши лозимлиги таъкидладилар. Шундан келиб чиқиб, тайёрланган мазкур мақолада кўтарилган ғоянинг мақсади - кадрлар танлови ва кадрлар сиёсатига доир чет эл фалсафа, психология ва менежмент фанлари намоёндаларидан Николло Макиавелли, Брайн Трейси ва Харви Маккей каби олимларнинг фикрлари билан бир қаторда бошқарув фаолияти ва бошқарувчи шахси салоҳиятига доир ислом манбаларидаги маълумотларни таҳлил қилиш ва бошқарув соҳасининг диний ва психологик хусусиятларини таҳлил қилишдир. Шунингдек, мақолада бошқарув фаолиятидаги кадрлар салоҳияти, бошқарувчи шахси масаласи бўйича машҳур диний саҳобалар, тобеинлар ва уламоларнинг ҳаётига боғлиқ мисоллар баён этилган ҳамда илмий хулосалар ўртага ташланган.

На сегодняшний день вопрос личности менеджера и управления человеческими ресурсами неоднократно поднимался президентом нашей страны Шавкатом Мирзиёевым, и было доказано, что исследования в этой области необходимы. Данная статья посвящена исследованию процесса отбора кадров и кадровой политики и представляет собой обзор исследований зарубежных философов и психологов, таких как Николо Макиавелли, Брайан Трейси и Харви Маккей, которые занимались исследованиями по данной тематике. Кроме того, в статье приведены примеры из исламских источников, посвященных жизни компаньонов, таби'инов и исламских ученых. В заключительной части статьи был проведен сравнительно-сопоставительный анализ собранных данных и сделаны соответствующие выводы.

Nowadays, the issue of the identity of the manager and human resources management has been repeatedly raised by the president of our country, Shavkat Mirziyoyev, and it has been proved that research in this area is necessary. Therefore, this article, which examines the selection process and personnel policy, is an overview of the studies of foreign scholars of philosophy, psychology and management, such as Niccolo Machiavelli, Brian Tracy and Harvey Mackey, who conducted research on this topic, in addition, the examples were given from the main Islamic sources, from life Companions, Tabi`ins and Islamic scientists. In the final part of the article, the collected data was compared and conclusions were given.

providing it to the young generation of professionals which can be used to achieve high results in the future.

Interesting facts concerning the selection of personnel for management activities can be seen in works written by both western and eastern philosophers. One such researcher is Niccolo Machiavelli, an Italian, who in his work entitled "The Prince" states: "The ruler's intelligence is judged by whom he surrounds himself; if these men were faithful and capable, they would not doubt the wisdom of the ruler, for he could see their abilities and their faithfulness. If the latter is not so, then the conclusion about the ruler would be according to it, for he made the first mistake by choosing the bad assistants "(Machiavelli N.2009: 7-51). From these words, it is clear that the righteous choice of staff is an important issue for every leader and organization.

Abu Nasr al-Farabi, known worldwide as the Second Teacher in his book "On the perfect state" provides valuable insights into the selection of personnel from Oriental scholars, generating specific views on the characteristics of a team leader, and developing a specialist selection methodology outlines the 12 features that need to be taken into account during the selection process. As for modern scientists, the American business-consultant, writer and researcher Jim Collins describes his comments on this subject in his book named: "Good to Great: Why Some Companies make the leap... and Others Don't." as follows: "Look, I don't really know where we should take this bus. But I know this much: If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then well figure out how to take it someplace great." *(Collins J.C.2001:1-41)*. Another American renown scientist in the sphere of management Pietr Drucker, divided workers into 3 categories. These are:

1. Those who really work
2. Those who immediately prove their incompetence
3. Neither Profitable nor Loss (Drucker, P.F.2010: 4-417)

A number of Russian scholars who have done research in management have commented on this topic: "Formation of the first team is essential for effective human resource management. This long-term and cost-effective stage is the basis for the future development of the organization. The better the collective is chosen, the faster the process of market capture will be. If recruitment is done without proper methodical, methodological and organizational training, it can lead to serious and often irreparable consequences" (Faltsman V.K.2011: 5-229).

Founder and head of Brian Tracy International, a company that has been around since 1984, which provides clients with leadership, sales, self-confidence, goals, emotions, creativity and psychological ways of success, Brian Tracy in his famous book, "Hire and Keep the Best People" mentions the best ways of hiring:

– Examine their past successes.
– Make at least 3 meetings with each applicant. Because a person who looks good to you for the first

time may not fit in the 2nd and turn to be completely unsuitable in the 3rd.

– Harvey Mackey (businessman, 3 books recognized by the New York Times as a bestseller of the 1st category) interviewed 35 applicants for 6 months as the sales agent and decided not to get one. Because in his life experience he understood that it was better not to hire anyone than to hire the wrong person.

Well-known American General George Marshall has always followed the five principles he developed in selecting and appointing new personnel:

First, Marshall has clarified the task to the smallest point. The positioning system may not change over time, but the practical tasks that they carry out often change dramatically.

Second, Marshall has studied several alternative candidates for the position.

Third, Marshall studied the reports on the effectiveness of all three to five candidates and found out, what everyone could do best.

Forth, Marshall discussed the applicants with people who had previously worked with them. One person's reasoning can never be enough. By examining the opinions of several people, you can find out about the strong qualities of the applicant you missed.

Fifth, after the decision was made, Marshall took all necessary steps to ensure that the person selected for the position was fully aware of his duties (Drucker, P.F.2010: 4-420).

The aforementioned data clearly shows that western scholars have paid close attention to the issue of personnel selection, both in the past and today. In this article, we aim to cover the issue of the choice of the personnel based on the examples from the sacred sources and the words of the great scholars of Islam. At this point, we found it appropriate to quote from the life of Umar ibn Abdul Aziz, who was named the 5th caliph for his justice and intelligence in the Islamic world. When Umar bin Abdulaziz took over the Khilafah, he sent a message to Tawus (Zakwon ibn Kayson) and said, "O Abdur-Rahman! Give me an advice". Tawus sent a short message. It read: "If you want to do well, hire the good people, that`s all". When Umar read the letter, he said, "Sufficient preach, sufficient preach" (Abdurahman R.P.2018: 2-211). The beauty and homiletic side of this example is that the Khaleefah, knowing the full responsibility of his duties, seeks advice from a sage, who in turn, makes clear to the head of the state the key factor which will ensure the effectiveness of governance. The Qur'an states that the wisdom of human beings is not at the same level and that the value of educated people must always be high:

Say, "Are those who know equal to those who do not know?" Only they will remember [who are] people of understanding. (39:9)

That is why every leader should always try hard to gather around himself employees who are well-versed in their field of profession and do not let himself slow down in this. The verse below is a clear indication that we should renounce people who are ignorant:

(O Prophet,) take forgiveness (as your habit), enjoin virtue, and ignore the ignorant. (7:199)

The Prophet (peace and blessings of Allah be upon him) in one of the hadiths on this subject described that the increase in the community of cases such as appointment of personnel according to the money has been paid and the degree of personal relations rather than knowledge and skill is one of the main indicators which shows closeness of the Judgment day.

It was narrated that Abu Hurayrah (may Allah be pleased with him) said: *The Messenger of Allah (blessings and peace of Allah be upon him) said: "When trusts are neglected, then await the Hour." He said: How would they be neglected, O Messenger of Allah? He said: "When positions of authority are given to people who are not qualified for them, then await the Hour."*

Narrated by Imam al-Bukhari

"If any ruler appoints someone else rather than the one who is more pleasant to Allah to some position, then he has betrayed Allah, His Messenger, and the believers." Narrated by Imam Hakim

The great Companion Abdullah ibn Zubayr (may Allah be pleased with him) described the policy of the executive in terms of personnel selection as follows: Certainly, head of people is like a market. For what he pays, he will be delivered. If he spends the right thing, he will come to the right people. If he spends his vain things, those who are of the falsehood will come to him "(Muradov D.2018: 6-89). This implies that the leader must always monitor and direct both the recourses and staff in the organization.

The importance of appointing a suitable person in the recruitment process has been proven by the data we have just mentioned, and the question is how to distinguish that person from other candidates, and it will not be an exaggeration if we call this issue as the hardest one. When the Prophet Yusuf (alaihissalam) asked for work in the Qur'an, he said:

He said, "Appoint me to (supervise) the treasures of the land. I am indeed a knowledgeable keeper." (12:55)

And in the another verse it is said:

One of the two women said, "Dear father, hire him; the best man you can hire is someone who is strong, trustworthy." (28:26)

As you can see, God Himself specifies the individual characteristics of each profession in order to be an example for us and provides us with the necessary methodology. The Messenger of Allah (peace and blessings of Allah be upon him) was a leading figure in understanding the meaning of the Qur'an, and he set a fine example in following these guidelines:

"The most compassionate of my Ummah is Abu Bakr (may Allah be pleased with him), the strongest hand in the command of Allah is Umar (may Allah be pleased with him), the strongest of all in timidity is Uthman, the one who knows best rules of inheritance is Zayd ibn Thabit (may Allaah have mercy on him), separator of licit and illicit is Mu'adh ibn Jabal (may Allaah have mercy on him), and every Ummah has a trustworthy one, the most trustworthy of this Ummah is Abu Ubaydah ibn Jarrah (may Allah be pleased with him) "(Muradov D.2018: 6-284).

The importance of this hadith is that the Prophet (peace and blessings of Allah be upon him) distinguished the individual characteristics of each of the Companions. The reason for this will be clear from Umar's (may Allah be pleased with him) words: 'Umar ibn al-Khattab (may Allaah be pleased with him) gave a sermon in Jabiya and said, "O people! Anyone who wants to ask the Qur'an should come to Ubayy ibn Ka'b. Whoever seeks inheritance should come to Zayd ibn Thabit. Whoever wants to ask fiqh (Islamic law) should come to Mu'adh ibn Jabal. Whoever wants to gain wealth should come to me. Allah has made me a ruler and a divider. '"(Muhammad Yusuf M. 2015: 11-274). Therefore, the main purpose of identifying individual traits is to use them later in practice and to assign to a place where person can fully realize his abilities and operate effectively. The great commander and head of the state, Amir Temur, also expressed his views on the subject in his book "Tuzk-i-Temuri" and they are: "I have seen in my experience that determined, resourceful, alert, experienced in battles, brave and courageous man is better than a thousand neglected, indifferent people. Because an experienced person commands thousands of people "(Amir T.2013: 3-14). "I have ordered that ministers must have these four qualities:

1- genuine and pure lineage,

2- Wisdom, foresight,

3- Awareness of the state of the army and nation and being kind towards them.

4- Patient and Peace-loving "(Amir T.2013: 3-106).

Another noteworthy feature in the recruitment process is that it is highly likely that the candidate will counterfeit necessary attributes in order to gain position and unrealistic abilities and characters will be exposed as permanent traits to be able for promotion. In such cases, the available information about the candidate should be carefully scrutinized to avoid damages and should not be rushed until every information is proved. For this reason the Prophet (peace and blessings of Allah be upon him) said:

"Do not rush to praise someone for what he is doing or appearance, but look at his last state!" Narrated by Imam Al-Bukhari

One such occasion happened in the life of Umar (peace be upon him), whose life was an outstanding exemplary in following and practicing hadiths:

'Umar heard that one man was praising another and asked him:

– "Did you travel with him?"- No!

– Did you trade with him or did you enter into another relationship?

– No!

– "Or are you a neighbor who meets him every morning and evening?"

– No!

– "I swear by Allah, the One and Only, that you do not know him." (Ghazzali A.H.2017:9-160).

Subsequent important aspect in the recruitment process is the emphasis on employee skills. Because talent exceeds skill, intelligence, and aspiration. Firstly, a person who is capable of doing something is faster and better than others, and is also quicker to master or innovate in this area. Secondly, a manager can help his or her staff acquire knowledge and skills, but no matter how much time or money they will spend manager will not be able to give him ability that worker has not been born with. So The Qur'an says:

He gives wisdom to whom He wills, and whoever is given wisdom is certainly given a lot of good. Only the people of understanding observe the advice. (2:269)

That is to say, Allah gives knowledge of a particular field or the talent to master it, to any person whom He wills. It is for this reason that the Prophet (peace and blessings of Allah be upon him) divided the students into different categories in his following hadith:

"Verily, the parable of the guidance and knowledge with which Allah the Exalted has sent me is that of rain falling upon the earth. There is a good piece of land which receives the rainfall and as a result there is abundant growth of plants, then there is a land hard and barren which retains the water and people benefit from it and they and their animals drink from it, then there is another land which is barren and neither is water retained nor does any grass grow. The likeness of the first one is he who develops understanding of the religion of Allah and he benefits from that with which Allah sent me. The second is one who acquires

knowledge of religion and teaches others. The third is one who does not pay attention to the message and thus he does not accept the guidance with which Allah sent me."

Narrated by Imam Muslim

Wahb (peace and blessings of Allah be upon him) said: "Knowledge is like the pure rain from the sky. Trees suck it through the roots. But whatever it tastes like, it is adjusted to fit it. If the fruit of the tree is bitter bitterness will be increased, the sweetness of the sweet! Knowledge is the same. People study and learn according to their zeal and benevolence. In the end, however, a person with a high sense of pride will become more arrogant, and a decent man will be more genteel. "(Ghazzali A.H. *2017:9-85-86)*.

Summarizing the aforementioned, we can say that the appointment of staff based on their abilities is one of the factors that lead to greater efficiency of working process and greater results.

Before discussing our conclusions relating to this topic, we found it useful to cite the following hadiths:

Khaulah bint `Amir (May Allah be pleased with her) reported that the Messenger of Allah said, *"Some men abuse Allah's Property (that is, public money and funds). They will go to Hell on the Day of Resurrection."*

Narrated by Imam Al- Bukhari

Abu Huraira reported: *The Messenger of Allah, peace and blessings be upon him, cursed those who offer bribes and accept bribes in judgments.*

Narrated by Imam al-Tirmidhī

Buraidah ibn Al-Husaib (may Allah be pleased with him) narrated that the Prophet (peace and blessings be upon him) said:

"When we appoint someone to a (public) post and provide him with an allowance, anything he takes beyond that is an ill-gotten gain."

Narrated by Abu Dawud

The reason which made us to cite this is because of the painful point of our society and the factor that directly impedes the development of the personnel selection that we discussed above is corruption. None of the methods and principles of personnel recruitment will not be effective unless the members of our society could manage to restrict even the smallest form of corruption and start to work honestly and with dignity.

The next factor that has seriously hampered the development of human resources in our society and has been repeatedly criticized by our President, Shavkat Miromonovich Mirziyoev, is the prevalence of abuse of power, excessive pride and, as a result, the disregard for its subordinates. There for each and every manager should know teachings of Islam about this kind of behavior: Allah Almighty said in Noble Quran about the greatest sin arrogance (pride) in these words:

"[To them] it will be said, "Enter the gates of Hell to abide eternally therein, and wretched is the residence of the arrogant" (39:72)

According to the Holy Quran arrogance (pride) is the sin that will be severely punished by Allah Almighty. Our beloved Prophet Muhammad (peace and blessings of Allah be upon him) said that pride is the disease which is the greatest sin in the sight of Allah Almighty.

Abdullah ibn Mas'ud reported: The Prophet, peace and blessings be upon him, said, **"***No one who has the weight of a seed of arrogance in his heart will enter Paradise.***"** Someone said, "But a man loves to have beautiful clothes and shoes." The Prophet said, **"***Verily, Allah is beautiful and he loves beauty. Arrogance means rejecting the truth and looking down on people."*

Narrated by Imam Muslim

The first Caliph of the Messenger of Allah, Abu Bakr (PBUH) said: "No Muslim should despise other Muslim, for this small appeared Muslim in the eyes of Allah is big." *(*Ghazzali A.H.*2017:9-274)*.

Ergo postulates of Islam always encourages Muslims to be humble and first work on own personal shortcomings rather than being arrogant and degrading others, because humankind is socio-biological creature and as it is said "No man is an island", so we have to obtain mutual understanding by means of kindness and respect to each other. Beautiful example of working on self disadvantages we could find and learn from is Umar`s (may Allah be pleased with him) habits. Umar (may Allah be pleased with him) used to say: "May Allah bestow on the one who shows me my faults ." Often he would ask Salman Farsi about his guilt. One day, Salman Farsi came and Umar said, "What do you think are my woes?" Salman al-Farsi apologized to Omar and said: "I heard you put two different spices on the table. You have two special trousers to wear one at the day time and one at night. " He said, 'Is there anything else?' When Salman said no, he said, "These two are enough for me." Also, Hadrat 'Umar used to ask Hudhayfah for his shortcomings and faults. One day he said to him, "You are the companion of the Messenger of Allah in the matter of hypocrites. Do you see any signs of hypocrisy in me? " (Ghazzali A.H.2017: 9-181-182).

Qualified managers are well aware that salaries are paid to each worker not for attempts to please superiors but for the tasks that his profession demands. As an example we can take educational organization, the university's head is not being hired by the government for sitting all day long in the office and making new decisions and orders that would complicate the educational process, or as a university leader , doing

anything to please his superiors by collecting tons of paperwork which indicate falsificated results or achievements and making photo gallery that will be sent to higher educational institutions. On contrary he is obliged to create necessary conditions both for student to study and for teaching staff to work effectively. In conclusion, we quoted the following hadith from the Prophet (peace and blessings of Allah be upon him): *"Allah will be angry on five people. If He wants, He will show His anger in this world. if not in the Hereafter, he will throw them into Hell. They are: the heads of states, who take their rights from their subordinates, who are not fair to them, or who do not prevent oppression when their subordinates are oppressed. It is the heads of the state who, despite the obedience of his nation, spend their time in vain and for unnecessary talks, and unable to maintain justice between the strong and the weak. The head of the family, who did not command the family to obey God and did not teach them their religious duties. People who made a deal to pay salary and didn`t after the work has been done. A man who has wronged his wife by not paying her mahr (dower)."*

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