– creation of socio-pedagogical and methodological conditions for preparing students to act as subjects of cultural dialogue or cultural mediators in intercultural communication situations [5;35–36 p.].

IV. Analysis and results. The linguacultural approach promotes the formation of holistic ideas and helps to avoid stereotypes and generalizations. Students can broaden their sociocultural horizons and enhance their global thinking–an awareness of themselves as cultural and historical subjects–by co-studying the cultures of their home and foreign language countries. Therefore, when implementing a linguacultural approach to teaching a foreign language to students majoring in the humanities, which involves teaching the cultures of both the native language and the target language, the principle of cultural conformity proposed by V.V.Safonova becomes particularly relevant.When creating a cultural framework for textbooks and teaching tools, as well as when organizing and carrying out sociocultural enrichment of students' worldviews through a foreign language, this principle ought to serve as a guide for the selection of linguacultural materials for educational purposes [6.17 p.].

V. Conclusion. In conclusion, in order to use a linguacultural approach to teaching foreign languages, it is important to establish suitable pedagogical settings and structure this process according to the principles of cross-cultural learning. It should also be noted that the methodological and pedagogical literature has not yet sufficiently developed specific methods, techniques, and forms for implementing a linguacultural approach in foreign language classes.On the one hand, this presents a major challenge in defining the content of practical classes; on the other, it expands the prospects for finding new methods, including in terms of students' independent creativity.Thus, the implementation of this approach in teaching foreign languages to students in the humanities can contribute to the actualization of students' intercultural linguistic experience and the formation of their didactic and research strategies,aimed at expanding and differentiating knowledge in the field of native and foreign culture, behavioral strategies necessary to ensure adequate behavior in various situations of intercultural contacts.

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THE IMPORTANCE OF PROFESSIONAL MOBILITY AND THE DYNAMICS OF PUBLIC SCRUTINY IN INCREASING LEADERSHIP RESPONSIBILITY

Annotation. *The article mentions that a person is selected and appointed to a leadership position on the basis of a number of parameters, and it is emphasized that the function of such parameters is performed by his qualities and abilities that enhance his social image. Only a person with such qualities can successfully fulfill the functions assigned to the leader. However, this does not mean that the leader's social image is completely unchangeable, on the contrary, it changes, develops, and improves from the moment the person starts to perform the leadership position. Therefore, it has been scientifically analyzed that without identifying these tasks and ensuring their systematic solution, it is impossible to decide on a modern leader who will serve the interests of the country and the Motherland.*

Keywords: *professional mobility, social mobility, modern leader, social image of the leader, ideal leader, democratic management methods, nomenclature of reserve personnel.*

RAHBAR MAS'ULIYATINI OSHIRISHDA KASBIY MOBILLIK HAMDA JAMOATCHILIK NAZORATI DINAMIKASINING AHAMIYATI

Annotatsiya. *Ushbu maqolada shaxsning rahbarlik lavozimiga qator mezonlar asosida tanlanishi va tayinlanishi haqida so'z borib, bunday parametrlar vazifasini uning ijtimoiy qiyofasini yuksaltiradigan xislat va qobiliyatlari o'tashi ta'kidlab o'tiladi. Faqatgina yuqoridagi xislatlarga ega bo'lgan shaxsgina rahbar zimmasiga yuklangan funksiyalarni muvaffaqiyatli ado qilishi mumkin. Lekin bundan rahbarning ijtimoiy qiyofasi mutlaqo o'zgarmas xarakterga ega, degan xulosa kelib chiqmasligi, aksincha, u shaxs rahbarlik lavozimini bajarishga kirishgan paytidan boshlab o'zgarib, shakllanib, yuksalib borishi haqida so'z boradi. Shunday ekan, ushbu vazifalarni aniqlamasdan, ularning tizimli ravishda hal etilishini ta'minlamasdan turib, mamlakat taraqqiyoti va Vatan manfaatlariga xizmat qiladigan zamonaviy rahbarni qaror toptirib bo'lmasligi ilmiy jihatdan tahlil etilgan.*

Kalit so'zlar: *kasbiy mobillik, ijtimoiy mobillik, zamonaviy rahbar, rahbarning ijtimoiy qiyofasi, ideal rahbar, demokratik boshqaruv usullari, zaxira kadrlari nomenklaturasi.*

ВАЖНОСТЬ ПРОФЕССИОНАЛЬНОЙ МОБИЛЬНОСТИ И ДИНАМИКА ОБЩЕСТВЕННОГО КОНТРОЛЯ В ПОВЫШЕНИИ ОТВЕТСТВЕННОСТИ РУКОВОДИТЕЛЕЙ

Аннотация. *В статье упоминается, что человек подбирается и назначается на руководящую должность на основе ряда параметров, и подчеркивается, что функцию таких параметров выполняют его качества и способности, повышающие его социальный имидж. Только человек с такими качествами может успешно выполнять возложенные на руководителя функции. Однако это не означает, что социальный имидж лидера совершенно неизменен, наоборот, он меняется, развивается, совершенствуется с момента, когда человек начинает выполнять руководящую должность. Поэтому научно проанализировано, что без выявления этих задач и обеспечения их системного решения невозможно определиться с современным руководителем, который будет служить интересам страны и Родины.*

Ключевые слова: *профессиональная мобильность, социальная мобильность, современный руководитель, социальный образ руководителя, идеальный руководитель, демократические методы управления, номенклатура кадров резерва.*

Introduction. Historical experience demonstrates that the development of statehood and the functioning of empires have always been closely associated with the effective management of complex organizational systems. In particular, during the reign of Amir Temur in the Turan region, the creation of monumental architectural structures that have survived to the present day reflects a highly organized system of labor relations and an advanced level of leadership. These achievements indicate that leadership has historically played a decisive role in coordinating diverse professional groups toward common goals.

In this context, individuals are appointed to leadership positions based on a set of parameters, including their social image, personal qualities, and professional capabilities. However, the social image of a leader is not static; rather, it evolves dynamically as the individual assumes leadership responsibilities. It is shaped and transformed under the influence of socio-economic, political, and cultural processes within society. Therefore, understanding the factors that influence the formation and development of a leader's social image is essential for a comprehensive analysis of leadership effectiveness[1].

Methods. This study is based on a qualitative, theoretical, and interdisciplinary approach aimed at analyzing the importance of professional mobility and public scrutiny in shaping leadership responsibility. The methodological framework combines sociological, historical, and conceptual research strategies to ensure a comprehensive understanding of the topic.

The research methods used in this study include:

– Historical analysis – used to examine the evolution of leadership systems from ancient state formations to modern governance structures, with particular attention to how leadership responsibility has changed over time under different socio-political conditions [2].

–Sociological analysis – applied to investigate the relationship between social structures, professional mobility, and leadership behavior, including the impact of social stratification on career advancement.

– Comparative analysis – used to compare different types of professional mobility (horizontal and vertical) and their influence on leadership effectiveness across various institutional and cultural contexts.

– Conceptual analysis – employed to clarify key theoretical concepts such as leadership responsibility, professional mobility, social image of the leader, and public scrutiny.

– Systemic approach – applied to view leadership as an integrated system influenced by multiple interrelated factors, including institutional structures, public control mechanisms, and professional development processes.

– Content analysis – used to examine scientific literature, policy documents, and academic publications related to leadership, governance, social mobility, and public accountability.

– Case study method – applied to analyze real-life examples where professional mobility and public scrutiny directly affected leadership decisions, career progression, or resignation cases.

– Institutional analysis – used to study the role of state institutions, civil society organizations, and digital platforms in regulating leadership behavior and ensuring accountability.

– Comparative-historical synthesis – employed to integrate findings from different historical periods and theoretical perspectives into a unified analytical framework [3].

The empirical and theoretical base of the study includes:

– classical sociological theories on social stratification and mobility;

– modern research on leadership psychology and governance systems;

– academic works on public accountability and transparency;

– studies on digital media influence and social control mechanisms;

– real-world examples of leadership behavior under public scrutiny.

The combination of these methods allows for a multidimensional analysis of leadership responsibility, highlighting how professional mobility and public scrutiny jointly shape leadership behavior in modern society[4].

Results. The study reveals that professional mobility is directly linked to the formation and development of a leader's social image. In sociological theory, particularly in the works of Anthony Giddens, social mobility is understood as a change in an individual's social status or position. It is commonly divided into horizontal and vertical types.

Horizontal mobility refers to movement within the same level of social status, such as changing jobs without a significant shift in rank or authority. In contrast, vertical mobility involves upward or downward movement within the social hierarchy, often reflected in promotions or demotions[5].

Professional mobility represents a specific form of social mobility and reflects changes in an individual's occupational status. Vertical professional mobility is especially significant, as it determines access to leadership positions. However, the study shows that such mobility can occur based on different criteria:

– merit-based factors such as professional competence, skills, and experience;

– non-merit factors such as favoritism, corruption, or localism.

The findings indicate that when professional mobility is based on merit and fairness, it positively influences the leader's social image. Leaders become more motivated to improve their professional, intellectual, and ethical capacities. Conversely, when mobility is influenced by unjust factors, it undermines motivation, weakens trust in the system, and negatively affects leadership qualities.

In addition, the study highlights the growing role of public scrutiny as a powerful factor influencing leadership behavior[6]. Public control is exercised by citizens, civil society institutions, and increasingly by digital platforms, including social media and independent online communities. It operates through:

– social monitoring of leadership activities;

– public investigations and verification of information.

Discussion. The findings of this study demonstrate that professional mobility and public scrutiny function as two interdependent mechanisms that significantly shape leadership responsibility in contemporary society. Their combined influence determines not only the career trajectory of leaders but also the ethical, professional, and institutional quality of governance systems[7].

One of the most important theoretical implications of the study is that professional mobility should not be understood merely as a structural movement within organizational hierarchies. Rather, it represents a dynamic social mechanism that reflects the degree of fairness, transparency, and meritocracy within a given society. When professional mobility is based on competence and performance, it creates a stable foundation for leadership development. In such conditions, individuals are motivated to continuously improve their professional skills, expand their intellectual capacities, and strengthen their ethical responsibility.

Conversely, when professional mobility is distorted by informal practices such as favoritism, nepotism, or corruption, it undermines institutional trust and weakens leadership effectiveness. In such

environments, leadership positions may be occupied by individuals who lack sufficient competence, which negatively affects both organizational performance and public confidence in governance systems. Therefore, the study confirms that the quality of professional mobility directly determines the quality of leadership [8].

Another key finding of the study is the increasing role of public scrutiny as a regulatory force in modern governance. Public scrutiny has evolved from traditional forms of oversight—such as institutional monitoring and official reporting systems–into a more complex and multidimensional mechanism that includes civil society participation, media influence, and digital platforms.

In the contemporary context, public scrutiny operates through multiple channels:

– formal institutional oversight mechanisms such as audits, inspections, and parliamentary control;

– civil society organizations that monitor transparency and accountability;

– digital environments, including social networks, blogs, and online communities that rapidly disseminate information and shape public opinion.

This transformation has significantly increased the visibility of leadership behavior. Leaders are now constantly exposed to public evaluation, which intensifies their sense of responsibility and reduces the likelihood of unethical or unprofessional conduct. However, the study also shows that excessive or unregulated public scrutiny may create additional challenges, such as reputational vulnerability, pressure-driven decision-making, and short-term populist behavior.

From a sociological perspective, public scrutiny functions as a form of social control that complements formal institutional regulation. It reinforces accountability by ensuring that leaders remain responsive to societal expectations. At the same time, it contributes to the formation of a transparent governance culture where decisions and actions are subject to continuous evaluation [9].

The interaction between professional mobility and public scrutiny is particularly significant. While professional mobility regulates internal career progression based on merit or non-merit factors, public scrutiny regulates external behavioral accountability. Together, they form a dual mechanism of leadership regulation. This dual mechanism ensures that leaders are both competent in their professional roles and responsible in their public behavior.

The study also highlights that leadership responsibility is increasingly shaped by global trends such as digitalization, information transparency, and globalization of communication. These processes have intensified both mobility dynamics and public oversight, making leadership more complex and demanding than in previous historical periods.

Conclusion. In conclusion, this study confirms that professional mobility and public scrutiny are key determinants in the formation, development, and accountability of leadership in modern society. Their influence extends beyond individual career progression and directly affects institutional efficiency, governance quality, and public trust.

Professional mobility, when based on principles of merit, fairness, and competence, plays a crucial role in enhancing leadership quality. It encourages continuous professional development, strengthens ethical standards, and ensures that leadership positions are occupied by capable individuals. In contrast, distorted mobility systems based on informal practices weaken institutional integrity and reduce leadership effectiveness [10].

Public scrutiny, on the other hand, serves as an essential mechanism of transparency and accountability. It ensures that leaders remain answerable to society, thereby strengthening democratic governance and public trust. The expansion of public oversight through digital technologies and civil society institutions has significantly increased the level of control over leadership behavior.

However, the effectiveness of these mechanisms depends on maintaining a balance between accountability and professional autonomy [12]. Excessive public pressure may negatively affect rational decision-making, while weak oversight may lead to inefficiency and abuse of power. Therefore, an optimal equilibrium between transparency and managerial independence is necessary for effective governance.

The study further concludes that the interaction between professional mobility and public scrutiny forms a comprehensive system of leadership regulation. This system not only determines career advancement but also shapes the moral and professional identity of leaders. Leaders operating within such a system are more likely to demonstrate responsibility, integrity, and commitment to public interests[13].

Ultimately, strengthening merit-based professional mobility and ensuring balanced public scrutiny will contribute to the development of more transparent, efficient, and accountable leadership systems. This,

in turn, supports broader social stability, institutional development, and sustainable governance in modern society.

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