

## THE IMPACT OF INTERPERSONAL RELATIONSHIPS IN MILITARY TEAMS ON THE EFFICIENCY OF SERVICE ACTIVITIES

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**Annotation.** *This article analyzes the content of interpersonal relationships in military teams, the factors of formation and their impact on the effectiveness of service activities. The issues of formal and informal relations in military teams, the role of the commander, pedagogical education in the team, the psychological environment and conflict resolution are widely covered. Also, methods of strengthening mutual trust, respect and solidarity between military personnel are considered. The materials of the article are intended for use in the fields of military education, educational work and psychological support.*

**Keywords:** *military team, interpersonal relationships, psychological environment, commander, conflicts, solidarity.*

Military service is a special type of activity in the lives of military personnel, requiring high discipline, responsibility, and physical and mental stability. In such conditions, the successful performance of service duties directly depends not only on professional training, but also on the level of interpersonal relations in the military team. Because each military personnel, as an integral part of the team, is constantly communicating and cooperating with others [1].

Modern military practice shows that when there is a healthy psychological environment in a team, combat readiness, discipline and service efficiency are high. On the contrary, conflicts, distrust and negative attitudes in interpersonal relationships can negatively affect the morale of servicemen and lead to a decrease in overall results. Therefore, in-depth study of interpersonal relationships in military teams and their improvement are of urgent scientific and practical importance[8].

Interpersonal relationships in military teams are one of the main factors determining the effectiveness of service activities and the level of combat readiness. The military environment is characterized by a specific strict discipline and high responsibility. Therefore, relationships between members of military teams are based not only on personal sympathies or antipathies, but also on the fulfillment of service duties, military regulations and common goals [3]. In such conditions, the behavior of each serviceman affects the morale of the entire team.

The pedagogical ability of the commander plays a special role in the formation of interpersonal relationships in a military team. The personal example of the commander, his fair attitude towards military personnel and his psychological literacy serve to create a healthy atmosphere in the team. If the commander shows respect and trust towards his subordinates, then he strengthens mutual respect, discipline and unity within the team.

Interpersonal relationships in the military are often tested under extreme conditions. During combat training, on-call duty, or in emergencies, service members are forced to rely on each other. In such situations, mutual trust and support provide stability to the team. However, stress and fatigue can also create strain in relationships [7] .

The balance between formal and informal relationships in a military team is important. Formal relationships are based on service duties and the relationship between the commander and subordinate, while informal relationships are formed through personal communication and mutual understanding. Informal relationships soften the psychological climate in the team, but they should not negatively affect service discipline. In this regard, commanders must be able to properly direct informal groups [4]

National, cultural and social differences also affect interpersonal relationships in the military community. Servicemen from different regions may have different values and worldviews. If these differences are not taken into account, mutual misunderstandings and conflicts will arise. Therefore, the ideas of tolerance, mutual respect and team spirit should be a priority in the process of military education and upbringing [2] .

Conflicts are common in military communities, as in any community. However, the methods of resolving them must be specific. Instead of hiding or suppressing conflicts by force, it is more effective to psychologically analyze them and resolve them fairly. Psychologists and leaders responsible for spiritual, educational and educational work play an important role in this process [6] .

Interpersonal relationships in the military community directly affect the morale of service members. A positive environment increases a service member's self-confidence and strengthens their commitment to military service. Negative relationships can lead to depression, discouragement, apathy, and even desertion.

Training and team activities are important in ensuring team cohesion. Sports competitions, spiritual and educational meetings, and the performance of common tasks strengthen mutual cohesion among military personnel . Through these activities, military personnel learn about each other closely and begin to better understand their personal characteristics.

In modern military service, a scientific approach to interpersonal relationships is becoming increasingly important. Through psychological monitoring, social surveys, and individual interviews, relationships in the team are constantly analyzed. This allows for early detection and prevention of emerging problems in military personnel [5] .

In conclusion, interpersonal relationships in military teams are an important basis for combat readiness, discipline, and service efficiency. Creating a healthy psychological environment is the common responsibility of the command, military psychologists, and each service member. A team based on mutual respect, trust, and solidarity can successfully fulfill its tasks in any difficult conditions.

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