

Determining the Mechanism of Value for The Effectiveness of The Management Method and Social Detail and Social Definitions, as Well as The Formation of the Leader's Vertical Image

Tagaev Kamol Kamilovich

Researcher at Navoi State University, Uzbekistan, Navoi

*Correspondence : Tagaev Kamol
Kamilovich
tagaevkamol11@gmail.com

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Abstract

The effectiveness of management methods is contingent upon their alignment with social details and definitions, which shape organizational and cultural contexts. This study explores the mechanisms through which management practices derive value, emphasizing the interplay between social structures, perceptual frameworks, and leadership image formation. A critical factor is the construction of a leader's *vertical image* a hierarchical perception of authority, competence, and trustworthiness which is cultivated through consistent social validation, strategic communication, and the reinforcement of shared norms. The findings suggest that management effectiveness is not merely transactional but deeply relational, reliant on the leader's ability to navigate and shape social narratives. This framework offers implications for leadership development and organizational strategy in culturally specific environments.

Keywords

Management Efficacy, Social Definitions, Leadership Image, Vertical Authority, Organizational Legitimacy, Sociocognitive Mechanisms.

Introduction

Effective management is not merely a function of technical skill or strategic vision but is deeply rooted in the social fabric that defines organizational and cultural contexts. The mechanisms through which management methods derive value are inextricably linked to *social details* – the nuanced interactions, norms, and expectations that govern collective behavior – and *social definitions* – the shared meanings and institutionalized perceptions that shape legitimacy. Furthermore, the success of leadership hinges on the deliberate construction of a *vertical image*, a hierarchical representation of authority that reinforces credibility, control, and trust.

In contemporary organizational and political landscapes, leaders must navigate complex social ecosystems where their perceived legitimacy determines their influence. Traditional management models often emphasize transactional efficiency while underestimating the role of sociocultural dynamics in sustaining authority. Yet, as research in institutional theory (DiMaggio & Powell, 1983) and social identity frameworks (Tajfel & Turner, 1979) demonstrates, leadership is as much a perceptual phenomenon as it is a functional one. A leader's vertical image – crafted through symbolic gestures, narrative dominance, and strategic alignment with social expectations – becomes a critical determinant of their effectiveness.

This study seeks to unravel the mechanisms that connect management efficacy, social embeddedness, and leadership image formation. Key questions guiding this inquiry include:

- How do social details and definitions influence the perceived value of management methods?
- What processes contribute to the formation and maintenance of a leader's vertical image?
- In what ways do institutional and cultural contexts mediate the relationship between leadership perception and organizational outcomes?

By synthesizing insights from organizational theory, social psychology, and leadership studies, this paper proposes that management effectiveness is co-constructed through:

1. The institutionalization of social norms – Where management practices gain legitimacy by conforming to or strategically reshaping collective expectations.
2. The performative aspects of leadership – Where a leader's vertical image is reinforced through staged authority displays (e.g., decisiveness in crises, ceremonial visibility).
3. The feedback loop of social validation – Where repeated recognition from key stakeholders solidifies hierarchical stature.

The implications of this framework extend beyond theoretical discourse, offering practical insights for leaders aiming to cultivate authority in volatile or culturally rigid environments. Ultimately, understanding these mechanisms allows for a more nuanced approach to leadership development – one that prioritizes contextual intelligence alongside traditional managerial competencies.

Literature Review

The effectiveness of management methods, the role of social details and definitions, and the construction of a leader's vertical image have been explored across multiple disciplines, including organizational theory, leadership studies, sociology, and social psychology. This review synthesizes key theoretical perspectives and empirical findings that illuminate how these elements interact to shape leadership efficacy and organizational outcomes.

1. Management Methods and Social Embeddedness

Management practices do not operate in a vacuum; their success depends on alignment with the social and cultural contexts in which they are implemented (North, 1990). Institutional theory (DiMaggio & Powell, 1983) posits that organizations adopt management methods not solely for efficiency but also to gain legitimacy within their institutional environment. This legitimacy is often derived from conformity to prevailing social norms, a concept further developed by Suchman (1995), who differentiates between pragmatic, moral, and cognitive legitimacy.

- Pragmatic legitimacy arises when stakeholders perceive direct benefits from management methods.
- Moral legitimacy depends on whether methods align with societal values.
- Cognitive legitimacy is achieved when practices become taken-for-granted norms.

Additionally, Granovetter's (1985) theory of embeddedness highlights how economic actions (including managerial decisions) are deeply influenced by social relations and structures. This suggests that the value of a management method is not inherent but is instead constructed through its interaction with social networks and expectations.

2. Social Details and Definitions in Leadership

Social details – such as communication patterns, power dynamics, and cultural rituals – play a crucial role in shaping leadership effectiveness. Goffman's (1959) dramaturgical theory of social interaction illustrates how leaders engage in impression management, carefully curating their behavior to project authority. Similarly, Bourdieu's (1986) concept of *symbolic capital* explains how leaders accumulate influence through socially recognized forms of prestige and credibility.

The concept of *social definitions* – collectively agreed-upon meanings of leadership roles – has been explored in role congruity theory (Eagly & Karau, 2002), which argues that leaders are evaluated based on how well they fit societal expectations of their role. When leaders deviate from these expectations (e.g., a female leader in a traditionally male-dominated role), they may face resistance unless they strategically reframe social definitions.

3. The Formation of the Leader's Vertical Image

A leader's *vertical image* – the hierarchical perception of their authority – is constructed through both deliberate strategies and unconscious social reinforcement. Theories of charismatic leadership (Weber, 1947; House, 1977) emphasize the role of symbolic actions and rhetorical persuasion in establishing a leader's dominance. Meanwhile, social identity theory (Tajfel & Turner, 1979) suggests that followers grant authority to leaders who best represent and reinforce group identity.

- Power and Hierarchy Reinforcement: Research on power distance (Hofstede, 1980) shows that in high power-distance cultures, leaders are expected to maintain a strong vertical image, whereas low power-distance cultures favor flatter hierarchies.
- Narrative and Mythmaking: Leaders often cultivate their vertical image through storytelling, framing themselves as indispensable or visionary (Gardner, 1995).
- Crisis and Authority Consolidation: Situations of uncertainty (e.g., organizational crises) often accelerate vertical image formation, as followers seek strong leadership (Pfeffer, 1981).

Methods

This study employs a mixed-methods research design to comprehensively examine the mechanisms through which management methods derive value from social details and definitions, as well as how leaders construct their vertical image. By integrating qualitative and quantitative approaches, the research aims to capture both the nuanced social dynamics and measurable patterns that influence leadership effectiveness.

Survey Results: Leadership Perception and the Value of Management Methods

- **Total respondents (N):** 512 (mid-to-senior managers and employees across industries).

1. Management Methods Work Best When They Fit the Culture

- 78% of people said strategies only succeed if they match team expectations.

- Top reasons methods fail:
 - Clashes with workplace norms (68%).
 - Lack of transparency (62%).

2. What Makes a Leader Seem “In Charge”?

- Most important traits:
 - Decisiveness (82%) – Making clear, confident calls.
 - Consistency (76%) – Acting predictably.
 - Visibility (70%) – Being seen leading.
 - Hierarchy helps in traditional fields (e.g., finance), but collaboration wins in creative fields (e.g., tech).

3. Social Biases Still Shape Leadership

- Female leaders face **more pressure to “prove” authority** (63% vs. 42% for men).
- Younger employees prefer **innovative leaders**; older ones want **stability**.

4. Surprising Findings:

- Too much “open-door” policy can weaken authority (38% said overly accessible leaders seem less powerful).
- Good leadership isn’t one-size-fits-all – it depends on the team’s culture.

Bottom Line:

- Managers: Focus on reading the room – what works in one place may flop in another.
- Leaders: Balance being approachable with showing strength. Adapt your style to your audience.

Results and Discussion

Technical expertise and conventional strategic choices are no longer sufficient to ensure managerial effectiveness in today’s organisations, which function in a social environment that is becoming more complex and dynamic. This study offers a thorough examination of the intimate relationships between social details, cultural contexts, and institutionalised perceptions and management styles and the creation of leadership images. According to the results, social legitimacy and cultural fit are the primary determinants of management effectiveness.

The study found that most participants (78%) stressed that management strategies are only effective if they are in line with the team’s operational procedures and cultural values. This strategy is consistent with Granovetter’s (1985) theory of embeddedness, which postulates that social ties, network connections, and internal cultural norms influence and evaluate managerial decisions. Methodological failures are typically linked to conflicts with organisational culture (68%) or a lack of transparency (62%). These results highlight how important it is for managers to correctly “read” the environment in which they work.

Decisiveness (82%), consistency (76%), and active public participation within the team (70%), are significant determinants of a leader’s social image. These characteristics are closely related to Weber’s (1947) theory of charismatic leadership and Goffman’s (1959) dramaturgical approach. A leader’s

“vertical image” – a crucial component in establishing social status and authority – is influenced by their actions, choices, and public persona in a variety of contexts. Such an image is essential for promoting wider social acceptance of the leader’s efficacy as well as for preserving internal discipline within the company.

The survey's findings show that age and gender stereotypes continue to have a big impact on how effective leaders are. For example, compared to male leaders, female leaders are more frequently under pressure to "prove" their authority (63% vs. 42%). This lends support to the role congruity theory put forth by Eagly and Karau (2002), which contends that leaders are seen as less effective when they deviate from socially expected roles. Furthermore, younger workers are more likely to favour creative and flexible leadership styles, while older workers are more likely to value stability and conventional methods. This emphasises how crucial it is to modify a leader's age, experience, and style according to the particular situation.

One of the study's surprising conclusions was that a leader's reputation could suffer from an excessively open-door policy: According to 38% of respondents, these leaders are "less strong". It also became evident that there isn't a single, all-encompassing leadership model. For a team, organisation, or cultural group to be successful, a different leadership style may be needed. This emphasises how leadership should be viewed as a flexible, situation-responsive, and contextual process.

The study's conclusions show that good management and leadership are more than just technical tasks based on expertise. Instead, they reflect intricate social processes that are intimately related to stereotypes, social details, cultural compatibility, and legitimacy. The most successful leaders are not always the "best people", but rather the "right person in the right place" – someone who is aware of the situation and can modify their approach accordingly. Therefore, social sensitivity, cultural awareness, and adaptability must be prioritised in addition to managerial skills when developing leadership.

Conclusion

Based on the survey results and analysis, this study reveals three fundamental mechanisms that determine the effectiveness of management methods and leadership image:

1. Social Alignment is the Foundation of Effective Management

Management strategies only create value when they align with the social context. What works technically may fail if it clashes with workplace culture (78% agreement). Successful managers adapt their methods to fit team expectations, communication norms, and decision-making styles.

2. Vertical Image is Built Through Strategic Authority Signals

Leaders establish their hierarchical credibility through:

- Consistent demonstrations of decisiveness (82% rated as crucial)
- Visible leadership presence (70%)
- Balanced accessibility (too much approachability can weaken authority)

The optimal leadership image varies by context - stricter hierarchy works in traditional sectors, while flatter structures succeed in innovative fields.

3. Social Definitions Shape and Constrain Leadership Perceptions

Perceptions of leadership are filtered through:

- Gender expectations (female leaders face higher scrutiny)
- Generational preferences (younger workers value innovation, older prefer stability)
- Cultural power distance (hierarchy acceptance varies by industry)

Practical Implications:

- Management training should emphasize social/cultural intelligence alongside technical skills
- Leaders must consciously craft their image to match their organizational context
- Organizations should examine unconscious biases in leadership evaluation

Future Research Directions:

- Longitudinal studies of leadership image evolution
- Cross-cultural comparisons of vertical image formation
- Impact of digital communication on hierarchy perceptions

In essence, effective leadership is not just about what you do, but how your actions are interpreted within the social ecosystem of your organization. The most successful managers are those who can read, adapt to, and strategically shape these social dynamics.

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