

SOCIAL-PSYCHOLOGICAL INDICATORS OF PROVIDING GENDER EQUALITY IN FORMING THE RESERVE OF MANAGEMENT PERSONNEL

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Abstract

In modern research on the problem of identity, there are many attempts to clarify the issue of gender. First of all, this is related to the approaches related to socio-psychological changes in society, i.e. transformations in the norms, stereotypes, and social images of behavior in the relationship between men and women. It is also important to take into account socio-psychological factors in ensuring gender equality in the formation of personnel reserves, and the results of empirical research conducted on this issue are analyzed in the article.

Keywords: Personnel policy, personnel reserve, qualification, masculinity, femininity, androgyny, subject, management, gender, integration, gender socialization, gender equality.

Introduction

The foundation of human resource management lies in a comprehensive personnel policy aimed at fostering a professionally qualified and strategically positioned workforce. This includes forming a robust cadre reserve to ensure sustainable organizational development. However, the effective implementation of such policies increasingly necessitates a reconceptualization through a gender-sensitive lens. Gender, understood as a social construct that governs the behaviors, roles, and expectations of men and women, plays a pivotal role in shaping institutional dynamics and professional trajectories [1].

The concept of gender refers to the culturally and socially defined roles and behaviors attributed to men and women. Beyond biological differences, gender encompasses norms, stereotypes, social expectations, and power dynamics. It is an essential dimension in the analysis of interpersonal relations, institutional frameworks, and leadership structures. Theories by early thinkers such as Otto Weininger ("Sex and Character", 1902) and Sigmund Freud (psychoanalytic perspectives on masculinity and femininity) laid foundational paradigms for understanding gender identity, even though their ideas today require critical reassessment in light of contemporary discourse [2].

In recent decades, societal changes have led to an increasing number of women occupying leadership roles in politics and administration. This has necessitated a revision of traditional notions surrounding gender roles in the workplace. While emotional and behavioral traits

traditionally associated with masculinity (assertiveness, aggression) or femininity (sensitivity, emotional expressiveness) are becoming more fluid, these shifts have not yet eliminated structural and perceptual barriers to women's advancement in leadership. Consequently, promoting gender equality in career progression demands a systemic transformation in how cadre reserves are identified, developed, and mobilized.

Methods

Research indicates that gender differences persist in cognitive abilities and professional competencies. For example, men often exhibit stronger development in mathematical and analytical skills, while women tend to excel in verbal abilities and memory retention. Girls, despite demonstrating higher performance in basic task execution, generally report lower self-esteem compared to boys. Such disparities highlight the need for educational and managerial systems to recognize and address gender-based motivational and developmental differences in order to support balanced leadership formation.

Societal expectations continue to place psychological and structural limitations on women's aspirations to scientific and leadership careers. Cultural biases often hinder the acknowledgment of women's achievements, reinforcing systemic gender asymmetry. As a result, institutions must revise performance evaluation criteria, eliminate gender-based discrimination, and promote inclusive practices that enable both women and men to realize their full professional potential [3].

To enhance the effectiveness of professional cadre formation, HRM systems must integrate gender-aware motivation and stimulation mechanisms. Cadre reserve development should not only assess technical competence but also include policies that ensure equitable opportunity and representation. Gender-sensitive professional development frameworks foster organizational cultures grounded in meritocracy, diversity, and inclusion.

In contrast to executive personnel, reserve cadre members tend to exhibit both feminine and masculine traits in a more fluid and dynamic manner. While male leadership strategies often emphasize hierarchical advancement, victory, and dominance characteristics strongly associated with masculinity female strategies focus on collective empowerment, resource-sharing, and community-oriented goal achievement. However, among reserve personnel, a relative deficiency in assertiveness or initiative may result in their status becoming "static" within the organizational hierarchy, limiting upward mobility despite potential.

Results

Empirical findings reveal statistically significant differences in gender-role expression among male cadres. Notably, "expressive masculinity" is more prevalent among reserve personnel (6.8%) than among executives (4.8%). This may be partially attributed to the fact that interpersonal communication among lower-tier male staff is often directed more toward same-gender interactions, thereby reinforcing masculine behavioral tendencies.

The frequency of general masculinity types among executives was 7.1%, compared to 16.2% among reserve personnel. This elevated presence of traditionally masculine characteristics

among reserves may be linked to the gender-specific nature of job roles and expectations within male-dominated positions.

With respect to androgyny, executive male personnel demonstrated higher indices (85.1%) than their reserve counterparts (61.6%). This may be interpreted as a reflection of situational adaptability and the formation of a dual-oriented behavioral mechanism—balancing task demands and interpersonal sensitivity. Executives are thus more likely to apply gender-inclusive management styles, addressing both male and female subordinates effectively.

Interestingly, reserve male personnel also showed higher scores in feminine and expressively feminine traits. These behaviors often characterized by emotional sensitivity, care, and relational focus may emerge as a by-product of repetitive, routine tasks, and a growing motivation to complete work expediently in order to prioritize home responsibilities. Such motivation can lead to lower engagement in workplace innovation, commonly described in local terms as “doing the bare minimum” or “just getting the job done.”

Based on the comparative analysis, both masculine and feminine traits were more favorably balanced among executive male personnel. The high motivation to maintain status and remain competitive appears to act as a strong internal stimulus, encouraging continual professional engagement. Meanwhile, reserve personnel may lack such incentives or institutional support mechanisms, leading to underutilization of their adaptive potential.

In summary, the managerial and mental environments within which executive and reserve male personnel operate significantly influence their gender-role expression. The manifestation of androgyny—defined here as psychological and behavioral flexibility—was more prominent among those in executive roles. Nevertheless, traits traditionally associated with femininity also appeared among men, suggesting a shift in the psychological gender continuum within the workplace. While these traits did not exceed normative mental thresholds, the findings suggest a need for more nuanced, individualized approaches to leadership development and talent management, especially within reserve cadres. Organizational strategies should consider gender-integrated frameworks that enable both expressive and instrumental behaviors to be cultivated regardless of role or status [4].

Empirical data demonstrates significant differences in the manifestation of masculinity and femininity among female managerial and reserve personnel. Specifically, expressive masculinity was observed in 4.1% of female executives and 4.9% of reserve female staff. These results may be partially explained by the tendency of women in lower-ranking roles to display greater task flexibility and less role selectivity, leading to a broader expression of traditionally masculine behavioral patterns.

The presence of general masculinity among female executives was measured at 5.7%, whereas in reserve personnel, the rate increased to 10.6%. This heightened expression of traits associated with male behavior in reserve cadres may be attributed to work rhythm intensity and the relative time commitment required by their positions. The increased demands and volume of operational responsibilities contribute to a behavioral shift favoring more assertive, goal-oriented conduct.

In terms of androgyny, a distinctive dual-pattern structure was evident. Among female executives, 75.8% displayed androgynous traits, compared to 60.9% in reserve cadres. These figures suggest that executive women tend to adopt a situationally adaptive approach, effectively balancing professional responsibilities with interpersonal expectations. The integration of both masculine (e.g., decisiveness, strategic leadership) and feminine (e.g., empathy, collaboration) traits provides female managers with a robust psychological toolkit for navigating complex workplace dynamics.

Discussion

Regarding femininity and expressive femininity, reserve female personnel scored notably higher. The availability of discretionary time and relative autonomy in task management allowed these women to maintain stronger connections with their personal identities, families, and caregiving roles. Consequently, traits such as emotional responsiveness, relational focus, and nurturing behavior were more prominently expressed among reserves than among their executive counterparts [5].

These differences are not merely coincidental; they reflect the influence of social and institutional expectations, role demands, and individual psychological orientation. Female managers, being under greater performance pressure and role visibility, tend to suppress overt expressions of femininity in favor of a more blended leadership style. Conversely, reserve staff, enjoying greater personal autonomy, may lean into traditionally feminine roles without compromising their professional contributions.

Both executive and reserve female personnel demonstrate a notable capacity for androgyny, characterized by adaptive role flexibility and psychological resilience. However, compared to their male counterparts, women exhibited lower levels of masculine traits across all measures, suggesting that traditional gender expectations still influence behavioral expression in professional settings.

Importantly, these traits remained within normative psychological boundaries and did not suggest any pathological overexpression. Rather, the observed variations point to the importance of individualized, context-sensitive approaches in leadership development, cadre preparation, and performance evaluation systems. Future training programs and HR policies should account for the multifaceted nature of gender role identity and promote an environment where a diverse range of gender traits can be expressed productively [6].

Significant distinctions were observed between executive and reserve female personnel in their expression of gender traits:

- **Expressive Masculinity** was observed in 4.1% of executive women and 4.9% of reserve women. The greater presence among reserve personnel may be linked to their operational flexibility and less selective role adherence.
- **General Masculinity** appeared in 5.7% of executives and 10.6% of reserves, possibly due to more intense work rhythms and less structured oversight.
- **Androgyny** was significantly higher among executives (75.8%) than among reserves (60.9%), indicating better adaptability to dynamic managerial demands.

• **Femininity and Expressive Femininity** traits were more strongly represented among reserve women, reflecting a greater emphasis on personal identity, family roles, and emotional expression.

These findings support the hypothesis that female personnel develop different psychological adaptations depending on their professional level and the mental environment. Executive women tend to suppress overt femininity in favor of integrated leadership styles that combine relational and directive traits. Conversely, reserve women maintain a closer alignment with traditionally feminine behaviors due to the nature of their roles and flexibility in time management.

Conclusion

Interestingly, none of the observed traits exceeded psychological normalcy thresholds, implying that these gender expressions are contextually motivated rather than pathological. These insights suggest that leadership development strategies should be flexible enough to incorporate individual gender-role identity as a productive element rather than a limiting factor. This study reveals the nuanced expressions of psychological gender among female executive and reserve cadres. Androgyny serves as a vital mechanism of adaptability in professional settings, while femininity remains a critical resource for social cohesion and personal alignment. Gender-aware HR policies and leadership training programs can harness these traits more effectively by recognizing them as strengths rather than deviations from normative managerial behavior.

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