

SOCIAL-PSYCHOLOGICAL ATRIBUTES OF ENSURING GENDER EQUALITY IN EFFECTIVE FORMATION OF MANAGEMENT PERSONNEL RESERVE

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Abstract

In this sense, they are very important for reflecting the processes taking place in the modern world, and their main direction is the increasing humanism and the increasing demands for the spiritual development of the individual, which determines the relevance of research today. The presence of highly qualified specialists as part of the organization's human resources allows for a significant reduction in personnel recruitment costs and, as a result, for their adaptation, as well as for creating a system for investing in personnel development. Such investments have a significant impact on staff motivation and help retain staff in the organization, which reduces the level of staff turnover, as well as reduces risks in the event of temporary absence of management personnel and other force majeure situations.

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

Introduction

Within the framework of the gender approach, the contrast and evident inequality between male and female personality traits, thinking styles, and behavioral patterns reinforce the link between biological sex and achievements in social life. Social expectations, roles, and widely accepted behavioral norms associated with gender serve as indicators of gender-related conduct. Accepting the position that biological sex is not the primary determinant of psychological characteristics of behavior and social roles allows for a reconfiguration and reinterpretation of the system of gender role representations. This perspective enables individuals both men and women to reassess their capacities and aspirations, identify future directions for life development, engage in self-awareness, and select subjective strategies for optimizing interpersonal relationships. In doing so, personal resources are activated for constructing self-perceptions and life scenarios more aligned with individual potential and social context [1].

It is essential to explain that in the process of forming a personnel reserve, the enhancement or weakening of the influence of socio-psychological factors is directly determined by the significance of personal motivation. In this context, motivation can be examined from two perspectives: as the driving force toward achieving success, and as the motivation to avoid failure. Specifically, activity-related motivation in institutional and organizational settings plays a crucial role in shaping an individual's purpose-driven actions within a team, and in some cases, it can also be acquired and developed over time this has been scientifically validated. Motivation reflects the extent to which a person strives to improve their abilities and knowledge.



Achievement motivation manifests through two independent tendencies: the desire to succeed and the avoidance of failure [2]. Motivation toward success is often associated with entrepreneurial and managerial qualities (G.V.Turetskaya), and is driven not only by hard work and initiative but also by a strong survival instinct (R.Kozmetsky). Additionally, motivation differs between men and women in specific ways (J.Atkinson). The relationship between motivation and activity is also emphasized in the theory of A.N.Leontiev, which states that motivation arises from the individual's understanding of the purpose behind their actions. H. Heckhausen, in turn, views motivation as a psychodynamic system that governs a person's vital relationship with the external environment, directing, organizing, and regulating their activity [3].

The nature and dynamics of motivation are shaped by a variety of factors. A person's volitional structure depends on emotional and psychological processes, as well as on needs, attitudes, and value orientations. These internal structures define how the individual relates to the outside world, determine the level of their activity, and influence the strategies they adopt.

Methods

In the context of modern management systems, the process of identifying, evaluating, and preparing personnel for future leadership roles is increasingly reliant on an in-depth understanding of socio-psychological factors. Among these, **personal motivation** stands out as a critical determinant that either strengthens or weakens the effectiveness of personnel reserve strategies. Motivation functions as a bridge between an individual's internal needs and external performance demands, making it a key resource for sustainable human capital development. According to G. Murray, the motivation for achievement is a stable and relatively unchanging component of personality, manifesting clearly in one's pursuit of specific results in activities. Ye.I. Barayeva also argues that individuals with a high level of achievement motivation exhibit certain psychological characteristics, such as:

- Proactivity and initiative;
- A low dependence on external stimuli for activating behavior;
- Strong internal drive toward goal attainment and self-confidence;
- A tendency to plan for the future and focus on self-development [4].

However, excessively high levels of motivation may lead to adverse psychological outcomes such as stress, anxiety, and emotional burnout. This indicates that achievement motivation, while generally positive, is not inherently or universally beneficial [5].

F. Burkard emphasized that in threatening or uncertain situations, individuals may prioritize safety and develop a motivation to avoid failure. This form of defensive motivation is particularly relevant to women, as noted by S.S. Sagaydak, who highlighted the variability of achievement-related motives among female professionals. These motivations may fluctuate under pressure, often shaped by social and professional expectations [6].

In modern social psychology, readiness for risk-taking has been examined through various lenses. For instance:

- P. Vainsvaig studied the concept of "courage";
- H. Eysenck analyzed "personality traits";
- Yu. Kozeletsky focused on the "high arousal symptom complex";



- O.V. Tikhomirov, M. Retzold, and G. Nickel considered personal qualities as proactive behavioral components and cognitive styles in decision-making;
- V.A. Petrovsky linked risk readiness to subjectivity and self-initiated activity [7].

These approaches all contribute to a broader understanding of managerial motivation and the role of risk in decision-making processes.

Notably, M. Horner's studies in the 1960s revealed a phenomenon where women in certain social environments lacked achievement motivation, especially in competitive professional contexts. This was attributed to increased anxiety and fear of losing traditional feminine roles or damaging interpersonal relationships. The avoidance of success termed the "fear of success" phenomenon—was linked to women's reluctance to compete with men or prioritize career advancement over personal relationships. This motivation has also been explored by M. Friedman, K. Dowling, P. Clance, and S. Imes, who analyzed the socio-cultural and psychological dynamics that contribute to this outcome. Expanding the analysis of achievement and failure-related motivations opens avenues for understanding the socio-psychological traits of gender, offering insights into personal development, professional growth, and behavioral regulation. Motivation serves as a driving force derived from needs and goals, which in turn determine actions and choices. Thus, it forms the foundation of personality and plays a vital role in all domains of human life. G. Murray was one of the first to identify achievement motivation as a central component of purposeful activity. Similarly, Ye.M. Rojkov defined it as the ability to overcome challenges through control, organization, and independent action. Motivation to achieve success, therefore, involves not just goal attainment but also overcoming obstacles, competing with others, and building self-respect through the effective realization of one's abilities. People can feel the impact of achievement directly, and motivation itself can evolve in the process of professional labor [8].

Results

The results reveal statistically significant differences in the manifestation of masculinity-femininity types among female personnel. In particular, expressed masculinity was observed in 4.1% of women in managerial positions and 4.9% in the reserve group. This suggests that differences in the manifestation of masculine types may also be influenced by the absence of strict role selection among women employed in lower-level positions. Masculinity as a whole was found in 5.7% of managerial personnel and 10.6% of women in the reserve group. The higher degree of masculine traits traditionally associated with men among women in the reserve group may be explained by factors such as work intensity and the amount of time spent on work-related tasks. Regarding androgyny, 75.8% of managerial personnel and 60.9% of women in the reserve group displayed this type. The androgynous type being equally effective in both male and female social circles suggests that managerial women tend to integrate both role expectations. This can be attributed to their need to balance personal and family responsibilities while successfully fulfilling professional duties and serving as role models for subordinates. Reliable differences were also observed in femininity and expressed femininity types. Women in the reserve group often have more flexibility in managing their time and tasks, which enables them to spend more time on personal qualities, family, and children compared to those in



managerial positions. This could explain the higher rates of feminine traits among the reserve group.

Thus, based on the mental and cultural context in which they operate, both managerial and reserve female personnel demonstrate androgyny a strong capacity for situational adaptability. However, in comparison to men, the manifestation of psychological gender traits among women is relatively lower in terms of masculinity and intensity. Both in managerial and reserve roles, the expression of psychological gender characteristics tends to remain within a culturally acceptable normative range. Therefore, depending on the situation, individual approaches and variations may be observed in the display of gender-related traits among female personnel.

Among the reserve personnel, it can be observed that their activity tends to be more oriented toward external factors particularly the desire to “get along well” with colleagues rather than toward the task itself. This suggests that their efficiency is largely shaped by the influence of the social environment rather than by intrinsic motivation. As previously noted, a person’s orientation is based on ideological beliefs and convictions. In contrast, for managerial personnel, this principled conviction has been “honed” over the years and has served as a guiding framework in reaching their current level of professional development.

Over time, reserve personnel gradually develop ideological confidence and concrete life strategies through experience, which increases the likelihood that their orientation becomes directed toward achieving effective results in professional activities. It was also observed that among male managerial and reserve personnel, personal orientation did not show significant influence during the process of activity. Instead, self-preservation and the desire to assert one’s identity through career advancement often take precedence. In these cases, self-directed motivation tends to dominate. Statistical analysis of the scales measuring people-oriented ($U=79772.5$; $p>0.05$) and task-oriented ($U=81988.5$; $p>0.05$) motivation showed no significant differences, indicating that for male participants, regardless of their role, there is a predominant tendency toward inward-focused orientation, which may reflect their individual-psychological characteristics rather than external motivational drives.

Discussion

According to the activity-oriented scale, statistically significant differences were observed at a reliable level ($U=266499$; $p<0.05$). In particular, the higher scores found among female reserve personnel can be interpreted as a reflection of their strong commitment to improving performance through dedicated and persistent work, and a strong striving for efficiency, which remains a leading factor in the life strategies of women. Activity, as a psychological construct, represents a dynamic system of interactions through which a subject relates to the world, perceives reality, engages with objects of the external environment, and ultimately expands their understanding of the world. Among these personnel, the psychological components of activity especially perceptive, emotional, and cognitive elements tend to dominate.

According to A.N.Leontiev, activity is a form of intentional engagement that emerges as a result of an individual’s needs, values, and motives. From this perspective, the high levels of need for personal growth and active participation observed among female reserve personnel can be seen as a self-actualization motive expressed through their activity. Taking these characteristics into account, it becomes possible to enhance their readiness for leadership roles by aligning their



emerging professional needs with structured activity, thereby improving their skills in management and developing subjective positional approaches necessary for effective leadership. The **socio-psychological mechanisms** of gender expression among personnel, as well as the **differential-prognostic modeling** of gender socialization in modern society, necessitate the study of gender issues as a **central research object** in the context of personnel development. This includes examining how gender characteristics manifest in **management subjects**, the **direct positive or negative influence of gender stereotypes** on professional activity, and the role of **socio-psychological qualities** in ensuring **psycho-emotional stability**. Furthermore, it requires identifying the underlying factors and consequences associated with these dynamics, and confirming them through **scientific and practical evidence**.

The elevated stress levels observed among men engaged in managerial professions, along with the manifestation of distress elements in daily life, serve as a basis for psychological imbalance. As a result, increased excitability of brain structures and the misinterpretation of signals from internal organs are evident. Compared to their counterparts in active management roles, reserve personnel demonstrate certain advantages; however, these often manifest through constitutional anomalies, characteristic personality deformations, and behavioral disorders. Since behavior is primarily influenced by the emotional-volitional sphere, dysfunctions within this component can account for the difficulties reserve personnel face in successfully altering their positions within the social hierarchy. The tendency among reserve personnel to exhibit dominance can be attributed to stereotypical automatized patterns in the brain's default system such as starting new tasks before completing previous ones under constant anxiety. The manifestation of gender attributes in reserve and active management personnel is shaped by their adaptability to the social environment. The factors influencing the professional activity of men and women during the reserve stage were distinctly identified, indicating that the author-developed questionnaire was specifically targeted. This is further validated by the relevance of the research objectives and the significance of the results obtained, which demonstrate consistency with the stated research aim. Human resources are an important success factor for any organization. Given the current economic downturn, the abundance of capital and low interest rates may not always help companies through difficult times, and this shows that capital is a minor factor in the success of companies. From this perspective, successful activity in the field of management depends, on the one hand, on the psychological climate of the organization, and on the other hand, on the satisfaction of those carrying out the activity with themselves, the environment, and the level of development of values and behavioral strategies.

As a result of ongoing socio-economic transformations in the field of management worldwide, the growing personnel crisis is increasingly recognized by the international community. This situation necessitates the development of competitiveness among reserve personnel, the targeted improvement of personnel infrastructure, and the strategic planning of operational efficiency. It further requires the enhancement of professional status, competence indicators, and adaptability criteria for both current and reserve candidates, as well as the assessment of human resources as a vital component of management from a scientific and theoretical perspective.

In this regard, it is becoming increasingly essential to scientifically examine selection methods based on psychological gender characteristics in the effective formation and allocation of management personnel reserves. Moreover, there is a pressing need to advance the modeling of psychological culture within organizational structures.



Conclusion

The conducted analysis of gender-specific psychological characteristics among management and reserve female personnel reveals significant distinctions in the manifestation of masculinity, femininity, and androgyny. While managerial women demonstrate a higher prevalence of androgynous traits enabling adaptive leadership behaviors, reserve personnel exhibit elevated levels of expressive femininity, suggesting a greater orientation toward interpersonal harmony and role integration. The motivation toward activity, particularly among reserve female personnel, indicates a pronounced tendency for self-development and professional advancement, driven by strong personal needs for actualization and social approval. This internal drive manifests in increased initiative, emotional involvement, and a desire for competence enhancement.

Furthermore, the findings suggest that social-psychological mechanisms of gender identity are shaped by mental-cultural expectations and organizational environment. Male personnel, in contrast, display a greater focus on self-oriented career strategies, with comparatively lower emotional reactivity toward external feedback, aligning with individualistic motivational patterns. In light of the current global management crisis, the importance of forming a scientifically grounded reserve of competitive personnel becomes evident. This includes the urgent need for developing gender-sensitive selection models, fostering psychological culture, and aligning human resource development strategies with individual psychological profiles. Ultimately, the integration of gender-specific psychological insights into management practices may significantly enhance organizational adaptability, effectiveness, and sustainability in the face of dynamic socio-economic challenges.

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