

# Socio-Psychological Criteria for the Construction of a Psychological Profile in Training Personnel for Innovative Management Activities

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**Abstract** This article addresses the issues, significance and pertinence of human resource development in management. It presents the criteria for the development of human resources in Uzbekistan, with an emphasis on the emotional and psychological traits of women. The training programme illuminates the influence of communicative and organisational attributes on women's proactivity and evolving patterns in leadership styles. It has been demonstrated that women can utilise efficient communication methods to listen to their teams, engage in inter-organisational relationships, and execute agreements. A distinct classification of women's leadership types, in terms of objectives and personal style, is offered, along with an illustration of the degree of reciprocal development of communicative and organisational skills in activity.

## 1 INTRODUCTION

It is crucial to highlight that the Decree No. PF-5843 from the President of the Republic of Uzbekistan titled "On measures to radically improve the system of personnel policy and civil service in the Republic of Uzbekistan" asserts that the formulation of various strategic tasks in each sector should be regarded as an independent and critical issue.

The decree proclaims, "There is an absence of any legislation with a direct impact on civil service, encompassing a comprehensive legal regulation of the candidate selection process through open and unbiased selection, as well as the criteria for evaluating the effectiveness and competence of civil servants, requirements for their professional development. There is no authorised body on civil service issues; failure to implement a unified personnel policy in government agencies and organisations, effective personnel management and human resource development, the establishment of a competitive reserve of skilled personnel, and the timely filling of vacancies by civil servants." (Decree № PF-5843, 2019) This necessitates a more comprehensive exploration of the issue of human resources by scholars in the field.

In the current era of global enhancement, with the swift integration of digital technologies in development, there is an escalating demand for active, intellectually advanced, contemporary, independently-minded personnel who are capable of showcasing their talents and innovative approaches across all sectors of the economy.

Indeed, in social psychology, the term "personnel reserve" denotes a team of managers and specialists who conduct managerial activities, fulfil the demands of a certain level of position, and have undergone targeted training. The creation of the personnel reserve has a legal, organisational, and psychological foundation. Thus, if we consider the existence of a person, the accurate evaluation of the situation, the growth, transformation, or development of a person as a result of internal and external influences, then it can be attributed to their inner specificity. These internal and external influences serve to conduct a subjective analysis of one's activity to a certain degree. Based on this, a person derives the necessary conclusions for future activities. In this context, the dominance of emotional evaluation of internal and external influences in women is a significant factor. This is evident in the fact that women can sense the presence of events, taking into account even the smallest details. This characteristic serves as a unique

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aid to women in accurately assessing the situation and accomplishing tasks.

## 2 METHODOLOGY

It is well recognised that every team member within an organisation is personnel at one level or another, and it is vital to pay particular attention to the socio-psychological characteristics when evaluating personnel performance and their selection for training. The personal and psycho-emotional characteristics of women who are included in the personnel reserve form a comprehensive set of effective orientations to sustain their activity in each area.

Concurrently, the psycho-emotional feature, which is unique to women in personnel selection, including mental stability, is a significant factor in achieving success and high productivity in the field. High professionalism is apparent in their activity.

Mental stability also serves to ensure compatibility between women's intellectual, emotional, volitional, and personal-professional aspects in management. It also represents the clear manifestation of all the mental components of an individual in accordance with the external environment in certain situations and conditions. Mental stability is also characterised by determining the maximal effect of success in the field. (Abulkhanova-Slavskaya,1991);(Asmolov, 1990)

Team motivation is a means to encourage professional development as well as career growth. Specifically, working with the personnel reserve offers the opportunity to enhance staff skills, acquire knowledge from experienced specialists during retraining, and conduct consultations to boost the confidence of young professionals. The issue of diagnostics broadens the possibility to discover new talents and identify employees who are prone to inadequate self-assessment.

Time management in retraining generates the confidence to locate new staff and reduce the time spent with management in their mutual adaptation processes.

Clear goal setting, time planning, forecasting, strategy formulation, independent decision making, and the development of communicative skills all

serve to increase the effectiveness of management activity. Dominance in activity, stress tolerance, self-control, and emotional stability are vital personal characteristics of the subject.

## 3 RESULTS AND DISCUSSION

Our research indicates that under the stewardship of an 'innovator' type leader, the opportunity to cultivate a new, liberal-democratic environment within the organisation expands. This is not solely attributed to the use of contemporary information technology, but also involves engaging with the team in the execution of active management, communication, guidance, discipline, management of cooperative meetings, and the implementation of various agreements. Consequently, the distinctive attribute of the 'innovator' type is that working on the basis of a free creative approach with innovative ideas is becoming a hallmark of modern women's style today.

It was observed that the inclination of 'innovator' type leader staff to develop has surged with 99.9% confidence in their aspiration ( $W(z) = 2.11$ ;  $p < 0.05$ ).

This is attributable to the fact that active participation in management implies that women have a high level of experience in implementing discipline within the community, organising the system, and identifying new, innovative ways to establish communication in relationships.

The socio-psychological characteristics of women are manifold, and an essential resource for societal development is the active application of the personnel selection and placement institute, orienting, enhancing the effectiveness of their potential, and forming women personnel.

In particular, another distinctive trait in women relates to their high emotionality and age. Strong emotionality should not be viewed as a negative trait in women. In fact, when women form mental stability against frustration, the possibility of neutralising the effects of negative factors expands.

Focusing on inherent quality traits also plays a crucial role in women's success in management. Acknowledging women's intuition, stress tolerance, and emotional stability should be seen as positive traits.

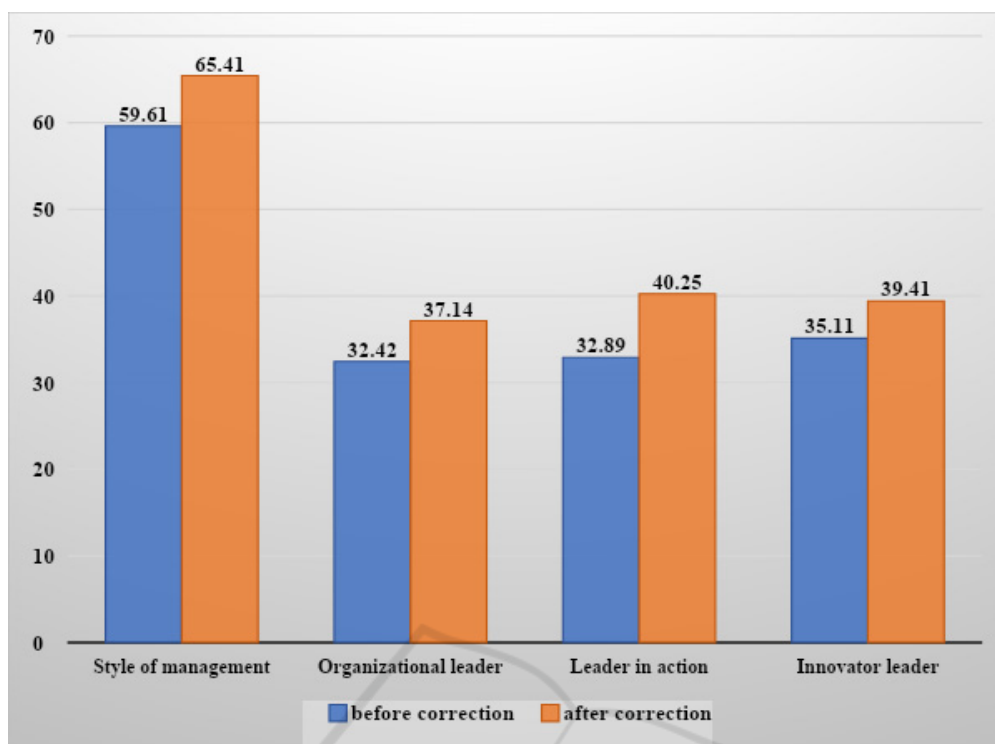


Figure 1: Diagram of the manifestation of women's activity by types of leadership (post-training cases).

In British English, the revised paragraph would look as follows:

In particular, when recommending candidates for managerial positions, possessing comprehensive information regarding the socio-psychological and emotional characteristics, as well as the capabilities of women within the reserve, augments the credibility of their activities and enables accurate planning with an anticipation of positive outcomes.

Experience underscores that individuals hold numerous positions within social life. Each position necessitates the execution of certain rights and responsibilities, thereby determining one's social standing. Given that an individual can hold several positions concurrently, their precise status within society is defined by their level of activity.

Whilst the formation of the personnel reserve serves as a critical foundation for candidate promotion, the employment of varied methods to ascertain staff suitability for a specific profession or position is paramount.

Enhancing production quality, cultivating a reserve of leading personnel, and the selection and placement of appropriate personnel for society's social and

economic management constitute some of today's most pressing issues.

Indeed, the primary objective of applying the institute of human resource formation is to eradicate staffing deficiencies within organisations, specifically to prevent the creation of artificial gaps.

Undoubtedly, human resource training requires a balance of interests to judiciously harness their potential. From this perspective, ensuring the benefits for the reserve staff align with the needs and motives of the staff is of utmost importance.

When selecting and recommending personnel for responsible positions, having a definitive strategy regarding their socio-psychological characteristics and criteria is crucial.

The selection of women for personnel staff, the development of leadership skills, qualifications, and theoretical experience plays a significant role in determining their risk readiness, their categorisation during the management period, and in appointing a reliable candidate.

Naturally, the formation of the personnel reserve has its own objectives, criteria, requirements,

opportunities, and rules. However, the staff are not forced to adapt to these requirements; rather, a psychological portrait of the individual is formed in terms of staff potential.

The main criteria for human resource formation include:

- possessing higher professional education;
- having experience in management activities;
- having organisational, business and personal qualities;
- demonstrating motivation for an innovative approach to activities;
- having the ability to analyse data and documents;

- having the ability to make informed decisions and accomplish them;
- considering the specific qualities of socio-psychological maturity and, of course, the employee's willingness to be included in the staff reserve.

The effect of inclusion in the personnel reserve is evident in the development of personal agility, endurance, responsibility, testing, and independent decision-making.

Foremost, conditions must be created for women to showcase their potential as staff. This can be achieved by adding them to the reserve, encouraging and supporting them, and shaping their experience, skills, and abilities (Abdullajanova, 2020).

Table 1: The degree of mutual development of abilities in activity(post-training case) (n-30).

	N	Before Correction	After Correction	W(z) The Wilcoxon criterion	R Reliability level
Determining communicative ability (F.Akramova, N. Lutfullaeva)	30	12,31	14,14	1,12	0,098
Can you listen to others? (F.Akramova, N.Lutfullaeva)	30	28,50	30,18	1,18	0,078
Organizational	30	5,63	12,54	4,14	0,000
Communicative Ability	30	3,00	6,15	3,28	0,000

#### 4 DISCUSSION

The revised paragraph in British English would be as follows:

Taking into consideration the level of communication and empathy when working with the public, specifically engaging with middle and socially vulnerable segments of the population, listening, and fostering a positive attitude, all depend on the development of women's communication skills.

The efficacy of management activities hinges on the proper cultivation of experience, skills, and abilities,

which play a pivotal role in the successful adaptation of women to fluctuating situations.

A developed level of organisational and communicative skills in women is favoured in management activities. This can be attributed to the critical role of organisation in demonstrating leadership aspirations, in team management, in communicating with employees, in systematising activities, and in planning.

Our study revealed that a training programme aimed at preparing women for innovative leadership activities resulted in increased communication abilities ( $W(z) = 1.12$ ;  $p < 0.05$ ) and improved

listening skills ( $W(z) = 1.18; p < 0.05$ ), each with a 99.9% confidence level in post-correction. Organisational and communicative skills were analysed as a contributing factor in shaping women's leadership styles in management. Notably, organisational ability ( $W(z) = 4.14; p < 0.001$ ) demonstrated a 99.9% increase in confidence.

This is attributable to the fact that women can not only become an active participant in enhancing the socio-psychological environment, especially in coordinating family and ethnic relations, overcoming the repercussions of political and economic issues, but also a significant force in resolving social problems.

Within the context of women's activism in management, communicative ability, or the capacity to engage actively, plays a vital role in the realisation of needs, desires, and aspirations, and the attainment of goals. A communicative approach is also vital in understanding the situation within the community, in improving the internal environment, and in resolving relevant problems.

Specifically, communicative ability serves as a crucial factor in accurately assessing different situations within the community in women's activism. Indeed, women's communicative ability plays a central role in the tactical resolution of conflict situations and in adopting a diplomatic approach to agreements.

Communicative ability facilitates the establishment of clear, concrete relationships between organisations, enabling the achievement of positive agreements, and paying attention to every nuance of communication, which is often characteristic of women.

In our study, we noted an increase in women's communicative ability ( $W(z) = 3.28; p < 0.001$ ) at a confidence level of 99.9%. In management, women can deploy effective communication methods in listening to the team, in inter-organisational relations, and in implementing agreements. Another critical aspect is the tactical approach to paying attention to the appearance of employees, developing public speaking skills, and enhancing communication effectiveness (Abdullajanova, 2020).

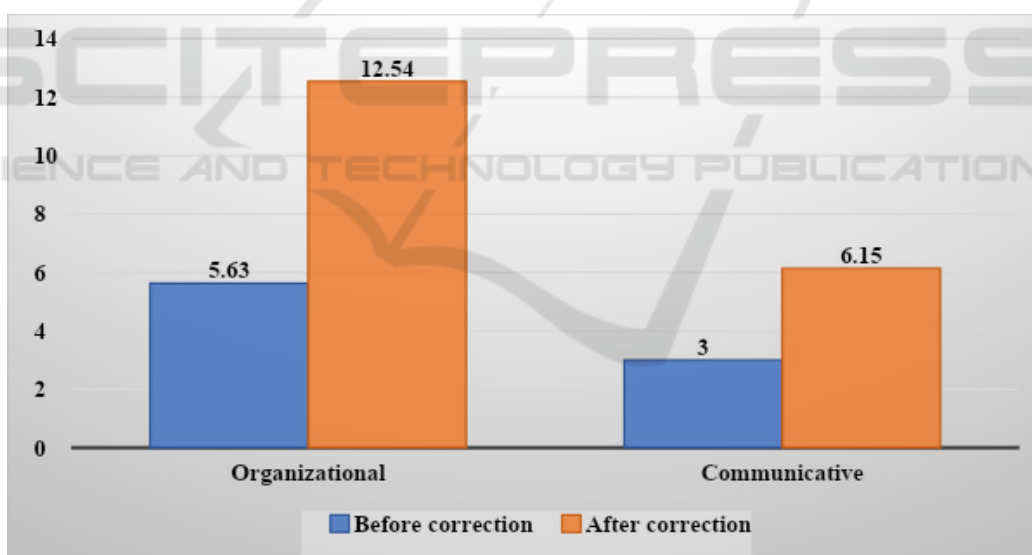


Figure 2: The degree of mutual development of abilities in activity. (post-training case).

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## 5 CONCLUSIONS

The revised paragraph in British English would be as follows:

The increasing effectiveness of women's participation in management is dictated by their organisational skills, as well as their direct relevance to the "organisational" type of leader. According to our study, the specificity of the "organisational" leader type in women in management after correction ( $W(z) = 2.11$ ;  $p < 0.05$ ) was found to have a 99.9% confidence level.

The reason is that women, who are characteristic of the "organisational" type of leader, capitalise on every situation and opportunity, conducting activities in management in a planned and timely manner. Moreover, women of the "organisational" leader type consider social, political, and economic factors when promoting their activities to the public and influencing the community. They engage their activities more with the public, take a creative approach to situations, and thereby seek ways to achieve their intended goals, creating the opportunity themselves. The distinctiveness of this type of woman is explained by the systematisation of their activities, behaviour, time allocation, planning, and time management, as well as orderly activities concerning others.

This is because women's self-awareness, capacity, and willpower in management are associated with active participation. The influence of the external environment and internal motivation is vital in the manifestation of activity in management.

The strength of communicative abilities in women with an innovative type of leadership suggests that goal achievement is significantly higher due to a creative approach to organisation. Innovative activism means being able to apply innovations in practice with a fresh perspective and unwavering acceptance.



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