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**Socio-psychological criteria for the selection and placement of
personnel in management
(on the example of women)**

Abstract: This article discusses the problems, importance and relevance of the formation of human resources in management. Criteria for the formation of human resources in Uzbekistan, the emotional and psychological characteristics of women will be revealed. The training program reveals the impact of communicative, organizational characteristics on women's activism and growth trends in management style by type of leadership. It has revealed that women can use effective methods of communication to listen to the team, engage in inter-organizational relationships, and implement agreements. The clear classification of the purpose and personal style of women's leadership types in the activity, the degree of mutual development of communicative and organizational skills in the activity is shown.

Key words: psychological portrait, management, leadership, personnel preparation

Introduction

It is important to note that the Decree № PF-5843 of the President of the Republic of Uzbekistan "On measures to radically improve the system of personnel policy and civil service in the Republic of Uzbekistan" determines that the formation of a number of strategic tasks in each area should be considered as a separate and important issue.

The decree states that "There is no law with a direct effect on the civil service, including a comprehensive legal regulation of the process of selection of candidates through open and independent selection, as well as criteria for assessing the effectiveness and competence of civil servants, requirements for their professional development; absence of an authorized body on civil service issues; failure to pursue a unified personnel policy in government agencies and organizations, effective personnel management and human resource development, the formation of a competitive reserve of qualified personnel and the timely filling of vacancies by civil servants." [6] This requires a broader study of the problem of human resources by scientists in the field.

In today's era of global improvement, the rapid introduction of digital technologies in development, there is a growing demand for active, intellectually mature, up-to-date, independent-minded personnels, who are able to demonstrate their talents and innovative approaches in all sectors of the economy.

In fact, in social psychology, "personnel reserve" means a team of managers, specialists who carry out managerial activities, meet the requirements of a certain level of position, have undergone targeted training. The formation of the personnel reserve has a legal, organizational, psychological basis.

Consequently, if we consider the existence of a person, the correct assessment of the situation, the development, transformation or development of a person as a result of internal and external influences, then it is due to his inner specificity. Such internal and external influences serve to carry out a subjective analysis of one's activity to one degree or another. On this basis, a person draws the necessary conclusions for future activities.

In this context, the predominance of emotional evaluation of internal and external influences in women is an important factor. This can be seen in

the fact that women can feel the presence, the events, taking into account all the small details. This feature serves as a unique assistant to women in accurately assessing the situation, performing tasks.

Methodology

It is known that each team, a member of the organization is a personnel of one or another level, it is important to pay special attention to the socio-psychological characteristics in the assessment of personnel performance, its selection for training. The individual and psychoemotional characteristics of women included in the personnel reserve form a holistic set of effective orientation to maintain their activity in each area.

At the same time, psycho-emotional feature, which is unique to women in the selection of staff, including mental stability, is an important factor in achieving success and high productivity in the field, and activity is evident in high professionalism.

Mental retardation also serves to ensure that women's intellectual, emotional, volitional, personal-professional aspects are compatible in management. It is also the clear manifestation of all the mental components of a person in accordance with the external environment in certain situations and conditions. Mental retardation is also characterized by determining the maximum effect of success in the field. [1;3]

Team motivation. It is an opportunity to motivate for professional development as well as career growth. In particular, working with the personnel reserve provides an opportunity to improve the skills of staff, master the knowledge of experienced specialists in retraining, conduct consultations to increase the confidence of young professionals.

Issue of Diagnostics. This expands the opportunity to discover new talents and identify employees who are prone to inadequate self-assessment.

"Time management" in retraining. This creates the confidence to find new staff and reduce the time spent with management in their mutual adaptation processes.

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

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

Results

Our research shows that when led by an “innovator” type leader, the opportunity to create a new, liberal-democratic environment in the organization expands not only in the use of modern information technology, but also in communication with the team in the implementation of active management, communication, guidance, discipline, management of cooperation meetings, implementation of various agreements. Consequently, the uniqueness of the type of innovator is that working on the basis of a free creative approach with innovative ideas is becoming a unique style of modern women today.

It was found that the tendency of the type of “innovator” leader staff to develop has increased by 99.9% confidence in the aspiration ($W(z) = 2.11; p < 0.05$).

This is due to the fact that active participation in management means that women have a high level of experience in introducing discipline to the community, organizing the system, finding new, innovative ways to establish communication in relationships.

The socio-psychological characteristics of women are multifaceted, and an important resource for the development of society is the active application of the institute of selection and placement of personnel, orientation, increasing the effectiveness of their potential, the formation of women personnel.

In particular, another distinctive feature in women is related to their high emotionality and age. Strong emotionality is not a negative trait in women. Indeed, when mental stability is formed in women against frustration, the possibility of neutralizing the effects of negative factors expands.

Focusing on immanent quality traits is also important in the success of women in management. Taking into account women's intuition, stress tolerance, and emotional stability should be recognized as positive traits.

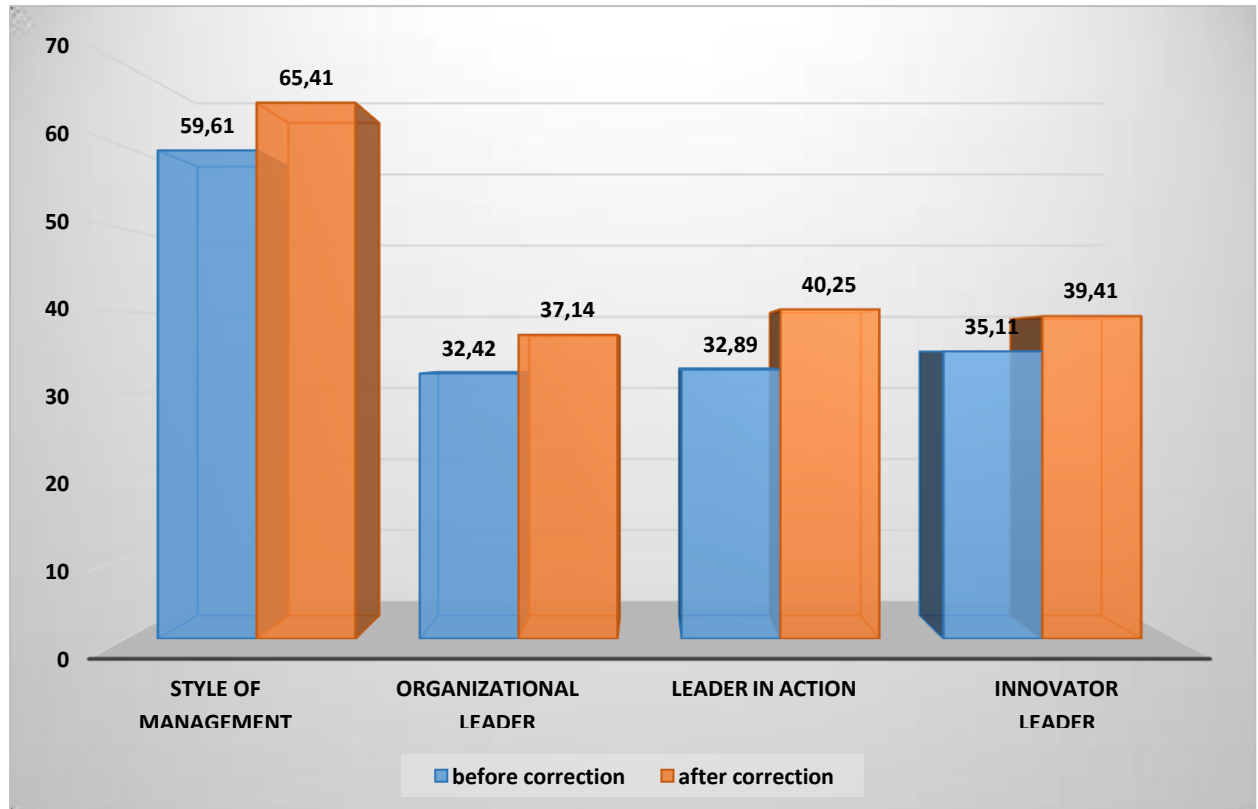


Figure 1. Diagram of the manifestation of women's activity by types of leadership. (post-training cases)

In particular, when recommending candidates for management positions, having clear information about the socio-psychological and emotional characteristics and abilities of women included in the reserve increases the reliability of their activities, planning and expectation of a positive result.

Experience shows that everyone occupies several positions in social life. Each position requires an individual to exercise certain rights and duties, and this determines his or her position in society. After all, a person can have several positions at the same time. The exact status of a person in society is determined by his level of activity. While the formation of the personnel reserve serves as an important basis for the promotion of a

candidate, it is necessary to use various methods to determine the suitability of the staff for the profession, position.

Improving the quality of production, the formation of a reserve of leading personnel, the selection and placement of appropriate personnel for the social and economic management of society is one of the most pressing issues today.

In fact, the purpose of applying the institute of human resource formation is to eliminate the problem of staff shortages in organizations, in particular, to prevent the emergence of artificial gaps.

After all, the training of human resources requires a conflict of interest in order to use their potential wisely. From this point of view, it is very important that the benefits of the reserve staff correspond to the needs and motives of the staff.

When selecting and recommending personnel for responsible positions, it is important to have a clear strategy on their socio-psychological characteristics and criteria.

The selection of women for the personnel staff, the accumulation of leadership skills, qualifications and theoretical experience play an important role in determining how prepared they are for risk and what type they belong to during the management period, and in appointing a reliable candidate.

It is natural that the formation of the personnel reserve has its own purpose, criteria, requirements, opportunities and rules. However, the staff is not adapted to these requirements, but a psychological portrait of the person is formed in terms of staff potential.

The main criteria for the formation of human resources are as follows:

- to have higher professional education;
- to have some experience in management activities;
- to have organizational, business and personal qualities;
- to have motivation for a creative approach to innovative activities;
- to have the ability to analyze data and documents;
- it is important to keep in mind that they have the ability to make informed decisions and achieve them;
- taking into account the specific qualities of socio-psychological maturity and, of course, the willingness of the employee to be

included in the staff reserve.

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

First of all, conditions must be created for women to demonstrate their potential as cadres. This is done by adding them to the reserve, allowing, supporting them, shaping their experience, skills, abilities.[4]

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

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

Discussion

Taking into account the level of communication and empathy in working with the public, directly communicating with the middle, socially vulnerable segments of the population, listening, establishing a positive attitude depends on the development of communication skills in women.

The activity of management activities depends on the correct formation of experience, skills and abilities, which play an important role in the successful implementation of women's adaptation to changing situations.

The level of development of organizational and communicative skills in women is preferred in management activity. This is explained by the importance of the role of organization in demonstrating a desire to be a leader, in team management, in communicating with employees, in systematizing activities, in planning.

In our study, the training program aimed at preparing women for innovative leadership activities resulted that communication abilities ($W(z) = 1.12; p < 0.05$) and listening to others ($W(z) = 1.18; p < 0, 05$) abilities were found to have increased at a confidence level of 99.9% in post-correction. Organizational and communicative skills have been analyzed as a factor in shaping women leadership types in management. Organizational ability ($W(z) = 4.14; p < 0.001$) indicates an increase in confidence of 99.9%.

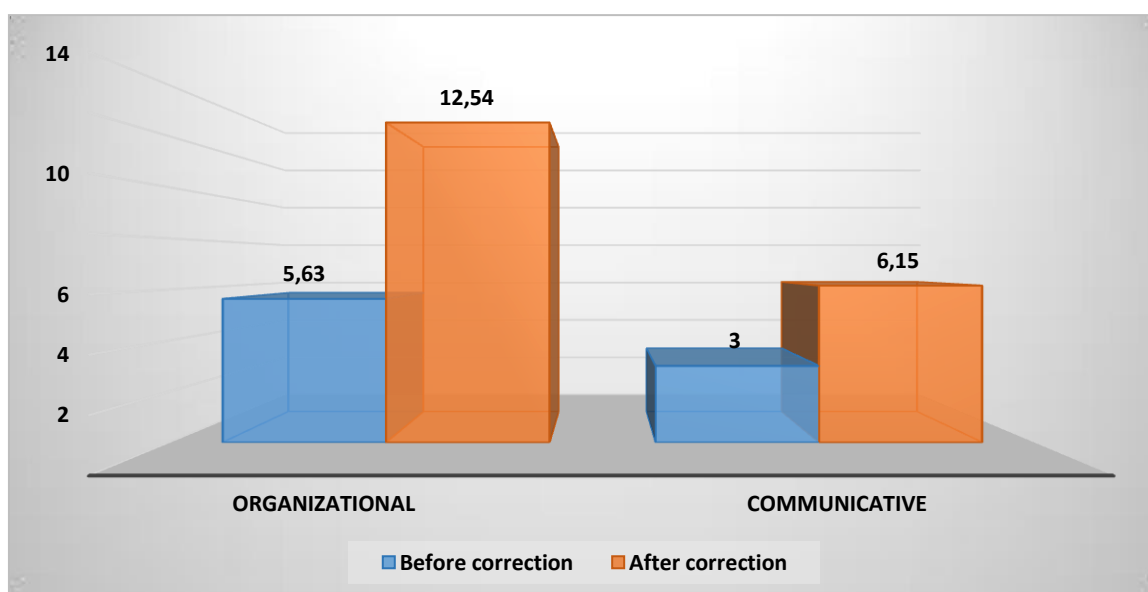
This is explained by the fact that women can become not only an active participant in improving the socio-psychological environment, especially in the coordination of family, ethnic relations, overcoming the consequences of political, economic problems, but also a major force in solving social problems.

In the management of women's activism, communicative ability, ie the ability to actively communicate, plays an important role in the realization of needs, desires and aspirations, the achievement of goals. Communicative attitude is also important in understanding the situation in the community, in improving the internal environment, and in solving the problems that concern them.

In particular, communicative ability serves as an important factor in the correct assessment of different situations in the community in women's activism. After all, women's communicative ability plays a key role in the

tactical resolution of conflict situations, in the diplomatic approach to agreements.

Communicative ability allows for the establishment of a clear, concrete relationship between organizations, in particular, to reach positive agreements, to pay attention to every detail of communication, and this is often the case for women. In our study, we found an increase in communicative ability in women (W (z)



= 3.28; $p < 0.001$) at a confidence level of 99.9%. In management, women can use effective methods of communication in listening to the team, in inter-organizational relations, in the implementation of agreements. Another important aspect is the tactical approach to pay attention to the appearance of employees, develop public speaking, achieve communication effectiveness. [4]

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

Types of leadership in women are classified by the accuracy of the activity goal and personal style.

The purpose of the active application of the Institute of Women's Resource Development in practice is to prepare a worthy candidate for management positions. At the same time, women are characterized by

activeness, the emergence of knowledge, experience, skills and abilities, self-awareness, self-control, a set of tactical methods of management and individual characteristics.

It is well known that the effectiveness of activism depends in many ways on organization. The ability of the staff to use the organizational skills, the ability and capacity to use the opportunity is assessed by the fact that the organization is systematically focused on a particular activity.

Conclusions

The growth effectiveness of women's participation in management is determined by their organizational skills in women, as well as their direct relevance to the type of “organizational” leader. According to the results of our study, the specificity of the type of “organizational” leader in women in management after correction ($W(z) = 2.11$; $p < 0.05$) was found to be 99.9% confidence level.

The reason is that women, who are typical of the “organizational” type of leader, take advantage of every situation and opportunity, carry out activities in management in a planned and timely manner. In addition, women in the “organizational” type of leader take into account social, political and economic factors in promoting their activities to the public and influencing the community. She connects her activities more with the public, takes a creative approach to the situation and thereby seeks ways to achieve the intended goal, creating the opportunity himself. The specificity of this type of women is explained by the specificity of the systematization of their activities, behavior, time allocation, planning and time management, orderly activities in relation to 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 important 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 organization. Innovative activism means being

able to apply innovations in practice with a fresh look and unwavering acceptance.

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