



# **PSYCHOLOGICAL ASPECTS OF PSYCHOEMOTIONAL AND VOLUNTARY PROPERTIES IN FORMING A RESERVE OF MANAGEMENT PERSONNEL**

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<b>Article history:</b>	<b>Abstract:</b>
<b>Received:</b> 20 <sup>th</sup> May 2025	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. The article below provides a comparative analysis of the psychological aspects of psycho-emotional and volitional characteristics in the formation of a reserve of management personnel.
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**Keywords:** Personnel reserve, management, volitional characteristics, psycho-emotional situations, investment, force majeure, professionalism, methodological problems.

**INTRODUCTION.** One of the critical challenges faced by many developing economies around the world is the formation of a pool of professional personnel by selecting and training qualified candidates for key positions. In industrially developed countries, various strategies have been institutionalized to address this issue, including formalizing methods and procedures for selecting personnel, developing selection criteria, improving scientific approaches to problem-solving, accounting for the demand for managerial staff, encouraging young and promising personnel, substantiating decisions related to human resources, promoting them, and systematically linking economic and governmental decisions to the key elements of human resource policy. The search for new approaches to identifying human resources and innovative potential has become a distinctive feature of modern personnel management practices. In today's world, the systematic development of personnel reserves typically organized as a "nomenclature" system has proven effective in establishing a talent pool under the concepts of "talent selection" and "leadership identification." These trends are increasingly supported by empirical research. While traditional personnel management mainly focused on the professional qualifications and ethical-aesthetic attributes of candidates, a growing emphasis is now placed on the psychological image and psychoprofessiogram of personnel within various fields [1].

**METHODS.** In the context of today's socio-economic transformations, the need to explore both theoretical

and practical aspects of managing society, its sectors, institutions, and organizations is becoming increasingly urgent. It is impossible to manage ongoing changes in a progressive society without well-developed and continuously improving leadership. The current situation requires increased attention to the socio-psychological challenges of management. There is sustained interest among researchers in studying individuals within management, particularly leaders. Both local and international literature provide various classifications in this regard. One of the most successful typologies was proposed by American psychologist M. Shaw, who identified three key components of leadership: biographical characteristics, abilities, and personal traits [3].

Biographical characteristics include age, gender, socio-economic status, and education. Many studies indicate no direct correlation between age and management level, although age often determines managerial effectiveness. Comparisons between male and female leaders show no significant differences in effectiveness or quality of leadership, with distinctions arising mainly in leadership style preferences. Research shows that up to 90% of the correlation between socio-economic status and education suggests that leaders tend to be well-educated individuals from higher socio-economic backgrounds [2].

Abilities are defined as stable individual traits associated with work efficiency. These are the personal qualities that determine success in various activities. If a person possesses a combination of personality traits that align with the demands of a specific task and have been



developed through experience over time, they are considered capable of performing that task. Any type of activity whether labor, education, or sports places specific demands on a person's intellectual characteristics, emotional-volitional sphere, and sensorimotor abilities. These demands cannot be met by any single quality, regardless of how well-developed it may be. The assumption that one intellectual trait can substitute for all abilities and ensure high productivity lacks scientific merit. Abilities are a complex structure of intellectual qualities whose configuration is determined by the requirements of a given activity and varies across activity types. Through observation, a person's ability to adapt to new tasks and situations can be evaluated based on the speed of development, quality of achievements, inclination toward the activity, success rate, and the ratio of effort to outcome. The third component is related to personality traits, particularly character. It is impossible to manage an organization without considering the character traits of employees. In forming a personnel reserve, it is essential to assess not only the employee's current capabilities and potential but also how well their personality traits align with the demands of the specific field of activity [4].

**RESULTS.** 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.

From a psychoanalytic perspective, both managerial and reserve male personnel tend to adopt a "do not touch me" defensive principle. This is reflected in their efforts to maintain a safe psychological distance during work, avoid confronting critical truths, and rely on defense fantasies such as idealization or devaluation. These psycho-emotional manifestations are statistically confirmed through differing confidence levels. In

particular, the Lie scale ( $U=68384$ ;  $p<0.01$ ) revealed significantly higher scores among reserve personnel, suggesting a tendency to employ deception as a strategy to evade responsibility or manipulate challenging situations during professional tasks. In contrast, among managerial personnel, deceit is more commonly associated with the strategic need to preserve status and create second chances. On the Trustworthiness scale ( $U=72236.5$ ;  $p<0.01$ ), the opposite pattern was observed. Managerial staff showed a strong motivation toward unquestioning obedience, high credibility, and a consistent effort to provide reliable information based on their professional duties. Their behavioral patterns are aligned with traditional notions such as "a man's word is his bond," reflecting internalized mechanisms that enhance managerial effectiveness. Slightly lower results among reserve personnel may be explained by their reluctance to speak frankly in ambiguous situations and their tendency toward meticulous control over tasks.

The Correction scale ( $U=66091$ ;  $p<0.01$ ) demonstrated higher scores among reserve personnel, suggesting a greater inclination toward self-monitoring and behavioral regulation. This is likely driven by a strong sense of personal accountability and a desire for career progression, which involves not only self-improvement but also a conscious avoidance of previously committed errors. These factors contribute positively to their professional effectiveness and stabilization of their social status. Paranoia ( $U=72644$ ;  $p<0.01$ ), which relates to behavior under conditions of constant suspicion, was more prominent among men in management. This can be explained by the elevated sense of responsibility and accountability typical of managerial roles. A tight work schedule and the necessity of ongoing staff supervision further intensify suspicious tendencies, resulting in increased perfectionism and motivation toward ideal performance. The Psychasthenia scale ( $U=73132$ ;  $p<0.01$ ), indicative of indecisiveness, doubt, and vulnerability to stress, was also higher among reserve personnel. This was associated with hypercompensatory reactions, where sudden displays of confidence or impulsive behavior emerged in high-stakes or uncertain contexts. These individuals often experience exacerbated doubts and indecision following failures, alongside tendencies for self-reflection and internal analysis of their motives and behaviors. The stronger presence of psychasthenic features among reserve personnel can be interpreted as a by-product of operating under pressure and the resulting disillusionment with upward mobility. The Hypomania scale ( $U=73905.5$ ;  $p<0.01$ ), reflecting a mild form of mania characterized by persistent high



mood, increased activity, and physical vigor, was more pronounced among managerial personnel. This may be explained by their inclination to mask shortcomings in public and maintain an appearance of flawlessness.

A comparative analysis of the psycho-emotional characteristics of men working in managerial and reserve positions revealed no statistically significant differences in the following indicators: Hypochondriasis ( $U=79691$ ;  $p>0.05$ ), Depression ( $U=79391$ ;  $p>0.05$ ), Hysteria ( $U=82699.5$ ;  $p>0.05$ ), Psychopathy ( $U=77938.5$ ;  $p>0.05$ ), and Schizoid tendencies ( $U=84301.5$ ;  $p>0.05$ ).

**DISCUSSION.** Statistically significant differences were observed in the lie scale ( $U=247984.5$ ;  $p<0.01$ ), with higher scores found among women in reserve positions. These individuals tend to demonstrate a strategic inclination toward verbal manipulation as a means of avoiding direct confrontation, effectively using deception as a behavioral tactic to navigate complex workplace situations. In contrast, the trustworthiness scale ( $U=262806$ ;  $p<0.05$ ) revealed higher scores among women in leadership positions. This can be explained by the operation of the principle of collective cooperation in a flexible manner, which is characteristic of female leadership psychology. The ability to instill and express trust serves as a core driving resource in their managerial effectiveness, particularly in personnel selection and team cohesion processes.

Significant differences in the correction scale ( $U=233006$ ;  $p<0.01$ ) also favored women in reserve roles, who showed a greater tendency to correct their own mistakes and viewed self-improvement as a pathway to success. They actively worked on personal traits that could hinder progress, perceiving self-regulation as essential to leadership development. Conversely, women in managerial roles displayed relatively lower correction scores, possibly due to a focus on productivity and external results over self-critical reflection, consistent with the proverb, "a hunchback is straightened only by the grave," implying a lower prioritization of personal flaw correction. Paranoia, defined by goal-orientation and purposeful behavior, was more pronounced among managerial women ( $U=253459$ ;  $p<0.01$ ). Such individuals exhibit high energy and assertiveness in achieving objectives, often disregarding others' interests and prioritizing their own determined goals. These traits manifest in their effectiveness and perseverance in pursuing intended outcomes.

Psychasthenia ( $U=259732$ ;  $p<0.01$ ), associated with introspection and deliberation, was more commonly observed among women in reserve. These individuals

often hesitate in decision-making, struggle to bear responsibility, and tend to avoid assertive actions to maintain their social image as morally refined women. Their elevated self-criticism, cautiousness, and aversion to risk can lead to an intensified sense of imperfection, especially when exposed to workplace challenges or evaluative scrutiny. In the hypomania scale ( $U=264076.5$ ;  $p<0.05$ ), women in managerial roles exhibited significantly higher levels of elevated mood, high energy, and subjective well-being. This expansiveness enables them to function effectively under pressure and fulfill demanding tasks in high-stakes environments. Their proactive attitude toward social status and personal achievement drives their elevated affect. In contrast, women in reserve roles showed slightly lower hypomanic tendencies, likely due to a more reactive stance toward emancipation and social recognition. The manifestation of gender characteristics among personnel is shaped by the social-psychological mechanisms of gender in contemporary society. Studying the differential-prognostic modeling of gender socialization as a research object reveals how gender features are exhibited by management subjects, as well as the direct positive or negative impact of gender stereotypes on professional performance, and the social-psychological qualities that ensure psycho-emotional stability. This also requires the validation of contributing factors and consequences based on empirical data.

Gender socialization is described as the process of internalizing social norms, rules, and behavioral patterns and integrating into the social environment. Cultural representations of gender roles contribute to the formation of specific attitudes, indicating the position and social status of women and men in society. The socialization of gender is explored through various theoretical frameworks.

Firstly, the psychological orientation (cognitive, neo-behaviorist, and psychoanalytic) perspective is considered. Secondly, the concept of social roles in the process of socialization is examined. Mechanisms of gender socialization include psychoanalytic views, social role theory, and gender structure theory.

The theory of gender structure is attributed to S. Bem, who interprets it as a process through which information is transmitted from mother to child. According to O.V. Krasnova and T.Z. Kozlov, gender structures are evident in the life perspectives and interpersonal relations of women and men. Men are generally valued for their professional achievements, whereas women are more frequently appreciated for their reproductive potential [5].



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.

**CONCLUSION.** The results of the comparative analysis reveal that male reserve personnel tend to exhibit higher emotional reactivity, correction tendencies, and psychasthenic traits likely linked to their unstable hierarchical positioning and internal pressure for upward mobility. In contrast, men in managerial roles demonstrated traits such as heightened trustworthiness, controlled presentation, and moderate hypomanic behaviors, which can be seen as adaptive mechanisms for leadership under pressure. Notably, statistically significant differences were observed across several psycho-emotional indicators, including lie scale, trust, correction, paranoia, psychasthenia, and hypomania, while no significant differences were detected in hypochondriasis, depression, hysteria, psychopathy, or schizoid traits. These findings offer critical insights for psychological diagnostics, staff placement, and leadership development programs.

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