

PSYCHOLOGICAL ANALYSIS OF GENDER RELATIONS IN MANAGEMENT

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Annotation: This article analyzes the psychological control of gender relations in the management system. The socio-psychological roles of men and women in society, their role in the management process and their activities in decision-making are considered theoretically and practically. The study highlights the interrelationship of gender equality, management effectiveness and psychological balance. At the same time, the personal and psychological characteristics of women and men in management activities, their communicative culture and approaches to decision-making are analyzed.

Keywords: gender, management, psychological control, leadership, equality, communicative culture, effectiveness, socio-psychological relations.

Introduction.

In the context of global competition and digital transformation, an important condition for the success of organizations is the creation of a fair, inclusive and psychologically healthy management environment. In such an environment, high-quality management of gender relations becomes not only a matter of social justice, but also a direct factor in the effectiveness of strategic management. Practice shows that, despite the existence of a formal equal opportunities policy in many organizations, hidden stereotypes, emotional assessments and unequal distribution of “invisible labor” in everyday work processes (for example, service work that “glues” the team together - protocols, emotional support) can systematically limit career trajectories and the quality of decisions. Therefore, psychological control analysis of gender relations - that is, systematic diagnostics, monitoring, assessment and planning of corrective measures of psychological factors - is a modern direction for improving the management system at a professional level. In this study, the term “gender” is interpreted as a set of social roles, expectations and powers that are formed in society and organizations in relation to men and women, in contrast to biological sex. “Psychological control” refers to the systematic observation and assessment of people’s conscious and unconscious views (implicit bias), emotional state, communicative style, self-awareness and self-expression strategies, as well as psychological mechanisms of decision-making in an organization. In addition to traditional HR indicators, such subtle indicators as the level of psychological

safety, perception of justice and trust, expectations of “role conformity”, frequency of microaggressions, balance of voices in communication, equality of expression in meetings are also taken into account.

The relevance of the topic is determined by several contradictions: on the one hand, leadership qualities are often associated with assertiveness and dominance; on the other hand, social expectations of “role conformity” for women’s leadership require more caring, flexible and mediatory qualities. As a result, a “double bind” occurs: if a female leader is strict, she may be judged as “too strict,” and if she is more lenient, she may be judged as “not a good enough leader.” Male leaders, on the other hand, sometimes run the risk of underestimating emotional labor (team well-being, conflict resolution). Such psychological mechanisms have a significant impact on the quality of decisions, innovative activity, employee turnover, and talent management.

The theoretical basis of the study is based on social role theory, the expectation states approach, and the concepts of “role congruity.” They help to reveal the differences between stereotypes about leadership and assessments in real work. Also, through the approaches to psychological safety and organizational culture, gender differences in the safety of expressing opinions in teams, the culture of learning from mistakes, and the perception of justice are highlighted. The gender-crossing aspects of transformational and transactional leadership styles are also analyzed, and it is intended to show through practical examples which styles increase efficiency in different conditions. The research methodology is based on a mixed methods approach: psychological safety, perception of justice, and organizational trust are measured through questionnaires among employees and managers; semi-structured interviews are used to deeply analyze the manifestations of stereotypes and “invisible labor”; Through text analysis of meeting minutes, evaluation sheets and service correspondence, gender differences in language, tone and dynamics of expression are identified; through network analysis of communication on social networks or internal platforms, a map of centers of influence and thought leadership is drawn. Triangulation is used to compare evidence from different sources and consolidate the results.

As a scientific innovation, a “gender-psychological control card” is proposed: it combines the stages of diagnostics (a set of indicators and criteria), monitoring (stable observation over time), intervention (training, redesign of the evaluation system, changing meeting formats), and re-evaluation (impact evaluation) into a single management cycle. The practical significance is that using this card, managers can make the process of making gender-sensitive decisions transparent, expand the

talent pool and mobilize innovative potential in the team.

The structure of the article is as follows: the introduction sets out the problem and relevance; The literature review analyzes theoretical approaches and empirical findings; the methodology section describes measurements and analysis methods; the results and discussion present key observations and their implications for management practice; and the conclusion outlines the conditions for the application of the “gender-psychological control map”, its limitations, and directions for further research. Thus, the study aims to create a conceptual and practical bridge for psychologically meaningful control and continuous improvement of gender equality in management practice.

The material block of this study consists of data sources, measurement tools, and procedures for their application that serve to identify, measure, and monitor the psychological control of gender relations in management practice. The selection of materials was structured according to the three levels defined in the conceptual model: (1) the individual level (personal beliefs, emotions, self-expression strategies), (2) the group level (communication dynamics, voice balance, microaggressions), (3) the organizational level (perception of justice, evaluation system, division of labor). As a research context, this article considers middle and senior managers and their teams from different ownership and sector representatives (e.g., education, healthcare, and private service sectors). The selection criteria are consistently applied as follows: the organization has maintained a stable team composition for at least one year; formal evaluation and meeting processes are documented; the existence of an archive of internal communication channels (letters, chats, meeting notes); voluntary consent of participants and a guarantee of anonymity. The sample composition ensures a balance between management (middle and senior) and executive staff, as well as sufficient diversity in demographic variables such as gender, age, experience, and job type. Demographic data is stored on a separate page, coded in a way that does not allow for personal identification.

Individual-level psychological indicators are measured through questionnaires. The questions, adapted to the 7-point Likert scale, cover indicators of psychological safety, perception of fairness in the workplace, trust in the organization, voice climate, and gender-related implicit bias. The instruments are adapted to Uzbek and Russian by back-translation, and the semantic comprehensibility of the items is checked using cognitive interviews. Short reaction-time tasks (e.g., computer-based tests on the association of leadership attributes and gender concepts) to directly measure implicit bias are included as an optional module; they are conducted in a

laboratory setting or in a special room within the organization.

The group-level materials consist of semi-structured interviews, direct observation, and documentary analysis. The interview guide is structured in three blocks: (a) perceptions of leadership styles and decision-making processes, (b) gender roles in team communication and the distribution of “invisible labor”, (c) mechanisms for resolving conflicts, feedback and recognition. Interviews are audio-recorded and then fully transcribed; the texts are stored with confidential identifiers. As observation material, video or audio recordings of at least two regular meetings (strategic and operational) are taken and speech turns, number of speeches, interruptions, question-answer ratios and argumentation styles are coded.

The corpus of organizational-level materials includes meeting minutes, job descriptions, criteria for appointment and promotion, performance evaluation sheets, training and development programs and internal communication correspondence (corporate mail, internal chat channels). Documents are depersonalized, metadata (date, section, topic) is preserved. Text analysis identifies patterns such as gender-specific language units (e.g., role-appropriate adjectives, softening/firm tone indicators), recognition and acknowledgement formulas, and shifts in workload to “service” elements. For organizational network analysis, an anonymized “who-to-whom” relationship matrix is constructed from internal communication, and centrality, intermediation, and clustering indices are calculated; these indices are compared by gender.

The indicators provided for in the “Gender-Psychological Checklist” are operationalized. For example, the “voice balance index” is calculated as an integrated indicator of the share of a person speaking during a meeting, the average duration of the replicas, and the number of conceptual contributions; the “frequency of microaggressions” is normalized to a thousand words based on codes collected from the event log; The scales of “justice perception” and “psychological safety” are reduced to a standard score (z-score) and compared across departments and positions. The competency dictionaries used in the evaluation sheets are also checked for proportionality in terms of whether they are oversaturated with gender-specific stereotypical attributes. A special codebook, variable dictionary, and file naming standards are developed for data management. Raw data, intermediate analysis files, and final results are stored in separate folders in a cloud environment with differential access rights; personally identifiable identifiers are stored in a separate encrypted key file. All edits are versioned to ensure an external audit trail; scripts that enable redevelopment (e.g., the pipeline from coding to statistical analysis) are stored in a separate repository.

Ethical standards are paramount at all stages of the research: written informed consent forms are signed with participants; anonymization and de-identification rules are strictly enforced; recordings and transcripts are used for scientific purposes only; sensitive findings are discussed with stakeholders in an aggregated and non-identifiable form. Brief evaluations are conducted before and after any intervention (e.g., feedback sessions or training) and the risk of adverse effects is monitored. The limitations of the selection of materials are also openly acknowledged. There is a risk of social acceptability bias inherent in questionnaires, the “Hawthorne effect” in observation, selectivity in the document corpus, and the possibility of not capturing hidden communication channels (informal communication) in network analysis. Triangulation (assessment from the intersection of different sources and methods), repeated measures over time, “blind” coding with internal and external experts, and sensitivity analyses are used to mitigate these limitations.

Discussion:

The results of the study show that psychological control of gender relations in the management process is manifested at different levels - individual, group and organizational - through interrelated mechanisms. First of all, the data obtained at the individual level indicate that there are significant differences between the personal and psychological characteristics and approaches to decision-making of male and female leaders. While female leaders showed greater openness to communication, empathy, and social support, male leaders were more assertive and quick to make decisions. At the same time, these differences are often the result of stereotyped perceptions, and in practical activities it was observed that women can effectively use assertive and men can effectively use emotionally supportive styles. Thus, the qualities that are considered gender-specific are actually more related to social expectations, and psychological control systems are important in identifying and neutralizing such stereotypes.

The results determined at the group level show that “loud” individuals have more influence in meetings and team communication. Especially among men, the frequency of speaking up and the initiative in decision-making were higher. Women’s opinions were sometimes perceived as secondary or “additional”. This is explained by a low level of psychological safety: that is, female employees may fear being negatively evaluated when expressing critical or unusual opinions. Microaggressions (for example, interrupting, repeating their opinion and attributing it to a man as “new”) were also observed. This can lead to unfairness and demotivation in the team. In this regard, it is important to regularly monitor the

balance of voices and the opportunity to express equal opinions in team communication in psychological control mechanisms.

At the organizational level, although gender equality is ensured by more formal documents and policies, differences in practical processes remain. For example, in the distribution of service tasks, women are assigned more organizational, “supportive” tasks. Men, on the other hand, are more involved in the process of strategic decision-making. This has led to an imbalance in career opportunities. The perception of justice and psychological safety indicators also have significant differences depending on gender. In this regard, strengthening control mechanisms at the organizational level, making assessment and incentive systems transparent, and applying gender-sensitive approaches in leadership training programs are urgent tasks. One of the most important issues identified during the discussion is the “role compatibility” paradox. Since leadership is considered a masculine quality in society, female leaders face double pressure: if they are strict, they are “sharp,” and if they are soft, they are “not a leader enough.” This limits the freedom of female leaders to express themselves, and increases uncertainty and contradictions in the team. Therefore, psychological control should include not only individual stereotypes, but also collective perception mechanisms.

Another relevant aspect is the connection between psychological safety and innovative activity. The results of the study showed that in teams where women's voices are not heard or valued, the number of new ideas decreases, creativity slows down. On the contrary, in teams where all members can freely express their opinions, more innovative initiatives were observed. This means that the introduction of psychological control mechanisms not only serves to ensure gender equality, but also to increase the overall effectiveness of the organization. In conclusion, the discussion shows that psychological control of gender relations in the management system is a multifaceted, complex and dynamic process. It is formed at the intersection of individual stereotypes, group communication dynamics and organizational policies. The effective functioning of control mechanisms is necessary not only to ensure equality and justice, but also to mobilize innovative potential, strengthen collective trust and increase management efficiency.

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