

# THE ROLE OF WOMEN IN MANAGEMENT: ACHIEVEMENTS AND CHALLENGES

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**Abstract:** This article analyzes the increase in decisions and decrees promoting gender equality in the field of management in recent years and their outcomes, the successes and shortcomings of female leaders in management, and their dedication to achieving success. It also examines the significance of women's leadership not only in the global community but also in contemporary Uzbek society, highlighting their prominent role and superior performance.

**Keywords:** management, female leader, adaptability, positive and negative traits of female leaders, independent thinking, self-awareness.

**Introduction:** Honoring and respecting women is one of the noble traits of the Uzbek people. In this regard, historical efforts of national significance are being implemented in Uzbekistan to strengthen the role and status of women in society. Indeed, the political, social, and spiritual stability and development of society are closely related to attitudes toward women, youth, and the family. Following the decree of our President on March 7, 2022, the national program "Increasing the Activity of Women in All Aspects of the Country's Economic, Political, and Social Life for 2022-2026" was adopted. One of the key goals of this program is to "Ensure gender equality and expand the rights and opportunities of all women." Achieving this goal requires expanding programs that support women in exercising their rights and interests in the socio-economic sphere. Significant opportunities have been created in our country in this regard, and the accumulated national experience in supporting women is being widely recognized internationally. According to the World Bank's latest index, Uzbekistan is ranked among the top five fastest-growing countries in the world in terms of gender equality. In its annual report, "Women, Business, and the Law," the World Bank assesses the situation in 190 countries based on 10 indicators. The reforms implemented in Uzbekistan in labor relations and the fight against domestic violence were deemed successful, and the country achieved good results in this area. It is difficult to find a sector in modern society where women do not play an important and essential role. Women can be seen as presidents, prime ministers, diplomats, leaders of major political parties and corporations, and entrepreneurs.

Today, women are leading large and successful companies, demonstrating high adaptability, responsibility, and determination in rapidly changing economic conditions. They also possess the ability to motivate men in every field. "Behind every successful man is a strong and determined woman!" And this is true, as it would be very difficult for men to survive the challenges of any successful business without emotional support. It is women who encourage their partners to grow, inspire them to take on new challenges and achievements, as women always desire more and know how to say the right thing at the right time.

**Main part:** Female leaders manage the leadership process in such a way that they enable their subordinates to reflect on their own interests and those of the team and set broader goals for themselves. Women's leadership is determined not by their position but by personal qualities such as the ability to communicate with people, charisma, and hard work. As noted, women's leadership style produces the most effective results in regular conditions. Women in management have distinct positive traits and achievements, including:

- Female managers pay special attention to the moral-psychological environment within the team. They tend to give instructions, establish order, and mentor employees.
- Women can quickly transition between various social roles, such as businesswoman, manager, spouse, caring mother, and dutiful daughter. This is not only inherent in their nature but is also how they are created.
- In times of organizational crisis, female leaders are more cautious in decision-making and gradually work to change the situation, which makes their actions more effective. Although female leaders take longer to make decisions, this ensures that decisions are balanced and well-thought-out.
- Female managers adopt a creative approach to their work. When making decisions, they often rely on emotions, logic, intuition, and, most importantly, impartiality. In collective decision-making, they advocate for strict control. They communicate with employees diplomatically, maintaining a balance between strictness and flexibility. Female managers possess several high-potential positive qualities, but they also have some negative ones:

One of the main shortcomings of female leaders is their emotional nature. They take everything, including work, "to heart" and endure for a long time. Excessive emotionality is a major drawback of female leadership, as it can be a source of injustice, ambiguity, and even significant dissatisfaction. In most cultures, traditional roles for men and women have forced women to work primarily at home. Support

and nurturing were the usual roles for women, leading to women taking care of the home and family, with primary household responsibilities falling on them. Traditional stereotypes about women make them seem more emotional and less assertive than men, and for this reason, women are often seen as unsuitable for many important tasks. Female managers have qualities that allow them to compete with male managers and maintain gender equality in any situation:

- Women in management can think about multiple things at once and create strategic plans for the future.
- They tend to have high educational potential. In terms of education, women take leading positions in higher and secondary special vocational education.
- Their intuition is highly developed. Along with their tendency to double-check information from various sources, they are able to select the most appropriate and convenient solution from among various options.
- They possess determination and organizational skills. Female managers can sense workplace gossip and take preventative measures ahead of time.
  - Their tendency in education helps to unlock the potential of employees who initially seem inefficient. Women have the ability to start a task with detailed planning, demonstrate speed and perseverance, and complete the task to its full extent through hard work and diligence.

**Conclusion:** The role of women in management is increasing year by year. For example, in the political sphere, the Election Code stipulates that at least 40% or 2 out of every 5 candidates for parliamentary seats must be women. Currently, the share of women in state administration has increased from 27% in 2017 to 35%. Significant progress is also being made in expanding the economic opportunities of women and developing entrepreneurship among them. Over the past five years, the number of businesswomen in Uzbekistan has doubled, with more than 205,000 women starting their own businesses. In 2023 alone, more than 279,000 entrepreneurial projects received loans exceeding 13 trillion soums, and nearly 57,000 women were granted subsidies totaling almost 300 billion soums. Additionally, about 200,000 women received vocational and entrepreneurial training, and most importantly, more than 400,000 women found employment. "As we all know, the world is facing a complex and challenging situation, and economic crises are widespread. Naturally, this situation has affected our country as well. Under such circumstances, it is not easy to allocate budget funds for social sectors. However, no matter how difficult it may be, we are finding additional opportunities to develop social sectors, creating opportunities for women to realize their

potential, and this work will certainly continue. Because the education and professional development of women, especially girls, serve the happiness of the family, the well-being of children, and ultimately the prosperity of society as a whole," said our President in a speech dedicated to International Women's Day.

Highly educated and skilled managers form the foundation of any successful company. Although female managers are relatively fewer, the issue often lies in achieving gender equality. Gender is a social model that defines one's position in society. A highly qualified leader listens, supports, and motivates their employees. These traits are more commonly found in female leaders, as they have well-developed listening and advising abilities. Increasing the number of women in management contributes to improving the efficiency of management. Today, wide opportunities are being created in our country for women to actively participate in state and social administration. We women must make the most of these conditions, actively participate in the reforms and renewal processes taking place in our country, justify the trust placed in us, and demonstrate our love and devotion for the development and stability, peace, and tranquility of our family, society, and nation. After all, it is our duty and responsibility to fulfill our esteemed President's belief that "Wise and beautiful women, with their care, kindness, and generosity, maintain balance in the family and society, and preserve an environment of purity, honesty, sincerity, and justice."

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