

**INTERNATIONAL EXPERIENCE IN MANAGING THE INTELLECTUALIZATION
OF WOMEN'S LABOR**

Nabikhujaeva Dilafruz Sabir kizi

Sambhram University

*Email; dilafruznabuxujayeva@gmail.com

Abstract.; This article analyzes the reforms being implemented in the Republic of Uzbekistan to enhance the role and status of women in society, ensure their employment, improve working conditions, and strengthen their socio-economic activity. The study reveals the content of measures taken on the basis of regulatory legal acts aimed at ensuring gender equality in our country, in particular, resolutions and decrees of the President of the Republic of Uzbekistan. Issues of improving women's labor management, developing remote employment, vocational retraining, and supporting women's entrepreneurship are also highlighted. The article scientifically substantiates priority areas aimed at strengthening the social protection of women, increasing their employment, and ensuring their active participation in the life of society.

Keywords: Women's employment, gender equality, women's labor, social protection, labor market, women's entrepreneurship, remote employment, gender policy, socio-economic development, "Women's Notebook."

I. Introduction

In our country, comprehensive measures are being implemented to enhance the role and status of women in society, increase their employment, and create decent working conditions. In this regard, as the President of the Republic of Uzbekistan pointed out, "In our country, special attention is paid to providing women with jobs, housing, and improving the quality of medical services provided to them. In this regard, the introduction of vocational retraining centers for women and the implementation of the affordable housing program are of great importance"[1]. In this regard, special attention is paid to improving the management of women's labor based on national characteristics, taking into account international rating indicators, improving the strategic directions of organizing women's labor, balancing the supply and demand for intellectual labor in the labor market through the development of remote employment, identifying sectors of employment that are socio-economically important for them, substantiating optimal options for the intellectualization of women's labor.

II. Methodology

In this regard, the resolutions of the President of the Republic of Uzbekistan dated March 5, 2021 No. PP-5020 "On Measures for Further Improvement of the System of Supporting Women, Ensuring their Active Participation in the Life of Society," dated March 7, 2019 No. PP-4235 "On Measures to Further Strengthen Guarantees of Labor Rights and Support for Women's Entrepreneurial Activity" contribute to the implementation of specific organizational and practical tasks. Also, the Law of the Republic of Uzbekistan "On Guarantees of Equal Rights and Opportunities for Women and Men" states that "gender is a social aspect of relations between women and men, manifested in all spheres of public life and activity, including politics, economics, law, ideology and culture, education and science." Also, the 69th goal of the Development Strategy, approved by the Decree of the President of the Republic of Uzbekistan dated January 28, 2022 No. UP-60 "On the Development Strategy of New Uzbekistan for 2022-2026," defines the task of "supporting women, ensuring their active participation in the life of society," which provides for the implementation of the following tasks[2]:

- creating an atmosphere of intolerance towards harassment and violence against women in society, ensuring the rights and legitimate interests of women;
- continuation of the policy of ensuring gender equality, increasing the socio-political activity of women, implementing reforms to support them;
- providing comprehensive assistance to women in obtaining education and professional skills, finding decent work, supporting entrepreneurship, identifying talented young women and correctly orienting their abilities;
- improving the quality of medical and social services provided to women in the regions, especially in rural areas, increasing the effectiveness of work to ensure a healthy lifestyle among them;
- Defining systemic measures to provide housing for women in need of housing, improve living and working conditions, and increase their income;
- providing socio-legal and psychological assistance to women in difficult social situations, their targeted support;

Targeted work with the "Women's Notebook," implementation of public control over the timely elimination of women's problems by responsible organizations.

In the international arena in March of last year, Uzbekistan scored 82.5 out of 100 points in the World Bank's "Women, Business and Law" ranking, becoming one of the countries that have achieved the greatest success in ensuring gender equality. It was also noted as one of the 5 countries that have achieved the greatest results in the field of women's rights and gender equality. It was included in the top 20 countries in the Open Gender Data Index. Over the past two years, Uzbekistan has improved its results on the Gender Equality and Governance Index (GEGI) by 51 positions, rising from 103rd to 52nd place and becoming the leading country in Central Asia in this regard. It should be noted that the GEGI ranking covers 158 countries and allows for a clear assessment of achievements and shortcomings in the field of gender equality. In 2024, Uzbekistan achieved the highest score among neighboring countries, scoring 72.8 points. In the World Bank's Women, Business and Law Index, Uzbekistan rose from 134th place in 2022, to 91st place in 2024, among 190 countries.

III. Result and discussion

In the modern world economy, the development model based on knowledge, innovation, and human capital is becoming increasingly important. In this process, the issue of effective management of the intellectualization of women's labor has been formed as a separate direction in international scientific research. Foreign experience shows that the participation of women in intellectual work is an important factor in economic growth, innovative potential, and sustainable development.

In this regard, according to research by foreign scientists, the ultimate goal of intellectual work is human development. In particular, P. Drucker, within the framework of the concept of the knowledge economy, assesses intellectual labor, including women's intellectual labor, as the main strategic resource of modern organizations. He emphasized that... "the central task of management is to manage knowledge workers, develop their creative potential, and involve them in decision-making processes"[3]. This approach is confirmed by the growth in the number of female leaders and educators in developed countries.

G. Becker, based on the theory of human capital, scientifically proved that investments in education and professional development increase labor productivity. In her opinion, "as the level of education and intellectual skills of women increased, so did their return on economic

activity."[4] This situation is clearly manifested in state policies aimed at supporting women's intellectual labor in the USA and European countries.

In the context of the prioritization of the knowledge-based development model in the global economy, the issue of effective management of the intellectualization of women's labor is considered as a strategic task at the international level. The experience of developed and developing countries shows that the development of women's intellectual potential is an important factor in economic growth, innovation, and sustainable development. In this regard, we intend to study the experience of the USA, the European Union, Japan, South Korea, and Singapore. The experience of Uzbekistan, which is considered the center of the First and Second Renaissance, will also be widely studied, and opportunities will be explored.

US Experience. In the USA, the development of women's intellectual labor is carried out mainly through human capital management. In STEM (science, technology, engineering, mathematics) fields, the concepts of supporting women, remote work, flexible working hours, and lifelong learning are widely used in the country. Training, mentoring, and coaching programs for women leaders at the corporate level contribute to increasing the effectiveness of intellectual work.

European Union experience. In the countries of the European Union, the management of women's intellectual labor is carried out through inclusive labor market policy. Gender equality strategies, the "work-life balance" concept, as well as programs aimed at encouraging women's participation in education and science, have been widely implemented. For example, in Sweden and Germany, grants and research projects supporting women's innovative activities play an important role.

Japan experience. In Japan, the intellectualization of women's labor is carried out on the basis of the "Womonomics" concept. This approach is based on considering the knowledge and intellectual potential of women as a factor of economic growth. Retraining programs for women in enterprises, the development of digital skills, and training for managerial positions contribute to the effective management of intellectual labor.

South Korean experience. In South Korea, the development of women's intellectual work is organized on the basis of public-private partnership. Particular attention is paid to expanding women's participation in the digital economy, innovation, and startup ecosystem. Special educational and financial support mechanisms have been introduced by the state for women entrepreneurs and researchers.

Singapore's experience. Management of the intellectualization of women's labor in Singapore relies on a lifelong learning and competency-based management model. National programs aimed at developing digital skills, innovative thinking, and leadership for women are being implemented. This contributes to increasing the efficiency of intellectual labor and competitiveness in the labor market.

International experience shows that effective management of the intellectualization of women's labor is carried out through the following main directions: improvement of the education and professional development system, development of innovation and digital skills, gender equality and inclusive management policy, wide involvement of women in decision-making processes. Based on the research, we summarized foreign experience in managing the intellectualization of women's labor in the following table (Table 1.3).

Table 1.3

Experience of foreign countries and Uzbekistan in managing the intellectualization of women's labor

Country / Territory	Strategy and approach	Management methods	Positive results
USA	Engaging women in STEM and ICT, developing knowledge and skills	Remote work, mentoring, coaching programs, flexible working hours	Increasing women's participation in intellectual work and innovative activity
EU (Sweden, Germany)	Gender equality and inclusive labor market	Work-life balance programs, educational and scientific support	Women will be widely involved in innovative projects, the effectiveness of intellectual work will increase.
Japan	Womenomics concept, involving women in economic activity	Educational programs, retraining, leadership and management training	Women are more involved in intellectual work, increasing economic efficiency
South Korea	Public-private partnership, women in the digital economy	Women's participation in startup and innovative projects, retraining programs	Increase in the number and intellectual potential of female entrepreneurs and researchers
Singapore	Lifelong learning and competency-based management	Digital skills, leadership, and innovation training	Women's intellectual potential and career opportunities have expanded.
Uzbekistan	Development of national economic strategies, gender policy	Mechanisms of education, retraining, local management	Increasing the efficiency of women's intellectual work and creative activity

In our opinion, if international experience is adapted to the conditions of Uzbekistan, the effectiveness of women's intellectual work will increase, the innovative potential of management systems will be strengthened, and sustainable economic development will be ensured.

The World Economic Forum studies several factors in the development of the Global Gender Equality Index of the countries of the world. In particular, the socio-economic situation, political activity, access to healthcare systems, education, and living opportunities of men and women are compared. According to the 2024 report of the World Economic Forum "Global Gender Gap Index," Uzbekistan ranked 108th among 146 countries with a score of 0.681. In particular, our country recorded a good result with 0.990 points on the education level indicator and 0.959 points on the health indicator. Usually, the Gender Gap Index examines countries'

differences between men and women in four main indicators - healthcare, education, economics, and politics - and assesses the state of gender equality in a country.

In modern conditions, managing the intellectualization of women's labor is becoming an important task in the context of the digital economy, based on research, a comparative analysis of the level of participation of women and men in the labor market - LFPR, participation in intellectual labor, and the level of unemployment is presented in the following graph (Fig. 1.3).

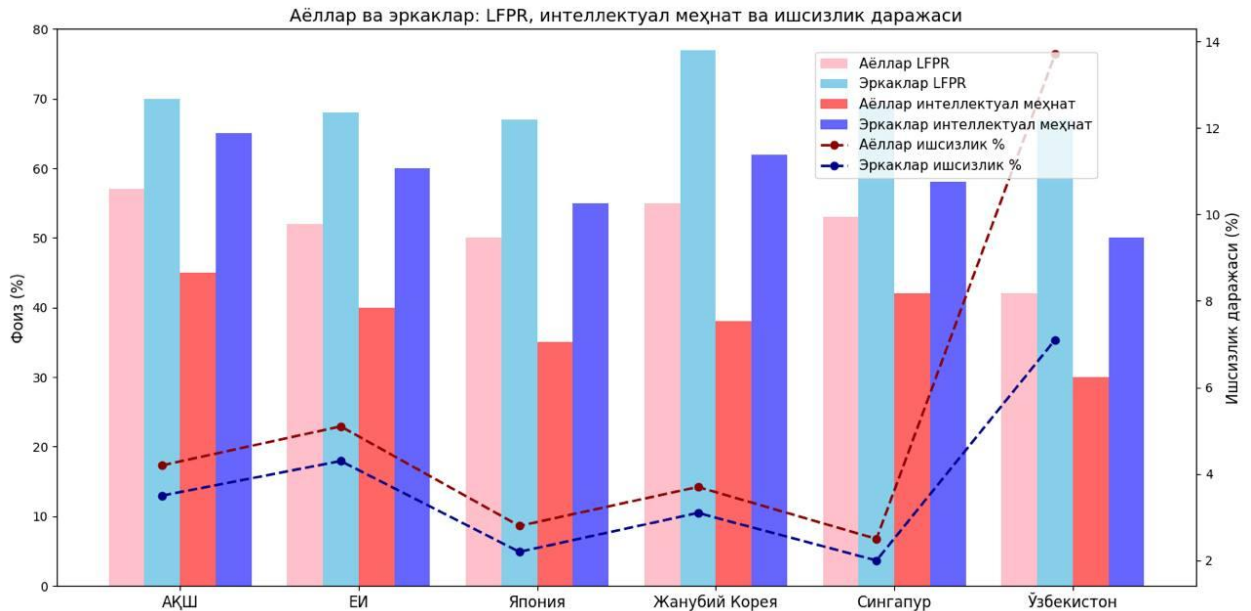


Figure 1.3. Level of women's and men's labor market participation in the selected countries for 2023-2025

In the graph above - a comparative analysis of the level of LFPR, participation in intellectual work and unemployment, in the USA and the EU, women's participation in LFPR and intellectual work is high, unemployment is low, in Uzbekistan, women's participation in LFPR and intellectual work is growing.

Research in recent years (Williams et al., Makowska-Tłumak et al.) focuses on the issues of managing women's intellectual labor in the context of digital transformation. In these studies, the factors of stress in women's retraining (reskilling), mastering digital skills, and intellectual work were analyzed on a scientific basis[5]. This indicates the need to introduce gender-sensitive management mechanisms in the management of intellectual labor.

IV. Conclusion

Summarizing the views of the above-mentioned scientists, it can be noted that the management of the intellectualization of women's labor is inextricably linked with the concepts of human capital, innovation management, and gender equality. In our opinion, effective management of this process requires the harmonious application of mechanisms of education, digital skills, a creative environment, and motivation. This serves to increase the effectiveness of women's intellectual work in modern management systems.

We believe that the intellectualization of women's labor in our country largely depends on the culture of equality and gender relations between women and men in society, and practical measures in this regard contribute to its further improvement based on the requirements of a socially oriented digital market economy.

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