

**МЕНЕДЖМЕНТ І МАРКЕТИНГ / МЕНЕДЖМЕНТ И МАРКЕТИНГ**

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**GENDER INEQUALITY IN MANAGEMENT**

*The article deals with the problems of gender inequality in management. Key aspects of female and male managerial qualities are highlighted. The problems faced by women in business are considered and the approaches to overcoming gender inequality in management and effective development of enterprises are identified.*

**Key words:** *gender inequality, managerial qualities, management approaches, labour market, gender stereotypes.*

*У статті розглянуто проблеми гендерної нерівності менеджменту. Висвітлено ключові аспекти жіночих та чоловічих управлінських якостей. Розглянуто проблеми, з якими зустрічаються жінки в бізнесі та визначено підходи до подолання гендерної нерівності в управлінні та ефективного розвитку підприємств.*

**Ключові слова:** *гендерна нерівність, управлінські якості, стилі керівництва, ринок праці, гендерні стереотипи.*

Women are the largest social community, characterized by mental and demographic characteristics, multifaceted functions and certain social status. Historically, a woman's affiliation to the private sphere has been determined, but the development of society, science, and production requires a reassessment of this fact and their recognition as full members of public life and activity. The modern world requires parity between women and men.

Despite the fact that there is a global trend towards the introduction of women in almost all spheres of human activity, such a phenomenon as "woman leader" in fact remains still unusually new for us, but the need for comparative study of gender characteristics for Ukrainian managers is actualized.

Lazorko O., Goncharuk G., Bohdan G., Korolchuk Yu., Kruglova O. and many others study the issues of gender equality in the management sphere.

The personality of a manager has traditionally been studied without regard to his gender, as the leadership role was considered exclusively a male prerogative. But the evolution of society requires appropriate changes in management [3].

Scientific theories concerning the gender study of managers can generally be attributed to one of three areas:

1. The dominance of the gender factor over the leadership position. This is characterized by the fact that there are mostly men in leadership positions. Women act in a purely symbolic role (tokens) (the concept of tokenism, R. Kenter). There are also certain stereotypes in society: male leaders are perceived better, especially where conservative views on the place of women in society dominate (the concept of gender flow, B. Gutek). Society makes stricter demands on women leaders (the theory of gender selection of leaders J. Bowman, S. Sutton).

2. Dominance of leadership position over gender factor. Concepts and theories of this position suggest that the first place is occupied by a person's position in the official structure, the position he holds, not gender (situational approach, R. Pause, J. Hunt). Women and men differ in leadership efficiency only if a different style of leadership is used (probabilistic model of leadership, F. Fiedler).

3. Equivalence of gender factor and leadership position. Although this group of theories assumes equality between women leaders and men, it is expressed only theoretically. To succeed in society, men and women leaders must conform to a gender stereotype. According to the stereotype,

this role is masculine, so women leaders experience a conflict between gender and leadership roles (socio-role theory, E. Eagle) [4].

Comparing the business and psychological qualities of women and men, it is possible to identify certain differences in men's and women's management (Table 1).

Women and men managerial qualities comparison

Managerial qualities	Characteristics of managerial qualities	
	Women	Men
Motives for work	perceive career as personal growth and self-realization	understand career as prestigious and promising position
Leadership style	characterized by greater democracy	use command-administrative management style
Attention to the sphere of interpersonal relations	pay more attention to the relationship between team members, more concerned with the sphere of interpersonal relations	are concerned, in most cases, exclusively with financial and production issues
Emotionality at work	emotional	restrained

Table 1

Some psychological characteristics of women hinder the defense of leadership positions in the field of business, namely:

- Conflict “family, home, love” and “independence, career growth, leadership”. Sometimes, in such opposition, women follow their emotions, because they have to combine a managerial position at work and an executive – at home. The career of a man depends mainly on himself, and for woman, in the case of a successful career, they have to keep up with everything at once: both home and work. For professional development, a woman often faces a choice between career and personal life.

- Women seek recognition, support, and appreciation for their efforts from the environment. They always should move on a par with men. To take another step on the career ladder, they need to work more, show results better, and prove their competence and professionalism.

- A woman leader is always alone, she solves problems in the present, no matter what it will cause in the future. She relies only on herself, while men unite in a team for the purpose, hoping that the leader will lead them [2].

The main reason of increasing the number of women in management team is the different management and decision-making styles of men and women. We are really different; we perceive the world around us differently, we express our thoughts differently, we are guided by different aspects in decision-making. When there are different points of view on the same problem, it is more likely that the discussion will take into account all its aspects and the decision will be the most rational and effective [1].

“Gender-balanced business is better able to deal with problems that arise in different business processes. More diverse teams make better decisions and are more resilient,” says Peter Bodin, CEO of Grant Thornton International Ltd.

Despite government programs, certain gender shifts in employment are an important issue in ensuring real equality of rights and opportunities for women and men in the labor market. It is necessary to promote the intensification of legislative activity, constant systematic work on gender stereotypes, which significantly affect the existing “gender pyramid of power”; dissemination of information on rights and procedures; formation of gender-oriented values in the professional sphere. It is necessary to promote a gender approach so that it becomes a natural way of thinking.

As long as professional women and female students continue to assert their rights in order to succeed and grow, change for better is inevitable.

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## ФОРМУВАННЯ МЕХАНІЗМУ ІНФОРМАЦІЙНО-КОМУНІКАЦІЙНОГО МЕНЕДЖМЕНТУ ОРГАНІЗАЦІЇ

*У статті визначено поняття комунікації та її особливості. Охарактеризовано механізм інформаційно-комунікаційного менеджменту організації. Досліджено перешкоди ефективного комунікаційного процесу.*

**Ключові слова:** комунікація, менеджмент організації, інформація, інформаційно-комунікаційний менеджмент.

*The article defines the concept of communication and its features. The mechanism of information and communication management of the organization is described. Obstacles to an effective communication process are investigated.*

**Key words:** communication, organization management, information, information and communication management.

Ступінь організації та ефективність комунікаційного процесу на підприємстві багато в чому залежить від досвіду керівника, теоретичних знань і здібностей, які можуть допомогти йому знайти більш ефективні методи комунікації, оволодіти вмінням раціонально організувати процес передавання, засвоєння та використання інформації. Якщо усунути комунікацію, то організація та управління перестають бути керованими, їх діяльність набуває хаотичного, нескоординованого характеру. При управлінні комунікаціями підприємства важливо розуміти інформаційні потреби та можливості співробітників, а також володіти основними технологіями комунікацій в управлінні.

Комунікація – це процес обміну інформацією між різними особами [1, с. 24].

Для кращого розуміння механізму інформаційно-комунікаційного менеджменту організації та умов його ефективності, необхідно мати уявлення про його етапи процесу обміну інформацією [2, с. 96]:

– зародження ідеї – передбачає формування та відбір інформації; при цьому потенційний відправник визначає доцільність обміну і одержувачів інформації;

– кодування інформації і вибір каналу – при цьому здійснюється приведення інформації до вигляду, зручного для передачі одержувачу і сприйняття ним, перетворює ідею в