

УДК 159.944:331.102-055(045)

## GENDER ASPECTS OF PROFESSIONAL COMPETENCES IN MANAGING BUSINESS

Tyshchenko Lyliia  
pavlil.2017@ukr.net  
Bondar Tetiana  
tnb8500@gmail.com

*The article is devoted to the definition of the phenomenon of management as a scientific and applied category. The methodological and applied aspects of management are considered. The specifics of business management are defined. The concept of professional managerial competence is analyzed. The process of management is considered from the point of view of gender distinction. The factors of the emergence of the social idea of gender symmetry are determined. The results of empirical research of gender aspects of professional competencies of business management are presented. The existing laws of specificity of gender peculiarities of certain aspects of management activity and professional competencies are shown.*

*Keywords: management, management activity, professional competences of manager, gender distinction, gender symmetry.*

*Статтю присвячено визначенню феномену управління як науково прикладної категорії. Розглянуто методологічні та прикладні аспекти управління. Визначено специфіку управління бізнесом. Проаналізовано поняття професійної управлінської компетенції. Розглянуто процес управління з позиції гендерного розрізнення. Визначено чинники виникнення соціальної ідеї гендерної симетрії. Наведено результати емпіричного дослідження гендерних аспектів професійних компетенцій управління бізнесом. Показано наявні закономірності специфіки гендерних особливостей окремих аспектів управлінської діяльності та професійних компетенцій.*

*Ключові слова: управління, управлінська діяльність, професійні компетенції управління, гендерне розрізнення, гендерна симетрія.*

Formulation of the problem. Management activity provides the process of creation, optimal functioning and development of social and organizational systems. Therefore, the management function is considered as one of the key functions in the structure of organizational activities, since it is aimed at streamlining, harmonization and coordination of the actions of employees in pursuit of a common goal.

Management as a scientific and applied category belongs to the most general concepts and acquires its specific substantiation in relation to one or another social sphere or sphere of production. The peculiarities of considering this phenomenon depend on the specifics of the object: the more complex and the more dynamic the object is, the more important the control function becomes, the more thoroughly it is necessary to know the regularities of its development. In addition, management is a complex structure and diverse field of activity according to its functions that requires the simultaneous solution of organizational, technical, communicative and psychological issues.

The urgency of numerous scientific and applied researches of the phenomenon of management is due to the search of the social psychological mechanisms of optimal interaction at various levels of the organizational hierarchy, which provide: the quality of the output product, the efficiency of corporate communication, the possibility of personal and professional self-realization of each member, the preservation of physical and psychological health, the experiencing of satisfaction with their own lives.

Today, the subject of research is the methodological and applied aspects of management. The study of methodological aspects of management as a phenomenon is associated with an attempt: to define the basic principles of management (I. Likarchuk, Y. Konarzhevsky); to structure management functions (V. Maslov); to identify the components of the professional competence of the leaders (L. Danilenko); to systematize management methods (V. Pikelna, V. Lazarev, A. Moyseev, E. Khrykov). The study of applied aspects of management as a specific type of activity is aimed at: development of models for assessing the effectiveness of the manager (V. Oleinik, G. Dmitrenko, G. Yelnikova); determination of parameters of the person-professional component in the structure of management activities.

Taking into consideration the fact that the realities of the modern world are associated with the increasing role of women in socio-economic relations, our research interest is related to the definition of gender aspects of management activities. The given article is devoted to the attempt to find answers the following questions: are there differences in the implementation of managerial functions of strategic goal-setting and planning, in the organization of joint actions of employees and in the control of multiple business processes, in choosing one or another model management by manager-male and manager-female; which professionally and intellectually significant, psychologically and socially necessary qualities determine the managerial activity of a businessman and businesswoman.

Presentation of the main research material. From an economic point of view, enterprise management is one of the courses of its usual activity and, at the same time, is a necessary and compulsory condition that ensures the integrity of the enterprise as a production system. Being an independent activity, which is realized within the limits of the usual activity of the enterprise, management "permeates" all spheres of its activity, thereby ensuring, on the one hand, the possibility of their direct implementation, and, on the other hand, mutual coherence in the implementation of the overall purpose of the enterprise. The key role of governance is to

mobilize enterprise resources to carry out production, marketing, commercial, financial, investment, innovation and related processes, and to maintain a balance between them [10].

At the current stage of development of social relations the business sector serves as a source of economic and social development, and in the context of the transformation of social and economic relations, this form of entrepreneurial activity becomes of particular importance and spread. Business covers production, commercial, consulting, banking and other spheres of activity, and requires experienced, progressive and competent management.

The specific of business management is related to the need for the simultaneous implementation of two forms of management, each of which has its own purpose: management of functioning and management of development. Management of functioning should ensure the use of the existing capacity of the institution or organization. The objects of this form of management are the production process, as well as the other systems that provide it: material and technical, personnel, financial, etc. Management of development should increase potential opportunities by mastering certain innovations, that is, its object is the innovative processes and processes of their provision [9]. According to O.Kasyanova's definition, the functional management is oriented on present needs, and developmental management - on future needs. In other words, management as a functioning ensures the realization of already existing and previously created potential, and management as a development is oriented towards the growth, enrichment and transformation of this potential.

In general, a complexly structured management process is a combination of planning, organization, motivation and control functions. The realities of modern socio-economic relations determine the need for the leader to perform a number of upgraded functions: criterion modeling, cooperation and self-directed actions (G.Yelnikova), organizational-regulatory and evaluation-corrective activity (V.Maslov), support of corporate culture (O. Marmaza).

Multifunctionality of management activities and the simultaneous combination of different forms of management place high demands on the list of professional competencies and personal qualities of the manager. By definition of I. Holkovskaya, competence is an integrative personality formation, combining knowledge, skills, habits, experience and personal qualities that determine the desire, willingness and ability to solve problems and tasks that arise in real life situations, realizing thus the significance of the subject and the result of the activity. The term "competent" refers to a person who has competence and this term is an estimated category for the effective implementation of powers or functions. The competence of personality is manifested in the successful activity in accordance with the specified competence [3].

Considering the issues related to the components of professional competence of the manager-business owner, it is necessary to take into account the fact that the success of the organization depends directly on timely professional decisions, calculated strategic projects and well-meaning tactical actions, which means that the psychological aspects of business management are related to the reproduction of designing, goal-setting and planning processes. To make optimal managerial decisions, it is necessary for the manager-business owner to identify the main concepts and to maintain the main trends of the market development; to perceive and analyze a large volume of diverse information, and this, as is known, is provided by the cognitive abilities of the individual.

Implementation of administrative-organizational types of management activity and coordination of joint actions provide for a conscious and purposeful influence on the motivation and behavior of the personnel as a whole and individual employee. This, in turn, requires manager's social and communicative competences and business qualities.

Since the social and economic status of a manager-businessman depends not only on the growth of his profit, but also on participation in solving social problems with observance of moral principles and the reproduction of the spiritual values of society, the quality of his personality and characterological features becomes of great significance.

In addition, the specifics of management activities cause the emergence of high nervous-psychic tension on the background of personal and professional responsibility for all internal-organizational processes and the effects of accepted or unaccepted management decisions. This means the need for self-regulation skills and high stress tolerance.

Apparently, the specific complexly structured and non-algorithmic nature of management activity results in the presence of a number of personal, professional, socio-cultural and psychological competencies of the subject of management, which in turn provides for the effectiveness, efficiency and environmental friendliness of his actions.

Traditionally, business management was considered solely as men's business and was not studied at all from the point of view of gender analysis. For a long time the peculiarities of management were considered almost without regard to sex, because the managerial role was a priori interpreted as masculine. This situation is a projection of the widespread stereotype of the division of occupations between women and men, which, in turn, is based on traditions and customs, formally or informally entrenched in the practice and consciousness of people. The gender division of labor still holds strong positions: everywhere in the world, each branch is characterized by the domination of either women or men. Even in highly urbanized countries there are purely male and female occupations [8].

According to D. Gladka and M. Samofalova, the classic men's administrative culture has created three main obstacles to achieving gender equality between men and women: 1) women tend to see dependent and obedient performers of their responsibilities, while men need to be independent, capable to competition, aimed

at action; 2) to be chosen to a managerial position, women must first demonstrate their true competence and qualifications, while men only need to identify potential abilities; 3) there exists an idea that morality and high positions are incompatible things, that women do not seek career growth, not wanting to put their family relationships and values at risk [7].

Today, according to L. Leskova's definition, there are a number of theories concerning the gender dimension of management, which can be attributed to one of three directions:

1. Domination of a gender factor over a leadership position. Men are usually represented in managerial positions, while women appear to be merely symbolic (the concept of tokenism, R. Kenter). In addition, there are certain stereotypes in society: male leaders are perceived better, and especially where conservative views on the place of women in society dominate (the concept of gender stream, B. Gutek). The society is imposing more severe requirements for female leaders (the theory of gender selection of leaders by J. Bowman, S. Sutton).

2. Domination of a leadership position over a gender factor. A paramount position in human perception is its place in the organizational structure, the position it embraces, and not the gender (situational-job approach, R. Pause, J. Hunt). In addition, it is argued that women and men differ in leadership performance only if they use a different leadership style (probabilistic leadership model, F. Fiedler).

3. Equal value of gender factor and leadership. Although in this group of theories the equality of women leaders and men is foreseen, but it is expressed only theoretically. To succeed in society, male and female leaders must respond to gender stereotypes. According to the stereotype, this role is masculine, and because of this, women leaders experience a conflict between gender and leadership roles (social-role theory, E. Eagle) [5].

However, it is fair to note that the development of market relations in Ukraine not only radically influenced the economical processes, but also contributed to the softening of conservative attitudes in many spheres of life. Today, along with the existence of traces of patriarchal culture, the affirmation of the prerogatives of men in the field of governance and entrepreneurship, there are social orientations on the principles of democratic governance and the existence of gender equality. Issues of gender equality in the managerial field are investigated by G. Bogdan, G. Goncharuk, O. Lazorko, L. Leskova, Yu. Korolchuk, O. Kruglova.

Together with the increasing role of women in various socio-cultural and economic and financial spheres of life, with the rising role of women in the creation of small and medium-sized businesses, there appears scientific and applied interest in problems related to the influence of the gender of the manager-business owner on the style of management. The tendency to spread the social idea of gender symmetry results in the emergence of socio-psychological studies devoted to the gender peculiarities of management activity. So, the questions of gender psychology of leadership are studied by T. Bendas, E. Eglise, J. Rozner, A. Chirikova, and the problems of the formation and implementation of gender policy in Ukraine are studied by N. Hrytsiak, I. Zhrebkina, O. Kulachek, K. Levchenko. Gender aspects of personnel policy became the subject of consideration of T. Vasilevskaya, M. Piren and others [1].

In order to study the gender aspects of the manifestation of professional competencies in business management, we conducted an empirical study. We have identified seven parameters of management activities, which determine certain professional competencies. Namely: managerial orientation, leadership style, readiness for risk, peculiarities of making managerial decisions, coping strategies in stressful situations, peculiarities of development of social and emotional intelligence. The diagnostic tools of our study are the following standardized techniques: "Diagnostics of leadership styles" (AL Zhuravlev); "Melbourne questionnaire for decision-making" (T.V.Kornilov); "Method of Readiness for Risk" (A.M Shubert); "Diagnostics of managerial orientations" (T. Santalainen); "Coping-behavior in stressful situations" (S. Norman, D. F. Endler, D. A. James, M. I. Parker, adapted variant of T. A. Kryukova); "Emotional Intelligence" (N. Hall); "Social Intelligence" (J. Gilford).

Our empirical study is based on the basic conceptual statement: gender differences in business management need to be studied not from the point of comparison or contrast, but from the point of view of addition. Considering this, we put forward the following hypotheses: 1) there are certain aspects of administrative actions in relation to which gender differences can be singled out; 2) functional position of management and linear management is decisive in the presence of differences in gender leadership.

The sample of respondents consists of 50 subjects. These are representatives of small and medium-sized businesses in Priazovsky region. Of these: 20 persons - managers - business-owners (13 men and 7 women) / EG-1 /; 30 persons - line managers and executive directors (10 men and 20 women) / EG-2 /.

Summing up the results of the seven stages of our empirical study, we arrive at the following conclusions:

1. Gender differences are not stated considering the parameter of dominant style of management. It has been established that for the overwhelming majority of managers-business owner and executive directors (both men and women) there is a collegial style of interaction with subordinates. Only a few businessmen and businesswomen use the directive-collegiate style. In any case, it is clear that modern progressive management in the business sector is focused on group forms of discussion of managerial decisions, the coordination of powers and responsibilities, as well as control over the process and the final result.

2. There are some gender differences in the way that managerial decisions are made: with the same tendency for men and women to be vigilant, paying attention to the details and input information needed to make a decision, men are more likely to avoidance (if it is possible to avoid a complex decision, they will take advantage of it necessarily). For women, procrastination is less characteristic (delaying the decision, which

leads to the accumulation of a large number of cases, the emergence of the deadline). Also, women have an adequate attitude to the decision-making process, they do not hang on a large number of alternative solutions; do not hesitate for a long time between possible options (this is evidenced by their lower propensity to supportiveness). At the same time, it should be noted that these characteristics, found in women-business owners, are also characteristic of women managers. That means that not only managers-business owners are inclined to adequately and promptly make managerial decisions based on objective analysis of incoming information, lack of avoidance and procrastination in the decision-making process.

3. According to the predisposition to risk parameter gender specifics in the manifestations of caution (as a contrast to risk) among businesswomen and managers are stated. For the vast majority of businessmen, the average level of readiness for risk is inherent.

4. According to the parameter of the peculiarities of managerial orientations gender differences were not revealed. It has been established that the vast majority of male and female managers-business owners are focused on the accomplishment of the tasks and require subordinates to achieve their goals at any cost.

5. According to the parameter of choosing of coping strategies - a productive strategy for "problem solving" is less typical for businessmen than for businesswomen. All respondent-managers have a low frequency of emotional-oriented coping, a predominantly low copy-avoidance rate, and medium and low levels of distraction. Gender differences are detected only by the results of the social exclusion scale, which businesswomen use more often than businessmen. At the average level, the use of social distraction is typical for 71% of female managers and for 31% of male managers, which characterizes female managers as prone to staying among people, to spend time in the circle of friends, a tendency to deliberate distraction from problems by applying for support to like-minded people. At the same time, similar results on the choice of coping strategies were found among managers, where the majority of interviewed men and women had a low frequency of productive coping using "problem solving", "emotion", "avoidance". Thus, similar choices of coping strategies have been stated among businessmen and businesswomen, while gender differences in the higher inclination of businesswomen to social exclusion from problems have been identified.

6. According to the results we have identified gender differences in the manifestations of emotional intelligence among businessmen and businesswomen, namely: businesswomen have higher levels of emotional intelligence - higher emotional awareness, higher self-motivation, empathy, higher ability to recognize and take into account emotions of other people (21-49% on different scales). In general, businesswomen and managers have higher levels of emotional intelligence (35%) than men.

7. There are no significant gender differences in the overall level of development of social intelligence. The vast majority of businessmen show average results for this parameter. At the same time, gender differences in the characteristics of social intelligence are established: businessmen are more likely to be able to predict the effects of behavior, while businesswomen have more characteristic skills to recognize the states, feelings, intentions of people for their nonverbal manifestations; understand and take into account the shades of relationships between people. According to the results of managers' surveys, there were no significant gender differences in the manifestations of social intelligence characteristics, most male and female managers had lower indicators of behavioral knowledge, and understanding of other people's behavioral systems, average indicators of knowledge of behavioral classes and possible transformations under the influence of certain circumstances and interpersonal relationships.

Thus, on the example of a concrete sample of the respondents we have found that for successful management activities of executives business owners there are professional competencies that are independent of gender (leadership style, managerial orientation, coping behavior in a stressful situation), as well as certain professional competencies, which have gender differences in their manifestation among male and female business owners (adequate attitude to the decision-making process or procrastination and avoidance, predisposition to risk or caution, definite characteristics of emotional and social intelligence) that positively or negatively affect the success of managerial activities of managers-business owners. This confirms our first hypothesis, namely: there are only certain aspects of managerial activity and professional competences in relation to which gender differences can be distinguished. The second hypothesis regarding the fact that the functional position of management and linear management is decisive in the presence of differences in gender leadership is not confirmed.

#### References:

1. Anuprienko O.L. Woman-leader in public administration: overcoming gender stereotypes of society / O.L. Anuprienko // *Scientific Notes of the Institute of Political and Ethnonational Studies named after I.F. Kurash, National Academy of Sciences of Ukraine*. - 2008. - Issue 42. - pp. 259-269.
2. Bam S. Gender Lens: Transforming Views on Gender Equality Problems / S. Bam. - Transl. from English - Moscow: "Russian Political Encyclopedia". - 2014 - 336 pp.
3. Bodnarchuk V. Essence and content of the concept of "competence" in public administration / V. Bodnarchuk // *State administration and local self-government*. - 2016. - Issue 2 (29). - pp. 19-26.
4. Volotovskaya T.P. Theoretical Aspects of Managerial Competence of Heads of General Education Institutions / T.P. Volotovskaya // *Bulletin of Chernihiv National Pedagogical University. Series: Pedagogical Sciences*. - 2017 - Issue 142. - pp. 26-31.
5. Leskova L.F. Characteristic features and peculiarities of women's management / L.F. Leskova // *Visnyk of Lviv University. Sociological series*. - 2014. - Issue 8. - pp. 90-96.
6. Lokshin V.S. Professional competence of future managers of socio-cultural sphere in the context of

modernization of higher education: author's abstract of dissertation of Dr. of ped.sciences / V.S. Lokshin - K., 2015. - 42 p.

7. Samofalova M.O. Gender Peculiarities of Personnel Management [Electronic resource] / M.O. Samofalova, D.O. Smooth - Access mode: <https://conferences.vntu.edu.ua/index.php/all-fm/all-fm-2017/paper/download/2114/1616>

8. Tyurina I.O. Gender aspects of employment and management [Electronic resource]/I.O.Turina-Access mode: [http://www.kgau.ru/distance/resources/sociology/bib/2002\\_7-12/TyurinaIO.doc](http://www.kgau.ru/distance/resources/sociology/bib/2002_7-12/TyurinaIO.doc).

9. Fedulova L.I. Conceptual Principles of Management of Innovative Development of Enterprises / L.I. Fedulova // Marketing and innovation management. - 2014 - №2. - pp. 122-135.

10. Yarkina N.M. Management of the enterprise as an economic category (Theoretical Aspects) / N. M. Yarkina // State and regions. Series: Economics and Business. - 2014 - №. 1 (76). - pp. 130-136.