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Effective leadership styles for men and women in managing CIS companies

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Abstract

Relevance. The relevance of the issue stated in the article is due to the fact that in modern realities, despite all the achievements of feminism, gender stereotypes have a significant impact on the perception of subordinates of their supervisor, depending on whether they are a man or a woman.

Purpose. The article is aimed at studying effective behavioural models among team leaders and company managers in the post-Soviet states, taking into account the gender aspect.

Methodology. The leading approach in this study is the collection and analysis of information that makes it possible to comprehensively consider the problem of gender perception and leadership styles. The following research methods were used: comparative, statistical, method of structural analysis, methods of synthesis and deduction, method of classification.

Results. The article presents the results of a study of effective leadership styles for men and women. The main motives for choosing each specific management style of subordinates are revealed. The analysis revealed the root causes of gender stereotypes among the top management of enterprises, as well as differences in the attitude towards women managers in Western and Eastern European countries.

Conclusions. It is necessary to continue research on the development of a methodology for forming a gender balance among managers and solving the problem of preparing heads of institutions for monitoring activities for a rational approach to promoting employees to higher positions based on their professional and leadership qualities, without focusing on the gender aspect.

Keywords: management; manager; behavioural models; social role characteristics; femininity and masculinity.

Introduction

Modern gender theory is a system of scientific views on the relations, roles, norms, statuses, values of men and women, their social life, experience, acquisition and implementation of social and role characteristics [1]. Passing the path of socialization on the basis of person's biological sex, as well as socially accepted gender roles and statuses, a person becomes a representative and bearer of the norms of a specific gender group, which is expressed in the following structural elements of gender: division of labor into male and female; division of household and family responsibilities and rights into typically male and typically female; adoption of a socially acceptable style of

behavior to comply with social norms; following the ideology inherent in their gender to justify statuses and their assessments.

Thus, gender differences between the sexes based on the opposition of femininity and masculinity are fixed in the culture. This dualism imposes certain limits on the choice of human activity, the manifestation of personality traits inherent in the personality and pushes to develop and reveal one's abilities exclusively in socially acceptable gender roles. Thus, empathy, emotionality, responsiveness, creative development and a more "easy-going" communication style are considered female qualities. And, on the contrary, leadership, purposefulness,

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the ability to withstand competition and defend their interests are purely male traits [2]. This suggests that men, when managing personnel, show such features as certainty, structurality and predictability. As a result of the stereotypes familiar to society, they embody the image of a dominant: harsh, demanding, ready to compete and not give in. They are more likely to distance themselves from subordinates than female managers. In total, the scientific community distinguishes three management styles: authoritarian style, democratic style and liberal style. When using an authoritarian style, the team leader takes into account the opinions and experience of subordinates, but always prefers to make a decision alone. The democratic style is also distinguished. In contrast to the authoritarian style, employees are encouraged for showing initiative, introducing innovations into the company's work, which produces high efficiency. In the case of the liberal style, there are no specific rules or criteria. This is an ideal management style for representatives of creative professions [3].

Having analyzed the research of such scientists as: S. Makarova [4], S. Maltseva et al. [5] and some others, it can be hypothesized that the difference in management styles is mostly determined by the business and personal qualities and skills of representatives of different genders. In their opinion, a successful manager should simultaneously combine a whole list of important qualities. These qualities, first of all, include willpower, endurance, perseverance, purposefulness and determination. The ability to remain cool in stressful conditions, always show foresight, show oneself and the company positively during a business meeting – all this builds a good reputation within the company and among customers [4]. The ability not to be afraid of difficult tasks, not to burn out, to permanently look for solutions to the company's problems and move to success without delay are the qualities that will help to bring what has been started to the end. In addition to all of the above, success on the way to the goal strongly depends on the level of education of a person and upbringing. At the same time, an important role is played by the desire to get a result commensurate with the efforts made [5].

It cannot be denied that women can also have sharply dominant qualities and compete with men on an equal footing [6]. Currently, there is a tendency towards an increase in the number of women in the leadership of companies [7]. According to the International Labour Organization (ILO), the results of economic monitoring indicate that at the national level, with an increase in the share of employed women, there is an increase in gross domestic product (GDP). The gender balance among top-level employees, as well as among middle and lower-level employees, occurs at a percentage ratio of 40 to 60 percent. It is possible to observe all the advantages of the presence of women in senior managerial and executive positions if their number reaches 30%. However, almost 60 percent of enterprises do not comply with this condition, and, accordingly, it becomes impossible for these companies to assess all the advantages of gender balance. Moreover, in almost half of the enterprises reviewed, women make up less than 30% of candidates for consideration for basic managerial positions, as a result of which there are

practically no female candidates in the internal competition for higher positions [8].

When considering the international experience, the example of Great Britain can be cited. Managers of medium and large businesses in this country, as well as all over the world, are mostly men. In addition, the number of female leaders in the top 100 British companies is rapidly falling. In more than 25 percent of these companies, all management positions are occupied exclusively by men [9]. In general, the countries of Western Europe can be called a “place of sadness” for women who dream of career heights, according to the American press. Newsweek magazine agrees with this opinion [8]. This publication provides the following data: in the United States, the number of women among the leadership reaches 50%, in the UK – 33%, in France – 30, in Sweden (which is rooted in the public consciousness as a country of equal opportunities) only 29, in Italy only 18 percent of top positions are held by women.

The ILO report [8] shows that the longer a woman stays at home for various reasons, the more difficult it will be for her to return to her previous job. Even part-time employment negatively affects career growth (in some European countries, it is common practice to provide tax incentives for families in which only a man works). In Europe, only twenty percent of women manage to negotiate a flexible schedule with an employer – while in the United States, every third woman achieves the same conditions.

The situation in the countries of the Commonwealth of Independent States (CIS) differs significantly from that in the West. Here, according to the data of the United Nations, the number of women who are directly involved in the economic life of their country is greater than in Western European countries. For example, for Czech women, this figure is 51 percent, and for Russians – 59. The “hardening of socialism” is also visible in the fact that when many men remain idle, women assumed full responsibility both in their professional activities and in the management of household chores [10]. The article is aimed at studying effective behavioural models among team leaders and company managers in the post-Soviet states, taking into account the gender aspect.

Materials and Methods

In the process of working on this article, the following research methods were used: comparative, statistical, method of structural analysis, methods of synthesis and deduction, method of classification. Also, in the course of the research, a theoretical analysis of literary sources on the topics of sociology, psychology and management was carried out. The comparative method allows collating two or more objects with each other. Phenomena, ideas, and research results may act as comparison objects. For subsequent classification and typology, the similarities and the differences are distinguished in the studied objects with the comparative method. In this study, the comparative method was used to compare the effective leadership styles of men and women who are leaders of companies in the CIS countries. The statistical method is a set of interrelated methods of studying mass objects and phenomena in order to obtain quantitative characteristics and identify general

patterns by eliminating random features of individual observations.

The method of structural analysis constitutes a methodological variation of the system approach. The structural analysis involves the study of a system using its graphical model presentation, which begins with a general overview and then becomes detailed, acquiring a hierarchical structure with an increasing number of levels. The method of structural analysis was used in this study to systematize information about existing management styles, as well as the correlation of gender and methods of personnel management. The synthesis method is a way of assembling a whole from its functional parts. Combined with the method of analysis, the method of synthesis provides insights into the connections between the components of the subject of study. The synthesis method was used to organize information about gender stereotypes and their impact on the individual's own behavior and the assessment of other people's behavior. The deduction is a method of research in which knowledge about processes and phenomena is formed during the transition from general statements to particular and individual judgments. The deduction is characterised by an ascent from the abstract to the specific.

In this study, using the method of deduction, the deconstruction of typical feminine and masculine characteristics was carried out, social and cultural primary sources of established patterns of behaviour were found. The impact of these stereotypes on the sphere of enterprise management was also described. The classification is a general scientific method for knowledge systematisation, which is aimed at organising a certain set of studied objects of various fields, knowledge, and activities into a system of subordinate groups, according to which these objects are distributed based on their similarity in certain essential properties.

In this study, the classification method was applied to study the personal qualities of company leaders, the main elements affecting the achievement of career heights, as well as the main methods of influencing subordinates. The study also included the theoretical analysis of recent scientific publications. Researchers and academics in the field of sociology and economics often examine and study issues related to success in achieving leadership positions depending on gender and the performance of gender balance for the financial performance of enterprises. In recent years scientists from around the world have been exploring challenges and ways to improve on gender inequality and career opportunities.

Results

This study examined the issues of competence requirements of modern leaders, as well as studied the motives, incentives and obstacles encountered on the path of successful career development. The materials studied make it possible to assess the importance of professional education for success in building a career, as well as to give recommendations with which it is possible to navigate when choosing or assessing a management style. Most of the previous studies analyzed the ways of pursuing a successful career in the realities of today. In contrast, the author identified factors of gender stereotypes that can affect the careers of men and women in the CIS countries;

commensurate the acquired competencies with the requirements of modern professional standards, identified personal and social barriers that can hinder career success and gaining authority among colleagues and subordinates. For the most part, the motives for moving up the career ladder among men and women are the same: self-realization, the desire to meet expectations and gain recognition for talents and skills. Despite this, there are still significantly fewer women who have successfully realized themselves than men, although they are very persistent in purposeful career development. The results of the study showed that the financial issue is often not the main incentive for career growth, but only a bonus to third-party recognition of the employee's success.

In recent years, more and more often, when considering candidates for managerial positions, one of the main characteristics that come into the focus of attention is leadership qualities of candidates. The employer hopes that the presence of such capabilities will contribute to the most favorable forecast of the development of the team and contribute to the economic, political and social success of the company as a whole. In addition, when considering the need to improve the efficiency of a manager's activities, increasing emphasis is being placed not on additions to formally authoritative powers, but on the development of leadership qualities. However, the necessary amount of research has not yet been produced to predict what leadership style a leader with leadership abilities will choose. Motives, methods and leadership decision-making style within the industrial relations framework are also, to date, unpredictable.

The task of making managerial decisions is the main function of all activities of an enterprise leader. At the same time, in its performance, the personal psychological qualities of the leader are of significant importance, which significantly affect the methods and motives of decision-making. The decision-making function is definitely less standardized and algorithmic in comparison with other responsibilities of a manager. In addition, personal qualities and intuitive factors are more important in decision-making processes than job descriptions. In order to properly understand the logic of management decisions, it is necessary to look deeper and more closely at the factors that influence their development and adoption. All factors that can affect the processes of making managerial decisions are conventionally divided into two large groups – situational and personal.

Situational factors, also called variables, refer to the impact of the external and internal environment of the organization on its successful performance and achievement of its goals. To describe these factors in modern management theory, methods of SWOT analysis (Analysis of Strengths, Weaknesses, Opportunities and Threats), PEST analysis (Political, Economic, Socio-Cultural and Technological Analysis) and others have been developed. Against the background of these techniques, the personality of the leader faded into the background. Therefore, it is extremely important to pay more attention to the personality of the manager, his personal characteristics, the leadership inclinations and motives in making managerial decisions.

Men tend to be more inclined to leadership than women. In society, the manifestation of leadership

qualities is often correlated with masculine character traits. Moreover, society expects men to display leadership qualities regardless of their leadership potential, and quite the opposite from women. Society often expects to see more peaceful leadership style from women. From this, it is possible to identify the basic principles that guide female enterprise leader in the management of subordinates. According to the author, these principles consist of the following elements:

1. When choosing partners for cooperation and employees, women opt for competent and professionally trained personnel. Women are often less ambitious and not interested in power for the sake of power, so organisations with strict hierarchies are less common for them.

2. Women pursue the “do no harm” principle, in case of conflict they try to achieve a peaceful outcome, resorting to methods of emotional and psychological influence.

3. Women recognize the place and importance of each employee, regardless of the hierarchical place in the company, use methods of showing signs of attention.

4. Women associate their power with personal qualities, and not with the place on the hierarchical ladder in the company: women leaders strive to create a comfortable atmosphere while working with subordinates, stimulate their participation in related processes, share power and information, encourage the acquisition of new skills, the disclosure of abilities and the introduction of ideas of subordinates into the work of the company.

A promising skill for a successful business is the skill of effective communication. Women are more likely than men to build long-term and productive relationships with employees, suppliers and customers. They are genuinely interested in building relationships with these groups of people. Researchers call such success of women in business “paradoxical management”, since the combination of opposite styles of behavior has a positive effect both on the economic results of companies and on the atmosphere in the team and the motivation of employees [11; 12]. Here are the basic principles that guide women leaders:

1. Concentration of power. This principle underlies the formation of the leader's responsibility for the success of the enterprise, building stable and mutually beneficial relationships with partners, contributing to a positive atmosphere in the team.

2. Transparency in decision-making. During decision-making, subordinates need to be motivated so that the pride and interests of the participants in the process are not infringed. Often, women leaders do their best to convey their motives for making management decisions to each subordinate, and also share information with them.

3. Priority of purpose over personal relationships. Usually, a focus on emotions and personal relationships is correlated with a woman's management style, but everyone understands that such an approach rarely contributes to the achievement of positive results in company management. Therefore, women put a lot of effort to set the right goals for their subordinates and correctly assign roles in the team. At the same time, women are less likely than men to forget about the importance of relationships between employees and work in this direction as well.

4. Integrity and high ethical standards. Women are much less likely than men to break the law. They prefer to

conduct their activities according to the law and adhering to moral and ethical principles.

Recent monitoring shows that the influence of gender stereotypes is gradually weakening in the post-Soviet states. Instead of entrenched standards, there are progressive models that bring more economic and social benefits. In the CIS, apart from the economic prerequisites for gender balance, socialism has also played a big role in its time. Thanks to these facts, not only the number of women among the top management of companies is increasing, but also appears the prospect of them taking leading positions among managers. The reason for this is leadership management methods that are different from those of men, great psychological flexibility, which allows not only to resist external circumstances, but also to bypass them [13].

Economic monitoring results for 2016 report that, at the national level, GDP rises with an increase in the proportion of women employed. According to the International Labor Organization, gender balance among senior employees, as well as among middle and lower-level employees, occurs at a percentage of 40 to 60 percent. It is possible to observe all the advantages of the presence of women in senior managerial and executive positions if their number reaches 30%. However, almost 60 percent of enterprises do not comply with this condition, and, accordingly, it becomes impossible for these companies to assess all the advantages of gender balance. Moreover, in almost half of the enterprises reviewed, women make up less than 30% of candidates for consideration for basic managerial positions, as a result of which there are practically no female candidates in the internal competition for higher positions [8; 14].

Unfortunately, so far, the facts show the infringement of women's rights in absolutely all countries of the world. In situations where women's rights are violated through the production and observance of gender stereotypes, there is no legal responsibility for the disseminator or follower of outdated ideas and beliefs. In both Russia and the United States, women occupy lower positions than men. They are often lower in status in politics, in enterprises, and in law enforcement agencies. Women are much less likely to take positions that involve greater responsibility: control of financial flows, determination of goals and ways to achieve them [15; 16]. The reason for that are gender stereotypes, which argue that a woman cannot possess the necessary set of qualities to seize and consolidate power.

Thus, after analyzing the female and male models of behaviour caused by biological, historical, cultural, social and pedagogical influences on the individual, as well as comparing the results obtained with management styles, we can come to the conclusion that authoritarian leadership style is more often inherent for men. This style is understood by subordinates and does not contradict the image of a male leader in the public consciousness. Women, on the other hand, often choose a liberal management style, which more than other styles corresponds to an established and socially acceptable model of behavior. The democratic style is situational for both men and women, since the leader's personal leadership qualities play a key role in it, not gender.

Discussion

In the first study considered, N. Kulikova and V. Sofina [17] study psychological motives in the choice of management style and analyses the differences and reasons for the choice of management style for men and women. The authors provide evidence of trends in women taking up positions in all labour sectors due to gradual changes in social behaviour patterns, even those previously thought to be exclusively male. Nevertheless, the fact of the promotion of women into the management of companies, in fact, remains unusual and new for the CIS countries. In conclusion, the authors note that they have found a positive relationship between gender balance in company management and growth in economic performance [17; 18]. In the first study considered, N. Leisle and I. Anufrieva [19] examine the influence of gender and age factors on the emotional stability and leadership qualities of a leader. The study raises gender and age differences and critical issues related to career development. As a result of the study, the authors came to the following conclusions:

1. With age, the manifestation of negative emotions becomes less obvious, so in circumstances that require solving a problem without the presence of a negative emotional mood, the likelihood that a more mature leader will cope with such a task increases dramatically.

2. If in order to solve an organizational situation it is necessary to establish a closer emotional contact, the young leader is more likely to cope with this task, since with age people become more closed and show less inclination to get closer to other people on an emotional level.

3. If we consider the previous point from a gender perspective, then a woman will be able to prove herself more successfully than a man, since they are better at showing emotions and are easier to bond with people on an emotional basis.

4. However, if the current situation requires strict management and control of both one's own and others' emotions, it will be easier for a man to achieve a positive result. This is because their emotional control scores according to this study were higher than those of women.

5. For an organisational situation that requires personal qualities such as ambitiousness and leadership, a young man will have the advantage. Women and older men show less leadership propensity. Their method of solving this kind of issues can rather be called team consolidation and discussions.

In the last study reviewed, the authors E. Fedorenko and M. Fedorenko [20] study the styles of managerial decision-making by leaders with leadership abilities. In this study, the authors discuss the essence of leadership in the context of the relationship between the boss and the subordinate, the authors find a connection between the level of manifestation of the leader's leadership qualities and the choice of the style of managerial decision-making. The survey was conducted on a sample of managers of large and medium-sized organisations in Krasnoyarsk. Based on the research idea, it was decided to use the following methodological devices: R. Nemov [21] methodology 'Leadership capacity'. This approach helps to assess the level of expression of leadership abilities; the methodology of N. Fetiskin [22] "Assessment of the styles of making managerial decisions". Using this technique, it is possible

to identify only four styles of managerial decision-making among respondents: implementing, authoritarian, situational, and marginal. The implementing style is marked by low demands on employees and high expectations from oneself. A manager of this type is focused primarily on results and the success of the common cause. This leader always adheres to the interests of the group, and the best subordinates for them will be professional, highly motivated and committed employees [23-25].

With an authoritarian leadership style, the leader pursues exclusively their own goals, realizes their ambitions, shows interest in power, seeks to control everything and keep abreast of everything that subordinates are doing, does not let the situation take its course, and is engaged in scrupulous planning of all moves [26; 27]. The situational style assumes a variety of approaches. The manager will show strong leadership qualities if the situation requires it, single-capable of making decisions, tightly control all processes in the company and think ahead about all actions. At other times, such a manager may give subordinates complete freedom to action, encourage their initiative and accept the position of a bystander [28-30]. The marginal style is the complete opposite of the implementing style. Such a manager will be extremely demanding of their employees, and at the same time, they will become less critical of themselves. Separate characteristics include the desire to avoid responsibility for what was said earlier and attempts to curry favour with the higher authorities. Leaders of this style rarely motivated to accomplish challenging tasks. The only thing that can affect such a manager is the direction of the leadership from above [31-33].

A total of 37 respondents participated in the study. All of them are in management positions with a minimum of 10 people and three years' experience as a manager. According to the results of the study, 59 percent of all respondents were found to have strong leadership skills. 22 percent had moderately pronounced leadership qualities, and only 19 percent had very poorly developed leadership qualities. After analyzing the answers of the respondents, it is also possible to highlight the following common features in the groups:

1. Managers with strong leadership skills described themselves as extroverts; they like to organise social events/gatherings/sports teams; they are not embarrassed by having to be in the spotlight, it could be even said, they enjoy it. These leaders take genuine pleasure in convincing people, persuading them, making people change their minds and influencing the thoughts and decisions of others. They like to show initiative and be responsible for a common cause.

2. Managers with weak leadership skills, on the other hand, are more introverted. They are intimidated by the need to be accountable for important issues; such a leader experiences a sense of anxiety before negotiations and meetings. They agree with the statement that working under someone else's supervision is preferable to them than working independently.

GLOBE, an international team of scientists, regularly conducts research on leadership styles in 160 developing countries around the world; this study was also conducted in Kazakhstan. Data for 2020 suggests that the level of

gender egalitarianism in the country ranges from relatively low to medium. It is also worth mentioning that the most popular leadership styles in Kazakhstan are charismatic and team-oriented. The results of GLOBE studies concerning other countries of the Euro-Asian region showed the following results: in Russia, the level of gender equality ranges from low to medium, and the most popular leadership styles correspond to the results of Kazakhstan; China has shown exactly the same results [34; 35]. Thus, we can trace the influence of the cultural aspects of the region on the perception of gender equality, as well as preferences in the personality of a leader, since almost the same results in these countries reflect common values and ideas about the distribution of roles in society.

Conclusions

Recent monitoring shows that the influence of gender stereotypes is gradually weakening in the post-Soviet states. Instead of entrenched standards, there are progressive models that bring more economic and social benefits. In the CIS, apart from the economic prerequisites for gender balance, socialism has also played a big role in its time. Thanks to these facts, not only the number of women among the top management of companies is increasing, but also appears the prospect of them taking leading positions among managers.

The reason for this is leadership management methods that are different from those of men, great psychological flexibility, which allows not only to resist external circumstances, but also to bypass them. Researchers point to men and women different approaches to management styles. The first are more likely to choose for themselves an authoritarian management style, while the latter show a

tendency towards democratic and liberal styles. For maximum efficiency in managing the team and organizing the company's activities, it is necessary to maintain a gender balance both among managers and, if possible, among regular employees.

In addition to all of the above, it must be added that a born leader is distinguished by a multi-vector skill. This requires both certain character traits and a spectrum of acquired qualities, without which it is impossible to be a successful leader. There is no doubt women can contribute greatly by bringing their empathy and emotionality to modern organizations. The introduction of a new role model of a successful woman will help to broaden the horizons of knowledge for employees of both genders, which will have a positive impact on the success of the entire enterprise.

The materials of the article are of practical value for managers and executives of various enterprises, as well as teachers and students who specialize in management. In the course of the research, new questions and problems arose that need to be solved. It is necessary to continue research on the development of a methodology for forming a gender balance among managers and solving the problem of preparing heads of institutions for monitoring activities for a rational approach to promoting employees to higher positions based on their professional and leadership qualities, without focusing on the gender aspect.

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Conflict of Interest

None.

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Ефективні стилі лідерства для чоловіків і жінок в управлінні компаніями в країнах СНД

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Анотація

Актуальність. Актуальність поставленої у статті проблеми зумовлена тим, що в сучасних реаліях, незважаючи на всі досягнення фемінізму, гендерні стереотипи мають значний вплив на сприйняття підлеглими свого керівника, залежно від того, чоловік він чи жінка.

Мета. Метою статті є дослідження ефективних поведінкових моделей серед лідерів команд та керівників компаній на пострадянському просторі з урахуванням гендерного аспекту.

Методологія. Провідним підходом у цьому дослідженні є збір та аналіз інформації, що дає змогу всебічно розглянути проблему гендерного сприйняття та стилів лідерства. Використано такі методи дослідження: порівняльний, статистичний, метод структурного аналізу, методи синтезу та дедукції, метод класифікації.

Результати. У статті представлено результати дослідження ефективних стилів керівництва для чоловіків і жінок. Виявлено основні мотиви вибору кожного конкретного стилю управління підлеглими. Аналіз виявив першопричини гендерних стереотипів серед топ-менеджменту підприємств, а також відмінності у ставленні до жінок-менеджерів у країнах Західної та Східної Європи.

Висновки. Необхідно продовжити дослідження щодо розробки методики формування гендерного балансу серед управлінців та вирішення проблеми підготовки керівників установ до моніторингової діяльності для раціонального підходу до просування працівників на вищі посади на основі їх професійних та лідерських якостей, не акцентуючи увагу на гендерному аспекті.

Ключові слова: менеджмент; менеджер; поведінкові моделі; характеристики соціальних ролей; фемінність і маскулінність.