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«Київський політехнічний інститут імені Ігоря Сікорського»GENDER ASPECTS IN THE CONTEXT OF BUSINESS ADMINISTRATION
AND BUSINESS MANAGEMENTГЕНДЕРНІ АСПЕКТИ В КОНТЕКСТІ БІЗНЕС-АДМІНІСТРУВАННЯ
І УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

The article examines gender issues of Ukrainian business and management. Legal acts and empirical data on gender inequality are analyzed. Groups of measures to ensure gender equality are singled out and their characteristics are given. Positive measures of business, which are used by different countries, implementing gender approaches in enterprises, are considered. Analyzed Global Gender Gap reports. Issues in gender equality and government actions to close the gap are described. The evolution of views on education for women and gender spheres, where gender policy is implemented, is given. Statistics of gender gaps in wages and discriminatory treatment of women in the labor market in Ukraine are analyzed. It is noted that the average monthly salary of women in Ukraine is significantly lower than that of men. The results of a study on gender equality among Ukrainian and international companies conducted by the Center for CSR Development, the United Nations Foundation, and UNFPA were also highlighted.

Key words: gender, gender equality, business administration, equal rights and opportunities, gender policy, gender gap, enterprise management.

Стаття присвячена дослідженню гендерної проблематики в Україні в контексті бізнес-адміністрування. Авторами проаналізовано нормативно-правові акти, що регулюють питання гендерної рівності та наведено емпіричні дані, що відображають сучасний стан гендерних нерівностей у сфері бізнесу та управління. Виокремлено групи заходів щодо забезпечення гендерної рівності, наведено їх характеристики та особливості їх використання в різних країнах і в Україні зокрема. Досліджено особливості гендерних аспектів в контексті бізнес-адміністрування та позитивні заходи бізнесу, які використовують різні країни, реалізуючи гендерні підходи на підприємствах. Проаналізовано звіти Глобального гендерного розриву в 2021 і 2023 рр. Авторами описано проблеми, які існують в сфері гендерної рівності. Розгляд Національної стратегії уряду щодо подолання гендерного розриву в оплаті праці дозволив виокремити чинники, які впливають на цей розрив. Авторами розглянуто декілька програм, які профінансовані урядом для подолання гендерного розриву. Наведено еволюцію зміни поглядів на освіту для жінок в Європі, зокрема, від колишнього уявлення про непотрібність освіти для жінок до загальноприйнятого принципу рівного доступу до неї для обох статей. Розглянуто гендерні сфери, в яких реалізується гендерна політика, зокрема це: громадсько-політична, державна, громадська, освітянська, соціально-економічна, а також у сфері безпеки та оборони. Проаналізовано статистику зміни гендерних розривів в оплаті праці. Окреслено особливості дискримінаційного ставлення роботодавців до жінок та гендерні стереотипи. Проаналізовано гендерний розрив у заробітній платі в Україні за 2007–2021 рр. та дискримінаційне ставлення до жінок на ринку праці в Україні. Відзначено, що розмір середньомісячної заробітної плати жінок в Україні значно менший, ніж чоловіків. Авторами також представлено результати дослідження щодо гендерної рівності серед українських та міжнародних компаній, які були проведені Центром «Розвиток КСВ», Фонд ООН, UNFPA.

Ключові слова: гендер, гендерна рівність, бізнес-адміністрування, рівні прав та можливості, гендерна політика, гендерний розрив, управління підприємствами.

Formulation of the problem in general. Gender issues in Ukraine are gradually becoming more relevant, as they are related to the economic, political, social and cultural life of society and require solving problematic aspects, in particular, gender gaps, imbalances and the implementation of gender policy at domestic enterprises.

Analysis of recent studies and publications. Problems of gender equality in the business environment have been studied by many scientists, in particular Uvarova O. O. [3] and in reviews of the World Economic Forum, in reports on the Global Gender Gap [4; 5]. The author [3] was researched the issue of gender equality and the problems of discrimination based on gender, the practice of resolving disputes regarding ensuring gender equality. However, the author did not consider the gender spheres in which gender policy is implemented. The Global Gender Gap reports [4; 5] carried out an annual assessment of the gender gap index, assessed the current state and development of gender parity according to 4 parameters: economic participation and opportunities, the level of education, health and survival, and the expansion of political rights. However, these reports do not take into account the discriminatory treatment of women in the labor market.

Formulating the purposes of the article. The purpose of this study is to analyze gender aspects in the context of business administration, gender gaps and implementation of gender policy at domestic enterprises.

Methodology. This research methodology combines qualitative and quantitative approaches to comparative analyze of measures to ensure gender equality applied by different countries and synthesize the gender gaps, in particular in wages, gender imbalances in labor law. Proposal research design and validation process, the study aims to provide practical recommendations for implementation of gender policy at domestic enterprises.

Presentation of the main research material. The multifaceted nature of gender issues in Ukraine is related to the need for state administration and management of business structures, implementation of the gender paradigm in the field of Ukrainian education, science to ensure equal rights and opportunities for men and women, and integration of gender aspects with the European space. There is a wide range of legal acts on gender equality with the basic definitions of gender aspects, in particular:

- The United Nations Charter and the Charter of the International Court of Justice; The Universal Declaration of Human Rights, created in 1948;
- General recommendations of the UN Committee on the Elimination of Discrimination against Women;
- The United Nations Convention on the Elimination of All Forms of Discrimination against Women, approved in 1979;
- Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women, approved in 2000;
- Beijing Declaration of 1995;
- United Nations Millennium Declaration;
- The UN Sustainable Development Goals until 2030 are defined by UN General Assembly Resolution No. 70/1 of September 25, 2015;
- Gender equality strategy of the Council of Europe for 2018–2023;
- UN Security Council Resolution 1325 "Women, peace and security";

- Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their member states, on the other;
- UN Convention "On the elimination of all forms of discrimination against women."

According to the UN Security Council Resolution 1325 "Women, Peace and Security", the definition of "gender" is the socially defined attributes and possibilities associated with belonging to the male or female gender and with the relationship between women and men, girls and boys, as well as relationships women and men among themselves. Gender defines what is expected of a woman or a man, what is allowed and what is valued about a woman or a man in a particular context. In most societies, there are differences and inequalities between men and women in terms of responsibilities, activities, access to and control over resources, and decision-making capabilities. Gender is part of a rather broad sociocultural context. Other important criteria for sociocultural analysis include class, race, poverty level, ethnic group, and age [1].

The Law of Ukraine "On Ensuring Equal Rights and Opportunities of Women and Men", which entered into force on September 8, 2005, considers "gender equality" as the equal legal status of women and men and equal opportunities for its implementation, which allows persons of both sexes to participate equally in all areas of society [2]. "Equal rights of women and men" is absence of restrictions or privileges based on gender. "Gender legal expertise" is an analysis of current legislation, draft regulations, the result of which is the provision of a conclusion on their compliance with the principle of ensuring equal rights and opportunities for women and men [2]. In Ukraine, there are double standards, which indicate that equality of rights and opportunities for people of both sexes is officially prescribed in many legal acts, but in practice it is violated in institutions, enterprises and business administration. In particular, this is clearly observed in the company's personnel policy, when career advancement is given more to men than to women.

Temporary special measures are often used to ensure gender equality in various spheres of life, in particular, an important aspect of European law on equal opportunities is a consistent policy of supporting positive actions: training and promotion, allocation of quotas in the political sphere, provision of preferences, certain measures in the sphere of labor and social security and ensuring the balance of employment in the private sector. Gender equality in the context of business administration means that women and men should have equal opportunities for: learning and developing soft skills, getting a job and promotion, establishing and developing their own business, participating in decision-making in the company. The following obstacles may arise to achieve gender equality in business: stereotypes and prejudiced attitudes, unbalanced distribution of household and family responsibilities, insufficient access to financing and resources.

Positive measures for private employers in the context of business administration are ensuring the balance of employment in the private sector, which are used by countries as: France, the Netherlands, Belgium, Italy, Spain, Norway, Iceland [3]. Let's consider measures to ensure gender equality, which are used by different countries (Table 1).

Table 1

Measures to ensure gender equality

A group of activities	Characteristics	Countries using measures
1	Encouraging employers to develop and take proactive steps to ensure equality between men and women. The state offers employers financial support, financial subsidies, positive assessment for participation in public procurement tenders.	Portugal, Hungary, Croatia, Italy, Luxembourg, Austria, Spain, Denmark.
2	Encouraging women to participate more actively in the labor market, such as offering financial subsidies for women entrepreneurs.	Croatia, Italy, Macedonia.
3	Incentives offered by private entrepreneurs, for example, taking courses, trainings, seminars, applying women to positions where they are not sufficiently represented, mentoring, remote work, flexible working hours.	Italy, Denmark, Belgium, Norway, the Netherlands.
4	Motivating employers to improve the position of women, for example negotiations with trade unions, preparation of equality reports by employers.	France, Austria

Source: generated by the authors based on [3]

In the business administration of domestic enterprises, gender gaps are often present, in particular in wages, in the field of construction and infrastructure, gender imbalances in labor law, as well as in the ability to work in managerial positions. Ukraine ranked 74th out of 156 countries in the Global Gender Gap Report 2021, dropping 15 positions compared to 2020. Iceland, Finland and Norway took the lead in the rating. The worst situation with the gender gap is observed in Syria, Pakistan, Iraq, Yemen and Afghanistan [4].

According to the Global Gender Gap Report 2023, in the process of researching the gender gap, it was established that Ukraine in 2023 ranks 66th out of 146 respondent countries. If compared with 2022, Ukraine's position has improved by 15 positions. This rating was formed on the basis of 4 categories: economic participation and opportunities, expansion of rights and opportunities in politics, health and livelihood, implementation in education [5].

According to the publication [6], the gender pay gap is significant throughout the world during 2007–2021 and is growing every year (Table 2). The wage gap is greater for men than for women, and this gap has varied from 27.1% to 17.8% over 15 years, in particular, it was the

largest in 2007, and the smallest in 2021 [6]. In 2023, the gender wage gap in Ukraine is 18.6%. According to the government's National Strategy for Closing the Gender Pay Gap, it will be possible to reduce inequality by 5% to 13.6% by 2030.

There are several factors behind the gender pay gap: gender stereotypes; the problem with a convenient combination of family and professional responsibilities; lack of flexible forms of work. In order to overcome gender gaps, the government of Ukraine supports women's entrepreneurial initiatives, in particular by implementing several programs:

1. A training voucher from the State Employment Service, which in the conditions of rising unemployment will become a tool for overcoming job search problems and satisfying employers' requests. All interested parties have the choice to master one of the 124 offered specialties and partially pay for their education by receiving the grant 27,000 UAH. This voucher was used by 71% of women in 2023.

2. "Own business" – which allows women to open their own business after receiving a grant of up to 250,000 UAH under the condition of employment of 1–2 people.

Table 2

Average monthly wages of men and women, 2007–2021

Years	Average monthly salary of men	Average monthly salary of women	The difference between the wages of women and men, %
2007	1 578	1 150	27,1
2008	2 080	1 565	24,8
2009	2 173	1 677	22,8
2010	2 538	1 974	22,2
2011	3 035	2 272	25,1
2012	3 429	2 661	22,4
2013	3 711	2 866	22,8
2014	3 979	3 037	23,7
2015	4 848	3 631	25,1
2016	6 001	4 480	25,4
2017	8 021	6 321	21,2
2018	10 083	7 830	22,3
2019	11 961	9 237	22,8
2020	13 035	10 373	20,4
2021	14 191	11 670	17,8

Source: generated by the authors based on [6]

3. Development for veteran spouses – this program is valid for one of the spouses, if the other family member is fighting. The size of the grant ranges from 250,000 UAH up to 1 million UAH to create or develop your own business. In addition, all veterans and non-veterans can use this program [7].

Given the gender gaps in business, it's hard to avoid the influence of social norms that can change over time. For example, in Europe for a long time it was believed that women did not need education. In the second half of the 19th century, young girls wanted to enter women's courses, but their parents were against it. Currently, equal access of men and women to education is generally accepted in European countries. Gender disparities also exist in the field of employment, and therefore changes need to be made in the educational process. Here it is necessary to take into account the compliance of educational processes with the expectations of employers, taking into account the needs of the economy, infrastructure during its reconstruction and restoration. Therefore, in order to overcome gender inequality in the labor market, it is necessary to unite the efforts of the state, stakeholders and educational institutions, as well as enlist the support of Ukraine's international partners in order to implement new grant programs in the field of business development and the country's recovery program. According to the Law of Ukraine "On ensuring equal rights and opportunities for women and men, gender policy is implemented in the following spheres: socio-political, state, public, educational, socio-economic, as well as in the sphere of security and defense (Table 3) [2].

In the economic sphere, there is a widespread discriminatory attitude of employers towards the career growth of women, that is, we are talking about differences in the qualitative characteristics of the employment of men and women, the gap in wages, gender stereotypes. In the context of Russia's invasion of Ukraine, security and defense issues deserve special attention, in particular, transparency and compliance with the principles of democratic civilian control and functioning of the defense and security sector. Issues of ensuring gender equality need to be finalized in this area in accordance with modern requirements and taking into account all important aspects related to the sphere of security and defense [2]. The CSR Development Center, the United Nations Foundation, and UNFPA conducted a study on gender equality among Ukrainian and international companies, the specifics of which are discussed in Table 4.

Thus, Ukrainian business faces gender imbalance and gender inequality and, unlike other countries, needs to implement gender equality in the process of scaling up business and overcoming many stereotypes, because according to research, companies with a greater level of gender diversity work extremely efficiently. Conclusions. Therefore, the implementation of gender policy creates opportunities for the business environment: increasing competitive advantages, improving relations with partners and customers, creating a positive brand and reputation of the company and the absence of fines. Ukraine is taking its first steps towards the implementation of gender equality and the policy of non-discrimination and equal opportunities at enterprises. Particularly important is

Table 3

Spheres in which gender policy is implemented

Sphere	Features
Public and political	It refers to the election process, public service and service in local self-government bodies, in particular, the elimination of legal or factual inequality in the opportunities of women and men to exercise rights and freedoms according to the Constitution and laws of Ukraine.
State	Ensuring equal access to public service, non-discrimination, professional training of civil servants, local self-government officials and deputies on issues of gender policy.
Public	Establishment of expert councils on issues of consideration of appeals based on facts of discrimination on the basis of gender and on prejudice regarding ability and lack of legislative support.
Educational	Guarantee of rights and opportunities for women and men in obtaining education and professional training, implementation of the principles of gender equality.
Socio-economic	Ensuring gender equality in the field of entrepreneurship, social protection, in work and receiving remuneration for it during the conclusion of agreements.
Communication and information policy	Prevention of gender-based discrimination or gender-based violence in mass media, adoption of codes of professional ethics and education of respect for the dignity of each person.
Security and defense	The effect of acts of security and military legislation, which contain both general and special norms on ensuring gender equality.

Source: created by the authors based on [2]

Table 4

Research of domestic and international companies in the context of gender equality

Country	Research results
United Kingdom	86% of managers of medium-sized and large companies believe that employers should provide staff support regarding gender equality
Ukraine	75% of employees trust their company to improve the standard of living both in the country and in the community
Ukraine	17% of women work in senior management positions
Ukraine	Men spend 15 hours a week on household work, while women spend 29 hours

Source: formed by the authors based on [8]

support from the state in the direction of creating benefits, preferences, conducting trainings and master classes on gender equality for business, integrating gender approaches into operational processes and observing human rights in the company and among partners. In the conditions of a full-scale war to overcome problems in the field of employment, it is also important to implement

various state and grant programs to support women and provide them with new opportunities in a new field or to open their own business. Gender equality is an important component for the development of modern society and the country's economy, so it is necessary to change one's attitude to stereotypes and support female entrepreneurship and gender-sensitive business practices.

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