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## SOME MODERN METHODS OF IMPLEMENTING GENDER APPROACHES IN PUBLIC MANAGEMENT OF EDUCATION

*The article theoretically reveals the significant transformations that have also affected the education system for today. The integration of the new approaches and teaching methods requires significant changes in governance and management. The article highlights that the concept of the best education of the future and the education development programme for 2021-2025 are aimed at improving the quality of national education in line with international and European standards. The change and specificity of the education paradigm is beginning to involve a new personality-oriented approaches. The article emphasises that the individual characteristics of the future leaders and managers are being taken into account. The Government Committee of Ukraine has adopted the Strategy for Implementing Gender Equality in Education. It defines the basic principles, strategic goals and objectives, and implementation of the state policy of gender equality in the educational space. The article notes that this is the first time that this is being done at this level. The article discusses the difference between the concepts of gender and sex, their impact and changes in society and government. The main structural elements and components of gender are revealed. It is determined how the gender component models power and society itself, which is usually visible from the point of view of gender differences, where biological differences from "sex" to social gender change. The article examines the phenomenon of a woman as a manager, administrator or leader (according to the dictionary of feminine terms), which is actually still partly new in public education administration. The article analyses the emergence of a new direction in management, which analyses the differences between men and women and the reasons for their emergence and formation, the role of women in management as one of the mechanisms of public administration and gender management. It is concluded that a scientific approach to the consideration of the existing issue builds up opportunities in society to establish in science and culture a view of the personality and development of society in full, taking into account individual characteristics in general. The article reveals modern trends and prospects of gender approaches in management and administration, analyses the qualities of women and men, identifies contradictions and prospects.*

**Key words:** *gender, sex, public administration, approaches, female manager, male manager, features.*

**Introduction.** The views on the gender issue have always permeated and passed through the prism of issues ranging from social to cultural and political. They are related to both the step-by-step development of society and various trends and influences that always affect the further development of the state, and sometimes its decline, or towards creating more possible and better conditions for the actual achievement of gender balance and equality.

**General statement of the problem.** Public authorities are closely monitoring the conditions of Ukraine's European development. Legislation provides for equality in social and legal opportunities that do not depend on gender or appearance. Particular attention is paid to the participation of men and women at all levels of government, both political and state, on the basis of equality.

### **Analysis of recent research and publications.**

Over the past decades, well-known researchers on gender, namely, the gender approach in education and the gender component in the leadership and management of education. These have been engaged in famous scientists T. Holovanova, T. Doronina, O. Bondarchuk, T. Kikinezhdy, O. Tsokur, O. Voronina, G. Rubin, N. Hrytsak, T. Hovorun, V. Moskalenko, S. Oksamyatina, O. Nizhynska, M. Tkalych and foreign researchers of the XX-XXI centuries G. Powell, L. Graves, N. Bradley, M. Heilman, S. Bratsky, D. Hamilton, T. Troyer, R. Ashmore, F. Delboca, A. Rich, J. Mani, S. de Beauvoir, R. Stoler, R. Canter, B. Gutek, J. Bowman, S. Sutton, R. Pause, J. Hunt, F. Fiedler, P. Freire, E. Ihly, L. Martin, R. Burke. They have carried out fundamental scientific work that fruitfully reveals the social nature of gender, refuting the hypothesis of women's innate subordination

and their biological inability to make decisions and engage in managerial activities. To acknowledge the state gender policy as one of the main regulatory mechanisms of public life is intended to support the values of a fair life is intended to support the values of justice, respect for the individual regardless of his or her gender.

**The purpose of the article** is to consider the difference between the concepts of gender and sex, their implementation and changes in society and government on such a phenomenon as a woman manager, administrator or leader in public education administration.

**Outline of the main material.** One of the main impulses without which the gender issue is impossible is the difference between the concepts of "sex" and "gender". Sex is a physiological property that distinguishes men and women, and gender, in turn, is a complex socio-cultural construct that reflects differences in roles, behaviour, mental and emotional characteristics. New relationships are beginning to emerge in society that transform social processes, in which the gender system manifests itself as a technology of gender formation [1]. It is important that gender confrontation and power are modelled by society itself, which is usually visible in terms of gender differences, changing biological differences from "sex" to social gender.

Today, modern theories of gender can examine the following structural elements or components of gender and its contribution to state and socio-legal institutions:

- gender statuses as norms accepted by society that are manifested in the behaviour of men and women;
- gender division of labour;
- gender relations in the family with responsibilities for each member;
- gender components of a personality, which include characteristic features that emerge or coalesce in certain situations as feelings or behaviour that are specific to the individual;
- gender ideology for the establishment of gender statuses and their differential assessments;
- gender models and stereotypes as cultural factors in the representation of gender in language and fiction, which reproduces and grants legal rights to gender statuses of individuals.

The essence of gender theory also lies in the complex relationship between men and women in society, namely their biological differences. At different stages of historical development and state-building, the influence of the roles of men and women on social conditions was determined in a very peculiar

way, and it is impossible to explain such phenomena only from the point of view of physiological characteristics. Thus, it can be concluded that men's and women's roles in society are formed and defined in society.

Gender theory does not focus on women's issues, but primarily on the relationship between the sexes. The basis of the division of labour between the sexes is the "equal" distribution of functions between men and women on the part of the continuation of humanity, and thus imposes activities, behaviours and social functions specific to men and women. Stereotypical perceptions are fixed behind them and are passed down from generation to generation, thus becoming mechanisms for shaping gender culture.

The modern system of forms and ways of organising life is called gender culture, without which no society can exist today. The gender qualities of individuals are shaped by certain norms and the system of gender organisation. Thus, they should be revealed in a predetermined vector of a person's ability to perform certain types of social or labour activities [2].

Gender culture determines not only the style of dress or behaviour of a woman or a man, but also the acquisition and use of professional knowledge and skills. Gender culture in society shows us that there is a global trend towards the involvement of women in almost all spheres of human activity, and such a phenomenon as a woman manager, administrator or leader (according to the dictionary of feminine terms) is actually partly new [3,4].

The production of professional knowledge leads to the necessary updating of research on gender components, namely in the field of public administration and management. The Dictionary of Femininities was published in 2018; before that, the personality of a manager was traditionally studied without regard to gender, with leadership and management roles considered exclusively male. The evolutionary process of society requires appropriate modern changes in the archaic system of gender relations and relationships. Gender relations fully influence and permeate all the mechanisms and structures of society. They affect the formation and development of culture, the social order, state institutions and methods of making new modern decisions. Inherently, they leave a powerful imprint on changes in customs, art, production and manufacturing. Despite the updates and changes in government programmes and certain shifts in public administration, the most important issue is still to ensure explicit, real equality of rights and

opportunities for women and men in the labour market. Thus, gender aspects in women's equality create new methods and approaches to studying not only the behaviour of individuals, but also the characterological features of individuals (women) and styles of thinking in management in general.

It should be noted that gender aspects in changes in women's leadership create new methods and approaches to the emergence of different behaviour in society, different characters and styles of thinking in managing subordinates.

The emergence of a new direction in management that analyses the differences between men and women and the reasons for them, the role of women in management and acts as one of the mechanisms of public administration and gender management (governance). It is based on the gender approach and serves as a methodological basis for research in the social sciences, which focuses on the establishment of equality of people regardless of their gender [5]. Thus, gender management or leadership is understood as the peculiarities of men and women: as leaders and managers or administrators and administrators, managers and managers. It takes into account not only the style of administration, but also the gender leadership and the existence of gender stereotypes [6].

The development of gender theory in administration is gradually leading to the understanding that it is impossible to consider any issue (no matter what it concerns – history or culture, politics or economics, society or education) without taking into account the gender component. In today's world and with such rapid changes, not taking gender aspects into account is like studying halfway or from one side. Thus, a scientific approach to the consideration of the existing issue builds up opportunities in society to establish a view of the individual and the development of society in science and culture that fully takes into account individual characteristics in general.

When considering gender theories in the field of administration and management, several areas can be identified:

- the prevalence of the gender factor in the leadership position. This is an indicator when the majority of leadership positions are occupied by men, and women are only in a symbolic role;

- male leaders are perceived better, especially where stereotypes and conservative views on the place of women in society prevail;

- society is more demanding of women managers, the superiority of the managerial position over the gender factor.

Based on the following main theories, it can be assumed that the first place in society is occupied by the place of employment in the official structure, the position held, and not gender (situational approach by R. Pauls, J. Hunt), men and women differ in terms of leadership effectiveness in different leadership styles (F. Fiedler), equivalence of gender and leadership position. However, in this group of theories, equal leadership of both men and women is assumed, but it is expressed only theoretically. To succeed in society, women need to conform to gender stereotypes. According to stereotypes, the role of a leader is a male one, so the role of a female manager or administrator leads to a sense of conflict between gender and leadership roles.

Analysing the theoretical aspects of the gender factor in administration and management, we can see the traditional model of gender perception based on the opposition or polarity of persons of different sexes, which provides a clear basis for asymmetric cultural expectations and assessments. Accordingly, traditional gender stereotypes and prejudices against each individual are formed, which gives rise to threats of intolerance in relations between opposite sexes.

The formation of modern relations depends on gender intolerance. In contrast to traditional models, today the provisions on gender equality, which are related to the establishment of equal rights and opportunities for people of different sexes, and the conditions for their self-realisation regardless of gender, are being consciously taken into account.

It should be noted that over time, our society has developed a rather entrenched gender asymmetry, which leads to hidden and invisible discrimination against women in the areas of management. This is evident in the gender analysis of different levels of leadership and management. While the share of women in the management apparatus is higher at low and middle levels, which is not surprising, the number of women at the top is much lower. It is extremely characteristic and stereotypical of public opinion that at the top levels, a woman's personality attracts more attention and scrutiny, and is perceived more critically than a man's. It should be noted that the peculiarities of gender approaches are reflected in the peculiarities of different styles of team management, namely the peculiarities of interpersonal relations, taking into account the capabilities of the male and female psyche and personal characteristics of intelligence. For example, we can define 4 managerial qualities and follow their characteristics:

- 1) management style – women are more democratic, while men use a more administrative style of management;

2) motivations for work – women perceive career as personal growth and self-realisation, while men understand the prestige and possibility of prospects for further career advancement;

3) in terms of emotionality at work – women are more emotional, men are more reserved (they try not to show emotions);

4) attention to interpersonal relations – women are more attentive to relations in the team and between employees, while men are more concerned with financial and production issues.

Observing the above-mentioned business (1,2) and psychological (3,4) qualities of men and women, one can identify noticeable differences or corresponding gender characteristics of behaviour and leadership style. The considered features of the behaviour of female executives allow us to refute traditional and stereotypical ideas about the limitations in the effectiveness of female executives and, in general, the opinion about a less "soft" female leadership style. Compared to the "hard" and supposedly more effective male leadership style.

Given the gender-specific characteristics of women's behaviour (emotionality and softness), women are also able to demonstrate more demanding (tough) leadership qualities, but in a more "lightweight" way. Women managers or executives succeed not by copying the male leadership style, but by taking a creative approach to their work duties and instructions. They try to use and realise all their

inner traits and qualities despite the stereotype of a male leader. Due to their particular style, women may receive a higher rating among their subordinates. They can be more entrepreneurial, intuitive, stronger, more flexible, and at the same time stable and more efficient. Based on these characteristics, modern researchers believe that women's participation in management should be increased, which will lead to a high educational potential and a change in the situation in the country with regard to gender equality.

Changes in stereotypical perceptions of the managerial characteristics of men and women are beginning to reach a new modern level and gain potential that does not depend on the gender of managers. The next step is to change the individual psychological qualities of managers at different levels of government.

**Conclusions.** The gender issue is still one of the most controversial and disputed issues today. Management with proper consideration of gender methods can be much different from the usual style. It is more rational and effective. An innovative approach to management can help analyse individual leadership qualities and build a stable team. The very concept of gender is an important tool for social and psychological analysis of culture, a powerful tool for combating discrimination and gender stereotypes. Gender problems are social problems, they are not only a matter of men and women – they are problems of the whole society and the state.

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#### **Пантілеєнко К.С. СУЧАСНІ МЕТОДИ ІМПЛЕМЕНТАЦІЇ ГЕНДЕРНИХ ПІДХОДІВ В ПУБЛІЧНОМУ УПРАВЛІННІ ОСВІТОЮ**

*У статті теоретично розкриті значні трансформації, які також затронули систему освіти на сьогодні. Інтегрування нових підходів та методів навчання потребують значні зміни в органах управління та керівництва. Стаття висвітлює, що концепція кращої освіти майбутнього та програма розвитку освіти на 2021-2025 роки спрямовані на підвищення якості національної освіти відповідно до світових та європейських стандартів. Зміна та специфіка парадигми освіти починає залучати нові особистісно-орієнтовані підходи. Стаття наголошує, що починається урахування індивідуальних особливостей майбутніх керівників та управлінців. Урядовий комітет України ухвалив Стратегію*

впровадження гендерного рівенства у сферу освіти. Вона визначає базові принципи, стратегічні цілі та задачі, реалізацію державної політики гендерного рівенства у освітньому просторі. Стаття зауважує, що на такому рівні це здійснюється власне вперше. У статті розглядається різниця між поняттями гендер та стать, їх впливи та зміни у суспільстві та владі. Розкрито основні структурні елементи та складові гендера. Визначено, як гендерна складова моделює владу та саме суспільство, що стає зазвичай помітним з позиції гендерних розбіжностей, де змінюються біологічні відмінності з «sex» у соціальні gender. В статті розглянуто такий феномен як жінка – управлінка, адміністраторка або керівниця (згідно до словника фемінітивів), що фактично залишається частково новим у публічному управлінні освітою. Проаналізовано виникнення нового напрямлення у керівництві, яке аналізує розбіжності чоловіків та жінок та причини їх виникнення та становлення, ролі жінок у керуванні як одним з механізмів державного управління та гендерного менеджменту. Зроблено висновок, що науковий підхід до розгляду існуючого питання вибудовує у суспільстві можливості до установаження в науці та культурі погляд на особистість та розвиток суспільства у повній мірі з урахуванням індивідуальних особливостей взагалі. Також, розкриваються сучасні тенденції та перспективи гендерних підходів в управлінні та адмініструванні, аналізуються якості жінок та чоловіків, визначені суперечності та перспективи.

**Ключові слова:** гендер, стать, публічне управління, підходи, жінка-керівник, чоловік-керівник, особливості.