

UDC 316.46.058:342.722.1

DOI: <https://doi.org/10.32782/2520-2200/2019-2-11>

Braikovska Anna

State University of Infrastructure and Technologies

Chychkan Yuliia

State University of Infrastructure and Technologies

Брайковська А.М.

кандидат економічних наук, доцент,

доцент кафедри менеджменту,

публічного управління та адміністрування

Державного університету інфраструктури та технологій

Чичкан Ю.М.

кандидат економічних наук, доцент,

Державний університет інфраструктури та технологій

VALUE BASED LEADERSHIP AND GENDER EQUALITY IN THE MODERN ORGANIZATIONS

ЦІНІСНО-ОРІЄНТОВАНЕ ЛІДЕРСТВО ТА ГЕНДЕРНА РІВНІСТЬ У СУЧАСНИХ ОРГАНІЗАЦІЯХ

The article deals with the changing paradigm of the management of the modern organizations. The main characteristics of the environment of the modern organizations are revealed, which leads to new requirements for the processes of the leadership. The concept and components of the value based leadership are substantiated. The gender models of the leader's behaviour are analyzed. The role of gender approach in formation of a new model of the leadership in the modern organizations is determined. A gender approach to the consideration of any activity suggests that differences in the behaviour and education of men and women are determined not only by their physiological, biological, anatomical features, as by the socio-cultural factors. That is why two basic models of the leader behaviour that differentiate according to a personality characteristics: competitive and cooperative ones. Taking into these objective gender features so-called masculine and feminine leadership models, which are manifestations, individual varieties of a competitive model, were studied in the article.

Key words: value based leadership, value based management, leadership, gender equality, model of leadership, leadership psychology, management paradigm, organization, VUCA, VUCA-world.

В статье рассмотрены изменения парадигмы управления современными организациями. Раскрыты основные характеристики внешней среды современных организаций, обуславливающие новые требования к процессам лидерства. Обосновано понятие и компоненты ценностно-ориен-

тированного лидерства. Проанализированы гендерные модели поведения лидера. Определена роль гендерного подхода к формированию модели лидерства в современных организациях. Гендерный подход к рассмотрению любой деятельности предполагает, что различия в поведении и образовании мужчин и женщин определяются не столько их физиологическими, биологическими, анатомическими особенностями, сколько социально-культурными факторами. Можно выделить две основные модели поведения лидера, различающиеся по характеристикам личности, – конкурентную и кооперативную. В статье рассмотрены так называемая маскулинная и феминная модели лидерства, являющиеся проявлениями, индивидуальными разновидностями конкурентной модели поведения индивида.

Ключевые слова: ценностно-ориентированное лидерство, ценностно-ориентированный менеджмент, лидерство, гендерное равенство, модель лидерства, парадигма управления, организация, VUCA, VUCA-мир.

В умовах зростання ролі людського капіталу в економіці послуг в центрі уваги сучасних дослідників та менеджерів знаходяться проблеми лідерства, мотивації та недиригентного управління. Також у сучасному світі питання гендерної рівності, репрезентативності та рівноваги обох статей як в апараті управління організацією, так і в її лінійних підрозділах є актуальними. Відтак авторами розглядається зміна парадигма управління сучасними організаціями. У фокусі дослідження – вивчення нових підходів до лідерства та гендерної рівності в сучасних організаціях, що виникли в останні роки. У статті проаналізовано явище ціннісно-орієнтованого лідерства у сучасних організаціях, що є напрямком міждисциплінарних досліджень з менеджменту, психології, соціології та філософії. Ціннісно-орієнтоване лідерство як соціальний та культурний феномен може бути розглянуто через призму конкретних поведінкових моделей, а також враховуючи ціннісні орієнтації, що транслиються лідером-менеджером. Ці цінності репрезентують корпоративну культуру та є ефективним критерієм ухвалення управлінських рішень у постійно мінливому контексті, що описується моделлю VUCA-світу. В умовах прагнення забезпечити стійкий розвиток сучасних організацій актуалізується питання про вивчення гендерної компоненти лідерства (поведінка, функції та ролі менеджерів). Гендерний підхід до розгляду будь-якої діяльності свідчить про те, що відмінності у поведінці і вихованні чоловіків і жінок визначаються не стільки їх фізіологічними, біологічними, анатомічними ознаками, скільки соціокультурними факторами. Відтак у статті проаналізовано дві основні моделі поведінки лідера, що диференціюються за характеристиками особистості – конкурентну та кооперативну моделі. Визначено так звані чоловічі і жіночі моделі лідерства, що є проявами, окремими різновидами конкурентної моделі поведінки. Обґрунтовано концепцію та компоненти ціннісного лідерства. Проаналізовано гендерні моделі поведінки лідера. Визначено роль гендерного підходу у формуванні нової моделі лідерства в сучасних організаціях.

Ключові слова: ціннісно-орієнтоване лідерство, ціннісно-орієнтований менеджмент, лідерство, гендерна рівність, модель лідерства, парадигма управління, організація, VUCA, VUCA-світ.

Problem statement in general. The complexity and uncertainty of the environment of the modern organizations directly affects all the elements of the organization as an open system: its structure, processes, functions, etc. At the end of the first decade of the 21st century, numerous new approaches to understanding the management features in the new millennium have been formed.

Consequently, the traditional approaches to the implementation of all the functions and processes in organizations, regardless of their size and ownership, should be reviewed. The organizations with a significant innovation component, based on startups, apply a project approach, and are decentralized will be more adaptable to uncertainty, obscurity and turbulence of the environment.

Since the role of the human capital is growing in the service economy, the focus of modern theorists and managers is on issues of leadership, motivation and non-direct management. On the other hand, in today's world, issues of gender

equality, representativeness and balance of the both sexes both in the management apparatus of the organization and in its linear divisions are very pressing.

Therefore, the challenge is to explore new approaches to leadership and gender equality in the modern organizations that have emerged in recent years, taking into account the changes in the processes of the environment.

Analysis of the recent research and publications. The question of changing the paradigm of the management of the modern organizations is highlighted in the works of leading scientists P. Drucker [7], G. Mintzberg [11], R. Duft [6], P. Senge [13], and others.

The approach to the evolution of the management, proposed by Yu. Appelo, deserves attention. [1]. The author considers the peculiarities of the functioning of the organizations depending on the model of the management applied. We are talking about the genesis of the models Management 1.0, Management 2.0 and Management 3.0.

Management 1.0 presented by the classical school of management; in focus – hierarchical structures, deterministic processes and procedures, differentiated wage levels, a mechanistic view of the organization and people in it.

Management 2.0 is designed to mitigate the weak flexibility and adaptability of the previous model by introducing tools such as the Balanced Scorecard, Lean & 6 Sigma, Theory of Constraints, Quality Management, etc. Due to these tools the organizational design is improved, but the hierarchy, flexibility, and adaptability of the organizations are left to the scene.

Management 3.0 considers the organization not only from the standpoint of the so-called theory of complexity (which is related to the general theory of systems), but also as a dynamic self-organizing network. This concept is also closely related to the tools of the so-called adaptive control used in Agile-management.

Consequently, in the focus of the modern theoretical and applied researches, given the practice of managing the modern organizations, there are changes in the organizational structures, functions and processes of management, in particular, the leadership.

Also deserves attention the approach of F. Lalou [10] that proposes to explore the contemporary organizations based on the provisions of the concept of spiral dynamics. Note that the primary principles of the spiral dynamics were grounded by the psychologist Graves C. W. [15], who is the founder of the theory of the levels of development of the human biopsychosocial systems. These developments were later reflected in the development of the ideas of spiral dynamics.

Thus, breaking the gap between Management 1.0 and Management 3.0 models involves not only the application of numerous modern managerial tools, the creation of tight organizational management structures, decentralization and delegation of authority, but also changes in the processes of personnel management, in particular in the leadership processes.

Today, the focus of management is the complex problem of *Value Based Management*. Since leadership is a universal management function, the corresponding direction is formed – *Value Based Leadership* (VBL). [14].

Value based leadership can be defined as a special style and management tool that focuses on the components of morality and ethics, integrity, and identity of the individual.

The structure of value based leadership can be represented using such components as [14]:

- 1) the concept of authenticity;
- 2) the ethical concept;
- 3) the concept of transformational leadership.

The development of value theories of leadership is associated with the works of such scholars as R. Greenleaf, S. Kuchmarski and T. Kuchmarski, K. Hodgkinson, G. Feirlholm and others.

The questions of female leadership and gender psychology are considered in works by T. Bendas and S. Bern [2; 3; 4].

Emphasizing previously unsettled parts of the general problem. Despite a large number of scientific and applied publications devoted to the issues of leadership as a management style, the problems of gender mainstreaming of the managers, the study of existing models of the leadership in the contemporary organizations that take into account the gender component are relevant today.

In addition, the phenomenon of value based leadership in the modern organizations is the latest area of interdisciplinary research on management, psychology, sociology and philosophy.

Setting objectives and the purpose of the study. The purpose of the article is to substantiate the approach to implementing the practice of value based leadership and the formation of the leadership potential in the modern organizations taking into account the gender approach. The main research objectives are:

- 1) to define the essence and main features of the value based leadership;
- 2) to consider the peculiarities of the value theory of leadership;
- 3) to establish the influence of the gender component on the peculiarities of the leadership in the modern organizations.

Presentation of the main research material. If management can be defined as an effective achievement of corporate goals through planning, organization, recruitment, management and resource allocation control, then leadership is the relationship between the leader and the members of the group that are influencing each other and are jointly striving for real change and achievement, reflecting common goals. Among the decisive components of the leadership – the goal, personal responsibility and honesty, change, common goals, influence, group. [8].

Leadership is not only a separate management function; there is a comparative study of the definition of the management features in the sense of rigid administrative activity and leadership as a lever for achieving goals at the organizational level, structural units, groups of employees or individuals.

Therefore, the study of leadership in terms of its interrelationships with the issues of values, ethics and morals is also the subject of the philosophical analysis.

Value theory of leadership of S. and T. Kuchmarski relies on the premise that people are

ready to follow a person from whom they have something to learn (leadership behaviour, outlook, effective interaction with others, etc.). The authors associate the leadership process with the opportunities for all the members of the group (organization), and not just for a particular person, to demonstrate their leadership abilities, based on their value model of leadership based on two main provisions:

- the leader (as a separated individual) has a significant influence on the development of the values and norms of the individual members and organizations as a whole;
- the leadership based on values must be learned in the process of activity.

That is, the most effective way of mastering leadership is through the activity and practice of interaction of the individuals with each other.

We emphasize that the value based leadership is determined not only by some or other behavioural models, but also by the value orientations that are broadcast by the leader-manager. Such values represent the corporate culture.

The values are an effective decision criterion in an ever-changing context that is described in terms of the VUCA-world model. [9; 12]. Note that VUCA is an abbreviation of words in English:

- 1) *volatility*;
- 2) *uncertainty*;
- 3) *complexity*;
- 4) *ambiguity*.

In the VUCA-world all the knowledge gained is unreliable. The information is of short duration. The significant weight is implicit, hidden knowledge, although previously only the explicit knowledge that was in the focus of consciousness played a key role in making managerial decisions. For understanding and solving the problems in the VUCA-world systemic knowledge becomes important.

Today the new content of the leadership is updated. At the moment, in a context of rapid changes to the VUCA-world concept, the leaders are focused on creating a *Learning Organization*, where each employee is involved in the process of identifying and solving the problems that ensures the qualitative development of both the employee and the organization.

In such circumstances, instead of managing and controlling (management model in the sense of administration), the leaders create the image of the future and form a corporate culture that is adaptable to the requirements of the VUCA-world.

The traditional hierarchical structure recognizes the transformational changes – the organization becomes a community of people with the same goals and interests. Hence, the effective-

ness of the leadership depends on the ability to adapt to change.

In addition, there is a question about the study of gender leadership (behaviour, functions and managers' roles). According to [5], gender is not a physical difference between a man and a woman, but socially-formed peculiarities of masculinity and femininity. Consequently, gender should be understood as:

- a) social organization of sex differences;
- b) cultural characteristics of behaviour that corresponds to sex in a particular society at a certain point in time.

A gender approach to the consideration of any activity suggests that differences in the behaviour and education of men and women are determined not so much by their physiological, biological, anatomical features, as by the socio-cultural factors.

Today, the study and application of a gender-based approach to improving the effectiveness and efficiency of the activities is realized through the prism of a particular sector – gender psychology. [4].

Worthy is the development of T.V. Bendas [2; 3] in the field of gender leadership research. The author singled out two basic models of the leader behaviour that differentiate according to different personality characteristics: a) competitive; b) cooperative. Table 1 below shows a comparison of the competitive and cooperative models of the leader's behaviour.

Also T.V. Bendas proposed to distinguish between masculine and feminine leadership models, which are manifestations, individual varieties of a competitive model.

The masculine model of leadership is subject to the so-called "principle of duty" – that is why the candidate for a leadership role certainly fights for it. This model is described by the following indicators:

- a) male sex (although a woman with masculine characteristics may also be a leader);
- b) mature (or just older) age;
- c) high competition, masculinity, sexuality, dominance, aggressiveness.

The feminine model of leadership is subject to the principle of complementarity, additionality, and vacuum – so the leadership role is perceived only if there is a so-called "vacuum of leadership" when there is no representative that meets the characteristics of the masculine model. This model is described by the following indicators:

- a) female sex (or man with feminine characteristics);
- b) young age;
- c) high femininity and subordination (and low domination),

Table 1

Comparative characteristic of the competitive and cooperative models of the leader's behaviour

Comparison criteria	Leader behaviour model	
	Competitive	Cooperative
Individual characteristics of others (sex, age, sexual attractiveness)	High significance	Low significance
Indicators of competition, dominance, aggressiveness, etc.	High	Low
Gender identification rate	High	Low
Self-confidence, self-centeredness, self-sufficiency, motivation to have power	High	Low
Need for achievements, emotional stability, success in accordance with business criteria	High	Low
Stereotyped views on women's and men's leadership	Strongly expressed	Not expressed
Motivation for the formation of leadership potential, emotional intelligence, success in socio-emotional criteria	Not expressed	Strongly expressed
Focus is on creating a cooperative environment, maintaining communication	Not expressed	Strongly expressed
Altruism, extroversion, affiliation motivation	Not expressed	Strongly expressed
Importance of well-being in the personal life and the lives of others	Low significance	High significance

Source: developed by the authors on the basis of [2; 3]

d) low competition, aggressiveness and sexuality.

In addition, in the works [2; 3] the gender specificity of the leaders' success in solving various problems is established. For example, women-leaders are more successful in solving problems related to the relationship between people, and male-leaders – in solving technical problems.

We emphasize that in addition to the psychological, social, cultural and managerial aspects, the “gender issue” also applies to the normative-legal field.

In the modern world, in particular in economically developed countries and developing countries, the principles of leadership and gender equality are declared in various legal documents of various levels. The implementation of these principles in practice should provide the basis for the growth of women's leadership potential, as well as the elimination of gender stereotypes in the labour market.

Thus, in a context of rapid changes in the economic, informational and social spaces, the organizational leadership based on common human values, shared by employees, is the key to the company's success.

In contrast to the competitive model of leadership, the relevance of the cooperative leadership model, aimed at communicating characteristics (communication, altruism, extraversion, affiliation motivation), is growing. Taking into account the psychological, social, cultural and manage-

rial aspects, this implies the demand for leadership in women and the development of an adequate gender approach to the consideration of any activity.

Conclusions and perspectives of further research. The leader in the 21st century is a mentor, a participant, a team “driver”. He/she inspires, motivates, shapes the corporate culture, understands his/her own values and is able to identify the values of the subordinates, shares organizational goals and values.

Today we can talk about the emergence and development of a new paradigm of the leadership, the focus of which are the following components:

a) individual and collective (people and organization);

b) processes and structures (influence of effective leadership on the organization);

c) expediency and balance (conformity to the values of the individual and organization, gender representation, balance and equality – especially in the management apparatus);

d) management of the level of self-awareness (cognitive-competent approach to the development of the leadership potential through raising self-awareness and manifestation of the values and actual personality settings).

So, based on our research, we can talk about the emergence of a new leader and the development of a new paradigm of the leadership – value based leadership in the modern organizations. These issues are the focus of our further research.

References:

1. Appelo Yu. Agile menedzhment: Liderstvo i upravleniye komandami. Moskva: Al'pina Pablisher, 2018. 610 p. (in Russian)
2. Bendas T.V. Gendernaya psikhologiya liderstva : monografiya. Orenburg: IPK GOU OGU. 2000. 167 p. (in Russian)
3. Bendas T.V. Gendernaya psikhologiya. Sankt-Peterburg: Piter, 2009. 430 p. (in Russian)
4. Bern Sh. Gendernaya psikhologiya. Moskva: Praym – Yevroznak, 2007. 320 p. (in Russian)
5. Giddens E. Sotsiologiya. Moskva: Yeditorial URSS, 2005. 632 p. (in Russian)
6. Daft R.L., Leyn P. Uroki liderstva. Moskva: Eksmo, 2016. 480 p. (in Russian)
7. Druker P. Zadachi menedzhmenta v XXI veke. Moskva: Izdatel'skiy dom «Vil'yams», 2004. 272 p. (in Russian)
8. Yevtikhov O.V. Liderskiy potentsial rukovoditelya: spetsifika, sodержaniye i vozmozhnosti razvitiya : monografiya. Krasnoyarsk, 2011. 288 p. (in Russian)
9. Kak byt' liderom v mire VUCA. Liderstvo – Personal – Kar'yera. 2016. URL: <http://hrhelpline.ru/kak-byt-liderom-v-mire-vuca/>. (last accessed 18.02.2019). (in Russian)
10. Lalu F. Otkryvaya organizatsii budushchego. Moskva: Mann, Ivanov i Ferber, 2015. 432 p. (in Russian)
11. Mintsberg H. Priroda i struktura organizatsiy. Moskva: Eksmo, 2016. 512 p. (in Russian)
12. Sallivan D. VUCA: novaya sreda upravleniya talantami i planirovaniya personala. URL: <http://hrm.ru/vuca-novaya-sreda-upravleniya-talantami-i-planirovaniya-personala> (last accessed 14.01.2019). (in Russian)
13. Senge P. Pyataya distsiplina: Iskusstvo i praktika obuchayushcheysya organizatsii. Moskva: Olimp-biznes, 1999. 384 p. (in Russian)
14. Copeland M. K. The Emerging Significance of Values Based Leadership: a literature Review. International Journal of Leadership Studies. 2014. Vol. 8 Iss. 2. P. 105-135. URL: <https://www.regent.edu/acad/global/publications/ijls/new/vol8iss2/6-Copeland.pdf> (last accessed: 24.03.2019).
15. Graves C. W. Official Website. URL: <http://www.clarewgraves.com/home.html> (last accessed: 12.03.2019).