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GENDER ASPECT OF ORGANIZATIONAL MANAGEMENT: DEI IN THE HR MANAGEMENT SYSTEM AND PROJECT MANAGEMENT AND THE POSSIBILITY OF PRESERVING HUMAN CAPITAL

Prolonged hostilities in Ukraine have led to imbalances in the demand and supply of labour in the labour market, in particular, in the need for male labour, which cannot be satisfied. There is a situation where the economy needs masculine labour resources, and therefore the willingness to evaluate it higher than female labour is constantly growing, and on the other hand, women are occupying traditionally male positions and performing physically difficult types of work, without observing equality and fairness in pay or in the speed of career progression. Gender inequality is emerging, which developed countries of the world have almost overcome, moving towards achieving the Sustainable Development Goals, the fifth of which is formulated as "Achieve gender equality and empower all women and girls".

The study aims to establish the feasibility and possibilities of taking into account the gender aspect in the process of organizational management in order for managers to achieve success in solving the problem of preserving human capital under the influence of wartime risks.

The article substantiates the relevance of taking into account the gender aspect in the management of organizations in wartime conditions. The impact of gender equality on the trends of the labour market of Ukraine is emphasized, where the lack of male labour force is increasing the trend towards attracting women to traditionally male professions. The emphasis is on the role of the gender approach in HR management and corporate governance, as well as the impact of the DEI (Diversity, Equity, Inclusion) concept on the employer brand. It is substantiated that gender-sensitive management contributes to the preservation of human capital, increased labour productivity and economic development.

The article combines theoretical approaches with an analysis of modern challenges facing the labour market and human resource management in wartime. The study demonstrates that a gender approach in HR management is an important tool for preserving human capital and developing effective management strategies. Traditional and modern approaches to gender leadership, management styles, motivational strategies, and career paths for men and women are summarized. The study combines economic, social, and managerial aspects, which allows a broader view on the problem of gender equality and gender sensitivity in organizational management.

The gender aspect should be taken into account in the management of organizations. Achieving gender equality in personnel management and in the attitude of management towards employees should be a strategic goal of any modern enterprise, and also be supported by policy at the state level, since one of the goals of sustainable development that Ukraine strives to achieve is full gender equality for women and girls in all spheres of economic life, and therefore, in the field of management. Gender-sensitive management contributes to the preservation of human capital at both the micro and macro levels. It makes it possible to identify and take into account in motivational mechanisms when making decisions on personnel career trajectories or developing vectors for their training and development, individual needs and interests of employees, take into account the current realities of their personal lives and provide them with individual proposals regarding the conditions and organization of work, fixing them in employment agreements. Taking into account gender characteristics in HR management and in the management of the company as a whole allows to "launch" personnel strategies that increase the level of motivation of employees, contribute to increasing their efficiency when performing professional functions and tasks, and contribute to establishing social stability in society.

Keywords: gender economics, organizational management, personnel management, HR management, sustainable development goals, DEI, human capital, project management.

Problem statement. The fifth goal from the list of Sustainable Development Goals, which Ukraine follows and which it tries to adhere to in its strategies, and therefore translates them from the sphere of public management and administration into the economy at the macro and micro levels, is directly related to the gender aspect of social and economic life. It is formulated as “Achieve gender equality and empower all women and girls”. At the same time, prolonged military operations in Ukraine have led to imbalances in the demand and supply of labour in the labour market, in particular, they have caused a sharp increase in the need for male labour, which is currently impossible to satisfy. Therefore, currently an equally important task at the state level is to ensure gender equality in meeting the needs and realizing the capabilities of a person in the economic environment, regardless of their gender – both for an employee and for a business that is in dire need of human resources and is increasingly experiencing a personnel shortage. So, on the one hand, we observe a situation where the economy needs masculine labour resources, and therefore the willingness to evaluate them higher than female labour is constantly growing, and on the other hand, women are occupying traditionally male positions and performing physically difficult types of work, without observing equality and fairness in pay or in the speed of career progression. So, we have not yet managed to achieve the fifth goal of sustainable development.

Analysis of recent research and publications and identification of a previously unsolved part of the problem. Domestic researchers study the gender aspect in various areas of modern management. Particularly popular, given that gender features are inherent in the behaviour of all employees of business entities without exception, regardless of their size and type of economic activity, have become attempts by scientists to find opportunities for using a gender approach in the process of personnel management at the tactical and strategic levels [1-5]. Since gender imbalance in educational institutions is well-known, the issue of the managerial aspect of implementing gender policy in a secondary educational institution has also become the focus of research, in particular, by such scientists as Hil S. V., Kozyryeva L. L. [6]. In turn, Levchenko S. P. studies the issue of gender balance in the context of managing the effectiveness of higher education institutions [7]. The features of the female management style and gender differences in the behaviour of managers are the basis for publications by such authors as Lukovych L. [8], Chemerynska D. I. [9], and approaches to researching gender aspects of leadership in management practice were examined in detail by Mokryk A. V. [10], Kostyuk I. V. and Stadnyk V. V. [11]. In the context of this study, we consider the works of such scientists as Skoryk M. M., Pedchenko N. S., who analyse and criticize the international experience of implementing gender issues in management in the time frame from “WID” to “GAD” [12] and Fesenko T. H., who specifies the modelling principles used in the work of the Office of Gender-Oriented Project Management [13]. Thus, the gender aspect in the management of organizations at the current stage of development of management science can be traced in various areas of management activity – from human resources management to project management.

Aim of the paper to establish the feasibility and possibilities of taking into account the gender aspect in the process of managing organizations in order for managers to achieve success in solving the problem of preserving human capital under the influence of wartime risks.

Presentation of the main research material. In his publication, dated back to 2014, Volobuev M. I. notes: «One of the current areas of world economic science is gender economics. The need to study gender aspects of management is due to the emergence of a new social cohort of “business women”» [1, p.77]. Martynets V.V., Sheremet M. D. support the importance of studying the gender aspect in the management of economic systems and processes, arguing that «The development, support and guarantee of equality between women and men is defined as the basis for the development of society» [2, p.91]. Zakharchyn H. M., Mykhantsyu O. O. emphasize: «Gender policy is becoming not only a component of the gender system, but also an effective management tool that corresponds to the socio-humanistic trends of the modern world» [5, p.89]. It is this idea that leads us to the expediency of studying the gender aspect of organizational management. A group of researchers, which included Lyulov O. V., Pimonenko T. V., Korobets O. M., Osei Owusu Evelyn Kuma, Owusu E. agree that «Gender equality is one of the key factors for revealing the economic potential of an enterprise and for stimulating its economic growth» [5, p.73]. Thus, the possibility of using gender differences by HR

management specialists to form individual approaches to human-centered personnel management, which is gaining popularity in the world and is also relevant for Ukrainian companies, needs to be specified, given the catastrophic risks of losing human capital during martial law. Taking into account the gender factor in human resources management provides equal opportunities and rights for both men and women. Such an approach supports the balanced involvement of men and women in all areas of company activity and contributes to the economic development of the country as a whole [5, p.78].

Gender differences are differences in social, cultural, behavioural and role aspects that are determined not by biological sex (male or female), but by social and cultural factors [8, p.55]. This statement leads us to understand that the need to ensure equal opportunities for company personnel, regardless of gender, should be accompanied by diversification of motivation tools and human resource development by gender, since such practice will contribute to obtaining better management results and increasing the company's intellectual capital in the future.

Kodatska N. O. believes that «One of the parameters of management culture is "masculinization-feminization", which reflects the motivational orientation of personnel to achieve a goal or perform a task. The management body is characterized by the differences in male and female roles» [3, p.475]. Therefore, gender differences are also clearly manifested at the level of HR management, which affects the management style of the organization, forming the so-called male and female management styles.

Gender differences can be successfully used not only to find effective vectors of employee motivation or to choose the best option for career growth or working conditions. Martynets V. V., Sheremet M. D. argue: «The use of a gender approach in the organization's personnel management makes it possible to take into account the experience and needs of personnel when developing management decisions. In personnel management, a gender approach can be found in problem-solving tactics, management styles, the formation of interpersonal relationships, corporate culture, career development and conflict resolution strategies» [2, p.91]. Zakharchyn H. M., Mykhantsyu O. O. believe that in management practice, in particular in personnel management, gender features are manifested in leadership technologies, team cooperation, and career development [4, p.88].

Differences in the basic values of men and women – employees of companies, which are identified by the organization's management personnel in the process of communication with their subordinates, can be used to introduce various employee incentive programs that will be formed on a gender basis [1, p.79]. For example, for many women working at Ukrainian enterprises in conditions of wartime risks, such a form of incentive is relevant as the opportunity to take children with them to work and leave them in a specially equipped safe place (for example, in a corporate kindergarten) or the permission to choose a flexible work schedule in order to be able to protect their family during air raids, if they are announced during working hours.

The gender approach to the study of management and leadership is becoming more relevant and significant, because it is based not so much on the division of leaders into women and men, but on the choice of management style and methods [10]. A comparison of the managerial qualities of women and men was carried out by Chemerynska D. I. The scientist claims that the characteristics of managerial qualities inherent in women and men are as follows: a woman perceives a career as personal growth, as self-realization; a man has an understanding of a career as a prestigious and promising position; democratisation is characteristic of the female leadership style, and the use of a command-administrative approach is characteristic of the male one; women in management pay more attention to relations between team members, to the sphere of interpersonal relations; men are focused on financial and production issues; women are emotional in management, men are reserved [9]. The differences in qualities, management styles, and professional self-determination of women and men are specified by I. V. Kostyuk and V. V. Stadnyk: «women can be described by her ability to compromise; sociability; greater endurance in stressful situations; courage and activity in establishing social contacts; benevolence; empathy; flexibility of behaviour in different situations; openness; a clear idea of goals; democratic (the role of a social leader) management style; influence through rewards; orientation towards social interaction, safe working conditions, stability and economic independence; men can be described by his ability to take risks; lack of fear; self-confidence; high demands on subordinates; objectivity; ability to resist pressure; orientation towards constant innovations; competitiveness;

initiative; domineering; authoritarian (directive) management style; influence through coercion, orientation towards entrepreneurial activity, competitiveness, novelty; for a man, the assessment of his professional activity is important» [11, p.59]. There can be as many shortcomings in female management as in male management. It is important to understand that women and men may differ in management style due to cultural, social and individual differences. However, none of these styles is absolutely better or worse than the other, and both may have their advantages and disadvantages [8, p.58].

In foreign countries, the mainstream in personnel management has long been the DEI concept. DEI – (Diversity, Equity, Inclusion) in modern management – is a strategic approach to organizing management in a company, the basis of which is the formation of a fair, diverse and inclusive working environment for its employees and ensuring equal opportunities for them in terms of working conditions, its assessment and career development. In practice, this looks like the involvement of employees of different genders, nationalities, ages, religions, with different social and financial and economic basic capabilities and values inherent in them, in the company's staff. Organizations that actively use this approach should organize their corporate communications in such a way as to provide employees with the opportunity to express different points of view regarding the areas of activity of the business entity or their job functions, and to ensure transparent and equal participation of all members of the team in the decision-making process. The introduction of the DEI policy is associated with guarantees at the company management level of equal access of all employees to opportunities: the use of corporate resources for professional development, movement along career trajectories, satisfaction of professional needs. This approach has pronounced features of social management and gender-neutral management, since it is aimed at creating a corporate environment where each employee feels their value, need and importance for the team, as well as involvement in the corporate life of the company. Its dominant characteristics are: environmental friendliness of the atmosphere in teams and in the entire collective, attentiveness to different points of view, the opportunity for the employee to be listened to and heard, as well as empathy from management and colleagues and developed group emotional intelligence.

The management of the diversity of the organization's personnel should take into account the gender aspect and be based on the culture of communication in organizations, encouraging the effective work of employees of both sexes, using the range of potential of all employees, their skills and abilities, which means comprehensive respect for everyone. That is, it is meant that taking into account individual characteristics requires the use of different management styles to create an environment that will allow all employees to fully realize their potential. Managing the diversity of the workforce requires changes in the culture of the organization's work. It is extremely important that each employee understands the direction of development and their role in the change process. This should become a component of personnel policy, especially regarding the rational use of female potential [3, p.477].

In the HR management process, the DEI approach is implemented through: a gender-neutral tone of voice when announcing open vacancies and inviting candidates for positions, the absence of bias when interviewing candidates, providing equal opportunities for receiving mentoring support and assistance, advanced training, education and self-development; conducting training aimed at highlighting the goals and mechanisms for combating discrimination in the workplace, as well as aimed at developing gender competencies in management personnel. The implementation of DEI ideas allows you to improve the image of the organization on the international labour market, provide it with a recognizable and high-quality employer brand, attract and retain talented employees and increase the level of personnel security through team loyalty.

Preservation of human capital at Ukrainian enterprises is possible under the condition of high wages, which is quite problematic for companies with limited financial resources, or through the formation of an unwavering desire among employees to remain in the organization's team, since the atmosphere and level of satisfaction with working conditions exclude the need and desire to find a new job. Therefore, the positive results of implementing a gender approach in the management of an organization for the socialization of HR management are evidenced by its positive results for the socialization of HR management, such as: promoting the formation of a personnel policy that takes into account the interests and needs of personnel; increasing the accountability and transparency of the management process; improving quality indicators and inclusiveness of management decisions;

expanding the opportunities and rights of men and women; socio-economic development of the organization by taking into account the abilities and skills of personnel. The use of a gender-oriented approach in the organization's personnel management system also contributes to: maintaining gender balance, implementing the principles of social responsibility and equality, and forming an effective personnel policy [2, p.92]. Gender dialogue and partnership will contribute to the realization of the potential of each member of the team of a business entity, increasing its competitiveness [4, p.89].

It can be considered fair to state that taking into account the gender aspect in the management of organizations should begin at the level of their top management. It directs us to such a concept as gender competence of management personnel. Hil S. V., Kozyreva L. L. believe that «Gender competence of a manager is a psychological ability that allows a manager to effectively and adequately assess interpersonal relationships between representatives of different sexes in the team; the ability to notice situations of gender inequality and prevent their critical exacerbation; to prevent gender-discriminatory manifestations in their professional activities» [6, p.20].

A separate aspect of using a gender approach in personnel management is the development of leadership in the team and the upbringing of leaders from among employees who are able to occupy high management positions and ensure that the company achieves strategic business development goals. The problem of gender equality in modern leadership theories is interpreted differently, but the common feature is that the basis of the argumentation is behavioural gender stereotypes that have historically formed in the process of society's development. Today, there are many gender stereotypes regarding the implementation of women's leadership opportunities, in particular, that they are usually considered less competent, inexperienced, as a result of which they receive lower wages, have worse chances for career growth [11, p.60]. Therefore, the current task for management personnel is to overcome existing gender stereotypes, identify leadership potential in team members and develop it through mechanisms of delegation of authority, rotation, training, regardless of who exactly demonstrates leadership talent – a woman or a man.

Therefore, the introduction of gender-sensitive management in the HR management system of organizations should create the following positive trends in solving the problem of loss of human capital by Ukrainian companies:

- the image of a socially responsible and people-centered business, a positive employer brand, which will retain existing employees, minimizing staff turnover, and encouraging job seekers to work in the company;

- flexible work schedules, part-time employment, reduced working hours, the ability to work remotely, choose tasks or projects, etc., which will increase the level of staff loyalty, will allow them to work without leaving their family, from safe places or from abroad;

- individualization of the terms of employment contracts taking into account the needs and interests of employees, which will allow retaining top specialists and effectively managing talents;

- individual career trajectories, built on the basis of the stage of the employee's life cycle (age, education, existing experience, family status or the presence of dependents, ability or inability to travel, health status, income level and expectations), which will make it possible to plan the employee's professional path in the company for the long term and thus stimulate him or her to remain on the staff;

- covering the need for professional training and development of young people, the elderly, mothers, etc., at the expense of the company, which will create the effect of «obligation and gratitude» of the employee to its management, and can also be legally formalized with an obligation to work in the organization for a certain period of time after obtaining new competencies;

- attention to the individual needs and interests of employees, which will prevent emotional and professional burnout of specialists, which becomes the reason for them to look for a new job or choose a form of part-time employment;

- gender-sensitive management will become an opportunity for employees to achieve work-life balance, the lack of which in a person's life is the cause of their loss of meaning in life, falling into a depressive state, illness, absence from the workplace, and ultimately – dismissal.

Despite all the positive consequences that gender-variant management can have, its rapid introduction in an organization, without proper information support, may initially be met with resistance

from the entire company team or its individual representatives. Levchenko S.P. believes that «when using “hard power” with the implementation of a gender equality policy, it may meet resistance, including aggressive resistance, since it will be perceived as imposition. In addition, the use of a hard approach can lead to conflicts within the team, in particular, reverse discrimination may arise, when some individuals, regardless of gender, will feel discriminated against precisely on the basis of gender. Also, “hard power” creates distrust in the norms being implemented and can lead to imitation of this policy...the implementation of gender balance through soft power should not be a process that is strictly limited in time; on the contrary, it has a long-term implementation period» [7, p.33]. The introduction of a gender approach into the management system of organizations should be preceded by a gender audit – a procedure that will allow identifying the strengths and weaknesses of HR management and help to understand the possibilities of their use and solution. To simplify the organization’s transition to gender-diversified HR management and to increase its efficiency in the future, we suggest conducting a preliminary staff survey. It is advisable to ask questions about employees’ expectations regarding changes in working conditions, ask them to prioritize different incentive and motivation tools, indicate expected career prospects for the next three to five years, and also choose the desired forms of professional training and development. This procedure will help top management to form an idea of how ambitious men and women in the team are, to find out how often it is worth reviewing career trajectories and initiating rotations or promotions, on which incentives it is better to spend resources in order to achieve a higher level of employee performance and prevent personnel risks in the company's economic security system.

A large number of business entities in conditions of uncertainty and risks inherent in the modern business environment are beginning to actively introduce the practice of project management both for individual functional areas of management and for business management at the highest level. A gender approach can also be used in project management. It is a well-known practice when a project team has a «Gender-Point» position – an organization/person that deals with issues that go beyond the competence of the project manager, in particular, such as: identifying and assessing the expected results of the project and the actual problem it is initiated to solve, from the point of view of their impact on women and men – the owners of the final project product or its users; analysing and evaluating project solutions from the point of view of their impact on men and women; applying the «empowerment of women and men» approach during the work of the project team; taking into account the gender potential of partners (men and women) from among the project team participants, including their gender sensitivity and gender responsibility; promoting fair access to resources, empowering each member of the project team; taking into account the special needs of beneficiaries and stakeholders – both women and men; forming a project team based on the principles of gender equality; development of a gender-sensitive budget; consideration of gender indicators; delineation of gender parameters and impacts of expected project results [13, p.87-88].

Application of DEI principles in project management will mean formation of teams of performers of different gender, age, race, religious composition, who will be able to ensure multi-vectority of thoughts and diversification of views on ways to achieve the project goal, as well as offer their vision of a unique value proposition for a product or service, while representing different groups of consumers, which allows using such a team of project performers as a focus group for conducting marketing research in conditions of lack of resources.

Preservation of human capital by organizations, including through people-oriented management using a gender approach, will have a positive impact on the state of national security, primarily its social, economic, demographic components. Hil S. V., Kozyreva L. L. believe that «gender equality is a fundamental right and a necessary condition for achieving the goals of sustainable development, social cohesion and democracy, a guarantee of effective European integration of Ukraine and fulfilment of international obligations» [6, p.23]. In turn, Ukraine’s achievement of sustainable development goals largely depends on the ability at the state level to initiate and consistently implement a policy of gender equality in public management and administration and in the management of organizations.

Conclusions and prospects for further exploration. The conducted study made it possible to draw the following important conclusions.

1. The gender aspect should be taken into account in the management of organizations. Achieving gender equality in personnel management and in the attitude of management towards employees should be a strategic goal of any modern enterprise, as well as supported by policy at the state level, since one of the goals of sustainable development that Ukraine seeks to achieve is full gender equality for women and girls in all spheres of life, and therefore, in the field of management. The realities of the existence of Ukrainian business and its management are not typical for developed countries of the world, in most cases, for the reason that the impact of the war on the labour market in recent years has become quite noticeable. Military actions have led to imbalances in demand and supply of labour, in particular, for male workers, which has created an additional inequality in employment opportunities and career growth for women, in addition to the historical and inherent in most countries of the world.

2. Gender-sensitive management contributes to the preservation of human capital at both the micro and macro levels. It allows to identify and take into account in motivational mechanisms, when making decisions on personnel career trajectories or developing vectors for their training and development, the individual needs and interests of employees, take into account the current realities of their personal lives and provide unique proposals on the conditions and organization of work based on them, recording them in employment agreements.

3. At the level of organization management, gender differences in leadership and management styles can be quite noticeable for business performance. For example, women are more focused on using a democratic management style, on maintaining an ecological atmosphere in the team, on social interaction, on using empathy and emotional intelligence, while the male management style involves authoritarianism, a tendency to competition and a focus on solving financial and economic issues. Awareness of such features during a gender audit can direct the company's top management to appoint to a managerial position an employee whose management style is more suitable for the company at a particular stage of its development.

4. The DEI concept has become dominant in modern HR management in many countries around the world. Its goal is to create an inclusive working atmosphere, equal working conditions and opportunities for all employees, regardless of their age, gender, religion, etc. Its implementation in Ukrainian companies will stimulate and encourage the use of gender-sensitive HR management practices, in particular, through gender-neutral job advertisements, equal access to career growth opportunities, professional development and training of employees. The DEI approach also involves rational and maximum use of the potential of both women and men, which is in the interests of modern business, which seeks to stabilize the positions of its financial and economic activities in the markets of goods and services, as well as in the labour market, where the employer brand is important. Taking into account gender characteristics in HR management and in the management of the company as a whole allows to «launch» personnel strategies that increase the level of motivation of employees, their efficiency in performing professional functions and tasks, and contribute to establishing social stability in society.

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ГЕНДЕРНИЙ АСПЕКТ МЕНЕДЖМЕНТУ ОРГАНІЗАЦІЙ: DEI В СИСТЕМІ HR-МЕНЕДЖМЕНТУ І ПРОЄКТНОМУ МЕНЕДЖМЕНТІ ТА МОЖЛИВОСТІ ЗБЕРЕЖЕННЯ ЛЮДСЬКОГО КАПІТАЛУ

Вступ. Тривалі воєнні дії на території України призвели до дисбалансів у попиті та пропозиції робочої сили на ринку праці, зокрема, до гострої потреби у чоловічій робочій силі, яку нині неможливо задовольнити. Простежується ситуація, коли економіка потребує маскулінного трудового ресурсу, а тому готовність оцінити його вище, ніж жіночу робочу силу, постійно зростає, водночас, відбувається обіймання традиційно чоловічих посад і виконання фізично важких видів робіт жінками, без дотримання рівності та справедливості в оплаті праці або у швидкості руху кар'єрною траєкторією. Виникає гендерна нерівність, яку розвинуті країни світу майже подолали, рухаючись до досягнення Цілей сталого розвитку, п'ята з яких сформульована як «забезпечення гендерної рівності, розширення прав і можливостей усіх жінок та дівчат».

Мета. Дослідження спрямоване на встановлення доцільності та можливості врахування гендерного аспекту у процесі менеджменту організацій для досягнення управлінськими успіху у вирішенні проблеми збереження людського капіталу під впливом ризиків воєнного часу.

Результати. У статті обґрунтовується актуальність врахування гендерного аспекту в управлінні організаціями в умовах воєнного часу. Підкреслюється вплив гендерної рівності на тенденції ринку праці України, де через брак чоловічої робочої сили посилюється тренд до залучення жінок до традиційно чоловічих професій. Акцентовано увагу на ролі гендерного підходу в HR-менеджменті та в корпоративному управлінні, а також на впливі концепції DEI (Diversity, Equity, Inclusion) на бренд роботодавця. Обґрунтовано, що гендерно-чутливе управління сприяє збереженню людського капіталу, підвищенню продуктивності праці та розвитку економіки.

Оригінальність статті полягає у поєднанні теоретичних підходів із аналізом сучасних викликів, що постають перед ринком праці та управлінням людськими ресурсами в умовах війни. Дослідження демонструє, що гендерний підхід у HR-менеджменті є важливим інструментом для збереження людського капіталу та формування ефективних управлінських стратегій. Узагальнено підходи до гендерного лідерства, управлінських стилів, мотиваційних стратегій та кар'єрних траєкторій для чоловіків і жінок. У дослідженні поєднані економічний, соціальний та управлінський аспекти, що дало змогу отримати ширший погляд на проблему гендерної рівності та гендерної чутливості у менеджменті організацій.

Висновок. Гендерний аспект має враховуватися у менеджменті організацій. Досягнення гендерної рівності в управлінні персоналом і у ставленні керівництва до працівників має бути стратегічною ціллю будь-якого сучасного підприємства, а також підтримуватися політикою на державному рівні, оскільки однією із цілей сталого розвитку, яких прагне досягти Україна, є повна гендерна рівність для жінок і дівчат в усіх сферах життя, а відтак, і в царині менеджменту. Гендерно чутливе управління сприяє збереженню людського капіталу як на мікро, так і на макро рівні. Воно дає змогу ідентифікувати та врахувати індивідуальні інтереси працівників у мотиваційних механізмах, під час прийняття рішень щодо кар'єрних траєкторій персоналу або розробки векторів їх навчання та розвитку, брати до уваги поточні реалії їх особистого життя та надати для них унікальні пропозиції щодо умов та організації праці, зафіксувавши їх у трудових угодах. Врахування гендерних особливостей в HR-менеджменті та в управлінні компанією в цілому дозволяє «запустити» кадрові стратегії, які підвищують рівень мотивації працівників, сприяють нарощенню їх ефективності під час виконання професійних функцій та завдань і сприяють встановленню соціальної стабільності у суспільстві.

Ключові слова: гендерна економіка, менеджмент організацій, управління персоналом, HR-менеджмент, цілі сталого розвитку, DEI, людський капітал, проєктний менеджмент.

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