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AND LEADERSHIP IN SOCIETY:
DATA AND STATISTICS****ВІДНОШЕННЯ УКРАЇНСЬКОЇ МОЛОДІ ДО СТАТІ
ТА ЛІДЕРСТВА У СУСПІЛЬСТВІ:
ДАНИ ТА СТАТИСТИКА**

The authors of the article revealed the problem of leadership in the Ukrainian society. Leadership has been presented in the article as the process of organizing tasks within a team, so a leader is a person, who is trusted and capable of making right and fair decisions regardless of their gender. The article highlights the findings of the research that was done in order to find out the opinions and beliefs of the Ukrainian youth toward gender-related issues and leadership in the modern Ukrainian society as well as women's rights and power. The analysis of scientific literature has shown that the problem of gender equality in all social fields is researched poorly in Ukraine. To find out the opinions of the young people on gender equality and to get better understanding of the current gender attitudes among the youth and, thus, to predict the tendency of future gender trends in the labor market in Ukraine for the next 20 years, the questionnaire was made and conducted at an economic university to capture the thinking of the next generation of economists, entrepreneurs and future leaders. The survey has revealed that future leaders, managers and employees believe that women are competent enough to be leaders, good negotiators and facilitators but trust goes to men that implies the preference of both genders, in case of a vote, to choose a man rather than a woman. Despite this, due to various demographic, political, cultural or religious factors in many modern societies, there is still a belief that men are meant to take leader's positions while women are to stay at home and take care of the family. The findings of the article showed that most young people believe that leadership qualities can be developed and cultivated so that leaders are made not born. Hard work and commitment were mentioned as key factors for the development of leadership qualities and skills of both genders.

Key words: *gender inequality, gender gap, society, leader, leadership skills, leadership.*

Автори статті розкрили проблему лідерства в українському суспільстві. У статті лідерство представлено як процес організації завдань у команді, тому лідер – це людина, якій довіряють і яка здатна приймати правильні та справедливі рішення незалежно від статі. У статті висвітлюються результати дослідження, проведеного з метою з'ясувати погляди та переконання української молоді щодо гендерних питань та лідерства в сучасному українському суспільстві, а також прав і влади жінок. Аналіз наукової літератури показав, що проблема гендерної рівності в усіх сферах суспільства в Україні досліджена мало. Щоб з'ясувати думку молоді щодо гендерної рівності та краще зрозуміти поточні гендерні настрої серед молоді, а отже, спрогнозувати тенденції майбутніх гендерних тенденцій на ринку праці в Україні на наступні 20 років. Анкета була складена та проведена в економічному університеті, щоб охопити мислення наступного покоління економістів, підприємців та майбутніх лідерів. Опитування показало, що майбутні лідери, менеджери та працівники вважають, що жінки достатньо компетентні, щоб бути лідерами, хорошими переговорниками та фасилітаторами, але довіра належить чоловікам, що передбачає перевагу обох статей у разі голосування, щоб вибрати чоловіка, а не жінку. Незважаючи на це, через різні демографічні, політичні, культурні чи релігійні чинники в багатьох сучасних суспільствах все ще існує переконання, що чоловіки мають займати посади лідерів, а жінки повинні залишатися вдома та піклуватися про сім'ю. Висновки статті

показали, що більшість молодих людей вважають, що лідерські якості можна розвинути і виховати так, що лідерами не народжуються. Працьовитість і цілеспрямованість були названі ключовими факторами розвитку лідерських якостей і навичок обох статей.

Ключові слова: гендерна нерівність, гендерний розрив, суспільство, лідер, лідерські навички, лідерство.

The problem of gender and leadership in society has occupied people's minds since ancient times. Recent researches show that leadership in a given society is not so obvious and predicted as it seemed before. With time women started getting quality education and have often shown better results in studies than men. Thus, the gender gap is becoming narrower due to more women's knowledge acquisition, their desire for professional growth, innate organizational and communicative skills, etc.

Leadership is often seen as the process of organizing tasks within a team, so a leader is a person, who is trusted and capable of making right and fair decisions regardless of their gender. Thus, it's all about having a clear vision and teambuilding skills then.

Leaders are also often faced with decision-making responsibility and this is the central aspect of leadership, unwillingness to take on decision-making responsibility may be a major reason behind women's self-selection away from leadership. In this sense, decision-making on behalf of others (a potentially difficult social situation) is the key behavioural aspect of leadership that we focus on, and social confidence is the level of ease with which one can face such social situations. The level of social fear constitutes a reason for individuals shying away from making decisions on behalf of others and determines the extent to which they do so. Having said that, it is likely that a number of unobserved confounds govern both social confidence and decisiveness simultaneously. Thus, self-confidence is also likely to be associated with who rises to leadership positions in groups [9, p. 112]. In addition, women are less likely to be selected as leaders of groups in a real effort context due to lack of confidence. Not surprisingly, private self-confidence is significantly associated with social confidence: willingness to attempt the difficult version of the task privately is associated with a 10 (12) percentage point increase in the willingness to do the task publicly [11, p. 265].

The literature can be roughly grouped into four schools of thought in this respect. The first approach examined seems to be based on the premise that leadership is biologically determined and innate for men. A second area of thought acknowledges the role of socialization and explores the notion of gender role as a determinant of leadership. A third concept involves the identification and consideration of a variety of other contributing causal factors ± beyond gender role ± that could predict and influence, leadership effectiveness and emergence. The fourth perspective accepts

that there may well be a difference in the way men and women approach leadership and attempts to understand and articulate this difference [2, p. 46].

Today, leaders need to take a hard look at what gets in the way of promoting women in their organizations and society itself. Clearly, the unconscious bias that women don't belong to senior level positions plays a big role. It's imperative that organizations change the way they make hiring and promotion decisions and ensure that eligible women are given serious consideration. Those making those decisions need to pause and ask, "Are we succumbing to unconscious bias? Are we automatically giving the nod to a man when there's an equally competent woman?" And, as our data on confidence shows, there's a need for organizations to give more encouragement to women. Leaders can assure them of their competence and encourage them to seek promotions earlier in their careers [12].

To be accepted as leaders, women often must walk a fine line between two opposing sets of expectations, so women leaders are still a minority. This statement comes as no surprise to most of us; what is surprising is that men outpace women in leadership roles across every sector in the world: corporate, nonprofit, government, education, medicine, military and religion [10].

The thing is that women's styles are not at all likely to be less effective; in fact, they are more effective within the context of team-based, consensually-driven organizational structures that are more prevalent in today's world. The assessment that a woman's leadership style is less effective than a man's is not fact-based but rather driven, by socialization, to a perception that certainly persists. Thus, effective leadership is not the exclusive domain of either gender and both can learn from the other [2, p. 47].

It is important to mention that due to various demographic, political, cultural or religious factors in many modern societies, there is still a belief that men are meant to take leader's positions while women are to stay at home and take care of the family.

As for Ukraine, it happened historically and geographically that the country has always been "in-between" the Western and the Eastern world. Thus, its social, political, historical and cultural background has been influenced by both. Therefore, today the Ukrainian women often get good education, become great scientists and scholars, start their own businesses as well as try to be a perfect girlfriend or a housewife. Definitely, with every next generation in Ukraine the mindsets

of men and women are changing – women are becoming more independent, more competitive, more self-determined and self-driven than men. According to the statistics of the Global Gender Gap Report 2018 made by the World Economic Forum, enrolment of female in tertiary education is higher than male as well as less women are unemployed than men today. What's more, women in Ukraine are getting more Business, Administration and Law Degrees these days. Therefore, women are ready to give birth at the age of 28 that in the long-run may lead to the aging and depopulation of the country.

The problem of gender equality is quite underexamined and acute in Ukraine. In the Verkhovna Rada of the Ukrainian Soviet Socialist Republic the share of women reached 30% (in 1985, 157 women were elected to the Ukrainian parliament), as a consequence of the introduction by the Communist Party of the USSR of a non-official quota for women representation in elected office. After the first multi-party elections of 1990 the representation of women in the parliament decreased significantly. On the whole, during 1990–2010 the share of women in the parliament has varied from 3% to 8.5%. By the percentage of women in the parliament Ukraine ranks 108th, behind the Democratic Republic of the Congo, Ghana and Samoa, but ahead of such countries as Botswana, Algeria, Kuwait and the Libyan Arab Jamahiriya. The analysis of representation of women in positions in the state bodies and bodies of local self-government leads to a following distressing conclusion: the higher the position, the lower the representation of women. For instance, by the end of 2008 a share of women in the highest positions (first category) of the bodies of local self-government was 7.7%, in the lowest positions (sixth category) in the same bodies – 79%. As of 31 December 2008, the share of women in the highest positions of the state bodies was only 12.5%, and in the lowest positions of these bodies, 69.6%. It should be mentioned that Ukraine has made a number of commitments under key international documents in the field of elimination of the discrimination against women, in particular as concerns political life. Among these documents are the Convention on the Elimination of All Forms of Discrimination against Women and the UN Millennium Development Goals. In accordance with Article 7 of the CEDAW, states should “take all appropriate measures to eliminate discrimination against women in the political and public life of the country”. Under the UN Millennium Development Goals a minimum 30% of either gender should be represented in legislative and executive bodies by 2015. In 2010 the OSCE/ODIHR Election Observation Mission stressed the importance of fulfillment obligations under the UN Millennium Development Goals

by Ukraine and highlighted the fact that “women are underrepresented in the legislature”. At the moment the issue of the promotion of women's representation in elected office is not considered as the highest priority for reforms in the field of political parties and elections [8, p. 83].

Thus, the Law of Ukraine “On Ensuring Equal Rights and Opportunities for Women and Men” was issued only on September 8, 2005. Later on, in 2012, Ukraine took part in the Committee of government management of the Organization of Economic cooperation and development in order to implement a gender approach to the realization of the stuff policy at civil service on the central and local levels. Since the implementation of the Law, more and more researches on gender equality have been done by the Ukrainian scholars. As an example, theoretical and practical researches on gender identity based on the analysis of real peculiarities of a personality, viewpoints and beliefs of modern men and women showed that female identity is more likely to change than the male one, though both of them are inclined to narrow at last [1, p. 285].

The aim of this research was to find out the attitudes and beliefs of the Ukrainian young generation on gender equality that will define and benchmark the upcoming years of the future Ukrainian society, precisely future bosses, managers and employees as well as husbands and wives. Typically, researches and data analysis show the current situation of gender inequality at workplace, but the background and reasons are usually left behind the scene. Our survey was focused on figuring out this problem at a different angle and with a perspective. Thus, our target audience were young people, the students of the economic university that will probably occupy the leading positions in the coming years.

A gender-based survey with a $n = 215$ male and female students of Odessa National Economic University, who were of 1-, 2- and 3-year of study were selected. The questionnaire was made of various questions that would highlight the most interesting and vulnerable gender-related sides of the Ukrainian society. Moreover, the focus on economics students helped us get more insights on the problem from those, who in the coming years would become leaders, top managers, senior executives, etc. The students' responses were divided into the categories according to their gender and year of study to track specifically their changing opinions, preferences and beliefs. Using the findings obtained, different statistical diagrams were made in order to accurately interpret the data and show interesting conclusions. Obviously, peer talks and discussions were conducted to get more data and detailed explanations that were out of the questionnaire.

To find out the opinions of the young people on gender equality and to get a better understanding of the current gender attitudes among the youth

and, thus, to predict the tendency of future gender trends in the labor market in Ukraine for the next 20 years, the following questions were offered.

As we found out that self-confidence and trust are crucial for becoming a leader, the students were asked who gets more trust in the society. The findings of the survey were the following (picture 1).

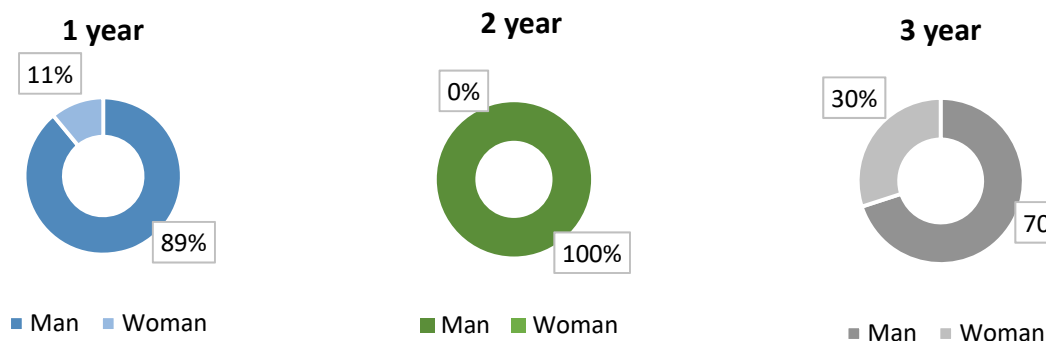
As we can see from the results obtained, most of the 1-year students answered that men have more trust in the society than women (89% of boys, 65% of girls). The situation is the same with the girls from the 2-year of study (79%) and the boys from the 3-year of study (70%) (picture 2).

However, *all* the girls from the 3-year of study (100%) and boys from the 2-year of study (100%) answered that men are fully trusted in the society. This means that none of these groups of people trust women and are unlikely to vote for female leaders within the university and outside (e.g. at presidential elections). We also noticed an interesting tendency, namely, becoming older, boys start giving more trust to female leaders, whereas girls support men more when they become more mature. There may be different explanations given here, but one of the factors is their psychological age change. Boys start giving more respect to women and value them more with time, probably observing good female study results, competitiveness, communication and leadership skills of girls; while girls start trusting men more due to the fact that during their studies they discover that there are more world famous male leaders, economists and outstanding managers as well as it

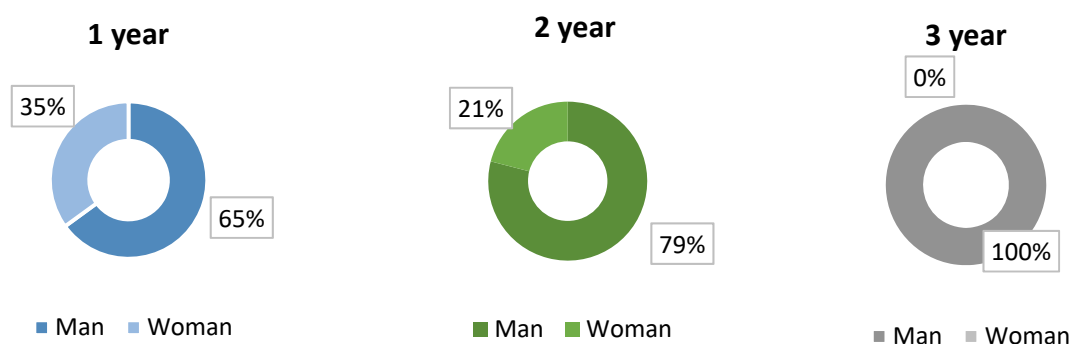
is easier to deal with men because of their strategic vision ability, their approach to problem-solving and conflict resolution and, what is also scientifically proven, that's because of men's courage and self-confidence to position themselves as a leader from an early age though with time this gap will narrow.

When it comes to the discussion of leadership, a quotation "Leaders are born, not made". is often used as an example and it is the reason for many arguments and contradictions. The question was offered to the students whether they agreed on it or not. As a result, 71% disagreed with the quotation, 23% of respondents agreed, while 6% found it difficult to answer. It means that most young people believe that leadership qualities can be developed and cultivated. They believed that hard work and commitment contributed to the development of leadership qualities and skills of both genders.

The next question was: "Do you see yourself as a leader?". Most of the students polled responded "yes" (78% of the 1-year male students and 62% of the 2-year males); 86% of males of the 2-year of study; whereas females of the 1-, 2- and 3-year of study replied "yes" correspondingly 70%, 71%, 83%). There appears a great concern: the girls in the previous question said there was more trust to men in the society though they strongly believed they saw themselves as future leaders. If to have a look at the statistics, there are more higher positions in Ukraine occupied by men though girls have high aspirations for top management. But the truth is that these aspirations would probably remain dreams that could hardly become true



Pic. 1. The opinions of male students on gender trust in the Ukrainian society



Pic. 2. The opinions of female students on gender trust in the Ukrainian society

and in an older age, after 30 years old as studies show, when at this time boys would succeed much more in their careers.

In addition, the students were asked whether their future leadership would depend on their gender or not. 12% of the group agreed, 49% disagreed and 39% replied that they partially agreed. Thus, almost 50% of students doubted that they could be leaders due to their gender. There are many reasons for their doubt, for instance, gender inequality at workplace and in the Ukrainian society lacks legislation and support for women. Also, there is a belief that boys and girls should be taught from childhood that men are to be leaders, men should work more, etc.

Then, the students were questioned about whom they would prefer to have as a boss – a male or a female. All boys of the first and second year of study answered “male” (100%), most of their girl classmates answered the same (83% and 71% correspondingly), but the situation differed in the 3-year of study. The responses were divided between the girls and boys approximately equally (the boys chose “male boss” (57%) and the girls also wanted to have a male boss more (58%). Even though trust for female leaders was growing with the students’ maturity, anyway they wanted to have a male boss. In addition, the question “Do you see a woman as a leader?” was answered by 94% of respondents as “Yes”, only 4% of students said “No” and 2% of them couldn’t decide. So, on the one hand, they believed a woman could be a good leader, on the other hand, they would prefer a male leader or a boss.

The answers to the following question highlighted one of the reasons why a male boss was more preferred. 6% of respondents believed that female leaders made decisions based on emotions, 35% disagreed with this idea and 59% thought it

depended on the person. Also, 6% of the young respondents thought that women could not be leaders by nature, 10% agreed partially and 84% disagreed with it. These answers have shown that most young people thought that leadership and decision-making did not depend on gender but on personal qualities and skills.

The results of the survey have shown that almost 80% of the young people when choosing a deputy among male and female candidates would focus more on qualification and competence rather than gender though about 16% of students would prefer a male deputy.

Most of the students (64,3%) believed that both men and women could be good managers though 31% of students responded that men were better managers than women and only 4,7% thought that women could be good managers.

The following question on gaining authority in a team was answered by 78% of the students that it didn’t depend on gender, 22% of students believed that all authority would go to men but none of the students said that it would go to a woman. Almost the same results were for the following question that 14% of students would take men’s advice more seriously and 86% of respondents said that they would listen to the advice of both genders equally. Nevertheless, none of the students responded that they would listen to a woman’s advice only.

Furthermore, 12% of respondents thought that a woman could become a leader only because of her appearance whereas 88% disagreed.

Another question was focused on communication and interaction between both genders: (“Would you make a deal with a company that is run by a woman?”). The result was as follows:

Most of the students from each year of study (1–3), including girls (83%, 100%

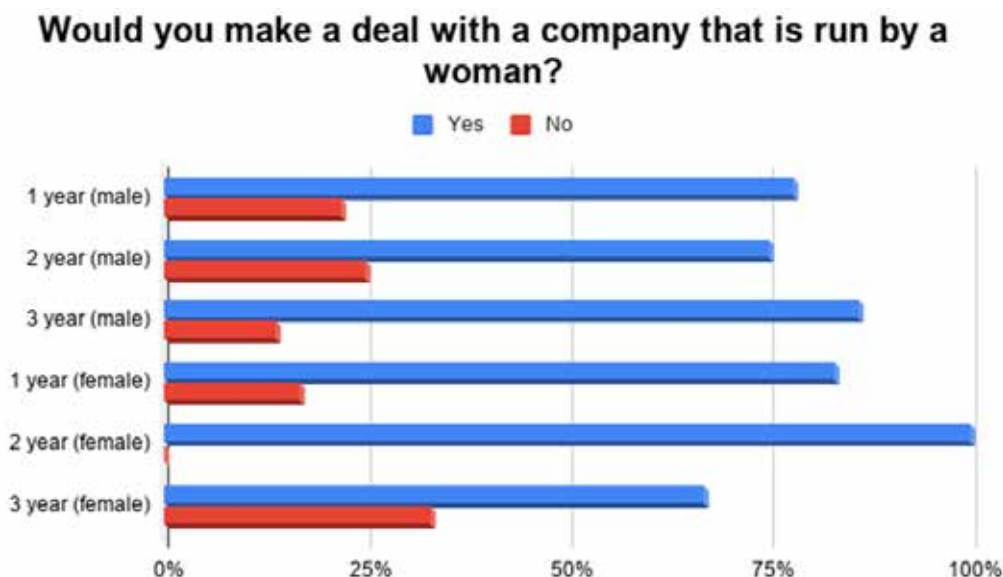


Table 1.

and 67% respectively) and boys (78%, 75% and 86% respectively), responded they would deal with a company with a female CEO. These results can be explained with the fact that “to deal with” and “to be led by” made a difference for both boys and girls. Though cooperation and negotiations with female bosses implied easy communication and finding a compromise, but being managed and controlled by a female boss was another issue.

Most students (59,5%) also thought that in problem-solving and conflict resolution both genders were good, 26,2% of students responded that women were better than men and 14,3% replied that men were the best in solving problems and managing conflicts.

The students also answered the question on business deals that they would more likely to make a deal with a man (23%), with a woman (10%) and most of the students hesitated to answer it (67%). Thus, there is a big concern about the trust to women in the society as well as the first question showed the same attitude.

We also asked our students if they considered it nice that in Japan women got less salary than men by 40%. 84% of students found it inappropriate and unfair, 10% were not sure to answer probably due to lack of knowledge of the Japanese culture, working conditions, complicated hierarchy and the situation on the labor market, but, anyway 6% found it absolutely fair.

It was also of interest to find out whether students were aware of any world or local female leaders. The results surprised us, showing that 33% of boys of the 1-year of study and 88% of boys of the 2-year of study said “No” whereas only 4% of girls of the 1-year of study were unaware of famous female leaders. Moreover, 71,4% of the students thought that there were more male leaders, 26,2% believed that both genders were equally represented in leadership and only 3,4% responded that there were more female leaders.

The question on whether there were more male or female leaders showed that 1- and 2-year students believed predominantly that there were more male leaders while the students of the 3-year of study had different opinion. They assumed that there were almost 50% of female leaders. Anyway, the question concerning the awareness of male leaders was answered positively almost by everyone. This can be explained by the fact that Mass media seems not that too much interested in promoting female leaders though there are many famous female leaders and scientists in many fields worldwide.

The question “Are women competent enough to become a leader?” showed that modern young people understood that an individual regardless their gender needed to develop their skills and acquire competence to become a leader. The result was as follows (Table 2).

Most of the students of each year of study (1–3), including girls (91%, 93% and 100% respectively) and boys (56%, 75% and 100% respectively), answered “yes”. The thing is that the belief that women were competent enough was growing with age until it was fully agreed by the 3-year students of both genders. Thus, the perception that women could make great leaders despite the existing inequality in the society gives hope to change current stereotypes and wrong attitudes.

The next question was whether it was right to give women a lot of freedom and rights. Most of the guys of the 2-year of study (74%) answered that it wasn't right, they thought that a woman's place is in the kitchen, but *all* the girls of the same year (100%) gave an answer that it was right. It's possible that the guys had such an opinion because women were very sensitive, indecisive and emotional beings. Therefore, they may have believed that women were not able to make right decisions, if they had enough freedom. On the contrary, the situation was different among

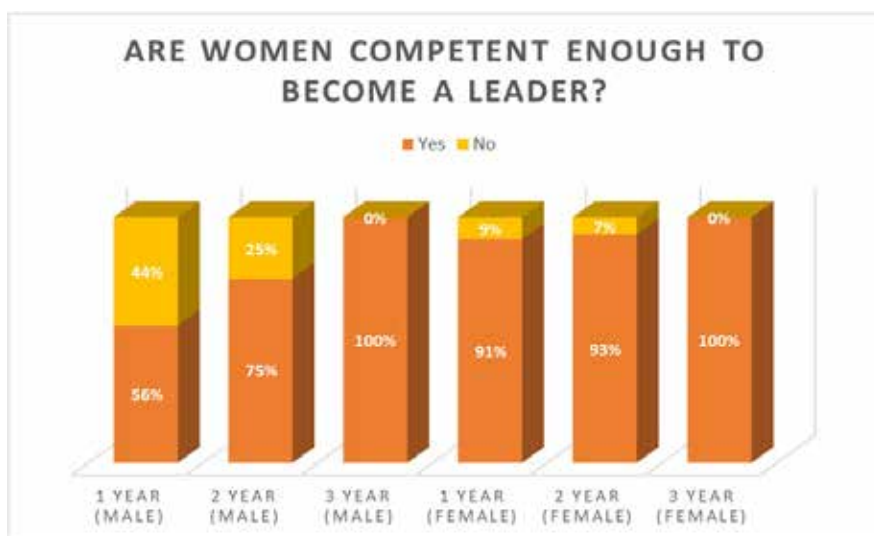


Table 2.

the students of the 1- and 3-year of study. Most of the boys (67% and 70% respectively) answered that it was right to give women freedom as well as their female classmates did (100% and 92% respectively).

It was also important to find out the prerequisites for gender attitudes asking the students about the gender dominance in the family. The results revealed that most male students responded that "Father" had a dominance in their families (1 year – 78% of the respondents, 2 year – 50%, 3 year – 43%) though in a decreasing way. This can be also one of the reasons why boys had more self-confidence from the very childhood. Thus, due to some reasons the leadership positions of the fathers were going down. An interesting fact to mention here is that also the boys even chose an option "Another" more often than the option "Mother" (1 year – 22% of the respondents, 2 year – 37%, 3 year – 57%). It means that mothers' authority was almost not considered by the boys at all. They would rather reply that somebody else in the family was dominating than a mother. As for the girls' responses, they were more loyal to mothers: 1-year students selected the option "mother" (44%), "father" (30%); "another answer" (26%); 2-year students – "mother" (43%), "father" (6%); "another answer" (51%) and 3-year students – "mother" (42%), "father" (33%); "another answer" (25%). The results also showed the decreasing number of girls who believed that mothers had more authority. The girls gave almost equal or sometimes less preference to fathers but they chose the third option. Thus, fathers, in girls' opinion, were not dominating in families at all. We haven't studied their background though, whether they were from one parent families or divorced families, but, in our opinion, the answer to this question may be explained by the fact that dominance was considered absolutely in a different way by both genders. For example, boys understood dominance as going to work, being busy and hardly reachable, earning money while girls thought that household keeping and family management was the sign of power in a family.

Finally, 35% of students strongly believed that a man was an earner and a woman was the keeper of the hearth while most of the students (65%) disagreed.

The obtained results showed that the problem of gender equality is underresearched in Ukraine though it remains acute and important at every level. The implementation of the Law on gender equality has moved the regulations, talks and action much forward. There is still much to be done in Ukraine to narrow this gender gap both mentally and legislatively. More events and other activities should be held by the government authorities and companies as well as properly advertised by Mass media.

The survey among the economics students showed that the 1-year students, especially boys, came to the university with the idea that though women could be good bosses and negotiators, anyway most of them, even the girls, believed that male leaders had more trust in the society. Therefore, the conclusion can be made that men can be more easily promoted and are more likely to win the elections or get power than women with the same good qualifications, skills, ideas and action plans. The students of the 3-year of study were more positive about female leaders maybe due to the fact that they widened their knowledge during their studies, broadened their mind, started working and getting their first work experience with both male and female bosses at that time.

On the other hand, the youth thought that a woman could be a great leader as well as being a leader today means having other skills than gender belonging.

The overall results have shown that the Ukrainian society is now living in a transition period – on the one hand, the society is stuck with the preference for choosing men for leading positions (votes at most institutions and at different levels, including presidential votes, prove that fact); on the other hand, the increasing number of educated, self-driven women, make the competition tougher, though this process is very slow due to the lack of legislation and regulation.

It is important to emphasize that taking into account the answers for the question on trust, it's not hard to predict any election results that most young people of this age group would vote for a man rather than a woman.

This research is not meant to highlight the whole problem of gender equality in Ukraine but contribute to its further findings.

The findings of the research revealed that gender equality in Ukraine needs more research and expertise. The analysis of the scientific literature shows that gender inequality is a complex and multifaceted concern.

The questions in the survey highlighted that gender attitudes depended on subconscious behavior, stereotypes that were cultivated for many years throughout history. Despite the existing trust for men more than women, girls had a desire to be bosses and felt they could make good leaders. The creation of a gender-equal society needs more legislation and regulation.

The results showed that the youth believed that leaders were made and women could make good leaders as well as women had a lot of necessary personal qualities and skills to lead, at the same time, the problem of trust to women remains a concern as well as their chances to be promoted to higher positions. Thus, theoretically, young people were democratic and reasonable on the problem of gender equality until it concerned

them personally – most of them would like to have a male boss.

In our opinion, leaders in Ukraine need to take a hard look at what gets in the way of promoting women in their organizations and society in general. Clearly, the unconscious bias that women don't belong to senior level positions plays a big role. It's imperative that organizations change the way they hire and promote their staff as well as to ensure that to women's eligibility a serious consideration is given.

The research conducted doesn't cover all the aspects of the problem concerned. Further research needs to be carried out in this field in

order to study the influence of social media on human's behavior, men's and women's, because the era of digitalization and its gender effects are becoming of social, economic and scientific interest these days.

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