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## **THE EVOLUTION OF LEADERSHIP: NEW PERSPECTIVES AND THE ROLE OF WOMEN IN MODERN MANAGEMENT**

### **Abstract**

Ensuring gender equality in leadership positions and empowering women is essential for sustainable development. As part of the evolution of leadership, the role of women leaders in modern management is becoming increasingly important, in connection with which new perspectives are opening up. Not only scientists but also politicians and business people show interest in this scientific direction, and the very phenomenon of women leaders can radically break the stereotypes that are a barrier to the modernization of society. The primary purpose of this study is to explore women's leadership and designate the role of women based on the analysis of the results of secondary and primary data collected using desk and field research methods, such as a literature review and a quantitative survey (N=238). The results led to the conclusion that women leaders, unlike men, are more likely to create an atmosphere of respect, trust, and support in the team and publicly recognize subordinates' contributions to corporate activities. Male managers, in turn, tend to motivate subordinates based on their individual preferences. This work represents a significant contribution to the knowledge related to management and leadership and offers new research points of view. The study results can be applied in practice, providing companies and their leaders with ideas on how to maximize the potential and opportunities of women in management.

**Key words:** leadership, gender, gender inequality, leadership evolution, female leader, gender stereotypes, modern management.

### **Introduction**

With its constantly changing requirements and complexity, the modern world also changes our understanding of management and leadership. Increasingly, there is an awareness of the importance

of re-evaluating conventional theories about leadership and life-changing leaders. It is significant that women are increasingly becoming leaders and that they are contributing to modern managerial practices. Until recently, the underrepresentation of women in administrative positions in the private and public sectors was considered normal. However, in recent decades, there has been a persistent trend toward reducing gender gaps. More and more women are not only mastering professions that for a long time were considered “male” but also becoming heads of companies, departments, and governments. Such examples and cases become the subject of discussions and force people to reconsider traditional views, stereotypes, and prejudices regarding the qualities and attributes of leaders, both men and women.

The president of Zenger Folkman, noted that “while men excel in the technical and strategic arenas, women clearly have the advantage in the extremely important areas of people relationships and communication. They also surpass their male counterparts in driving for results. This we know is counterintuitive to many men” [1].

This paper examines a new paradigm for leadership and presents fresh viewpoints on women in leadership. This study focuses on the function of women in contemporary management and how they affect organizational dynamics. Examining women’s contributions to contemporary management and leadership raises awareness of leadership’s dynamic and ever-changing nature and creates new research opportunities.

The Basic Provisions section introduces modern leadership theories that emphasize relationships with followers and the leader’s personality, which is crucial given the importance of interpersonal abilities, emotional intelligence, and teamwork in today’s society. The literary review contains information about research results on women in management in the 21st century.

The study’s results will contribute to a greater understanding of the role of women in modern management and awareness of the changing leadership landscape, as well as promote more inclusive and prosperous leadership practices in today’s rapidly changing world.

## **Main provisions**

Scientists have declared the feminization of management and dubbed women managers of the 21st century in conjunction with the traits of the new leadership that have been found [2]. Despite such blatant declarations, women are still underrepresented among business executives globally, especially in senior management. Since more than a decade ago, the argument over what makes a good leader—both a woman and a man—has persisted, and new research is giving it new shapes. New leadership theories focus on the leader’s relationship with his/her followers and essential attributes. The most recent theories of leadership are as follows.

Servant leadership (SL) is associated with significant changes in the business’s organizational structure. At the core of SL is a strategic course where the leader serves the stakeholders: employees, customers, and the community. The leader shares power with subordinates, and decisions are made jointly. In servant leadership, business progress is assessed based on qualitative indicators; quantitative ratios are unimportant. Such a leader seeks to assess employees’ personal and professional growth and leadership potential. This type of leader is distinguished by well-developed competencies: empathy, the ability to hear, and providing timely feedback. This leader shares higher-order values, manages with effective communication strategies, does not rely on power influence, and is interested in developing his/her subordinates and increasing their commitment. The hallmarks of such a leader are foresight and guiding leadership. Servant leadership is distinguished from other types by a clear vision of the business, group goal-setting with followers, and leaders’ contribution to the personal growth of each subordinate through training, support, and ongoing feedback [3].

Transactional leadership (TL) is based on a transaction of behavior in which followers behave under the leader’s requirements. In exchange, he/she provides subordinates with rewards for achieving results, fulfilling plans and tasks, and following the rules. In turn, the leader will also apply a system of punishments in case of untimely implementation of tasks, violation of plans, and poor performance. Enterprises still use transactional leadership, which is more applicable in critical situations [4].

Transformational leadership gives employees the independence to make decisions and supports innovative approaches. An analysis of over 85 studies showed that transformational leadership is more

effective than transactional leadership [5, p. 3]. The difference between these types of leadership is presented in table 1.

Table 1 – Differences between transactional and transformational leader

Transactional	Transformational
Responsive Leadership	Proactive Leadership
Exists within the organizational culture	Acts to change organizational culture by generating new initiatives
Encourages subordinates to fulfill the tasks and goals of the business through a system of punishments and rewards	Stimulates and provides rights and obligations in order to fulfill business tasks based on moral values
Stimulates followers based on understanding of the motives for their behavior	Encourages subordinates to transfer their attention from personal to universal concerns, which motivates them
Note: Compiled by the authors based on sources [6].	

According to table 1, transactional leadership is built on external incentives to perform work without paying attention to the need to create internal motivation for employees.

A meta-analysis (MA) of leadership styles of men and women, namely transformational, transactional, and permissive, revealed some advantages in favor of female leaders. We believe that the most likely reason for the findings is the impact/influence on women of conflicting gender stereotypes, such as a woman should be accommodating and caring, and a leader should be tough, dominant, and assertive. Thus, the potential of women can be more beneficially realized within the framework of transformational leadership, allowing the application of socially approved patterns of behavior. Another explanation for the results could be the complex maze that women have to overcome in order to achieve career ambitions, which makes them more selective in becoming leaders [5]. The conclusions of the mentioned meta-analysis in the framework of the study of permissive, transformational and transactional leadership among male and female managers in business structures are reflected in table 2.

Table 2 – Elements of leadership types characteristic of women and men

Leadership styles and their components	Description	Effect	
		Men	Women
Transformational Leadership			√√
Idealized influence (quality)	Demonstrates qualities that inspire respect and pride from being associated with this person		√
Idealized influence (behavior)	Emphasizes the values, purpose and importance of the business mission		√√
inspirational	Filled with optimism and enthusiasm for the goals and future of the business		√
motivational	Explores new perspectives on problem solving and task completion		
intellectual stimulation	Focuses on developing and mentoring followers and their individual needs		√√
Individual approach			
Transactional Leadership	Provides rewards for satisfactory performance of followers		√√
merit award	Deals with the mistakes of subordinates to bring work to the standard	√√	
Active deviation control	Intervenes in the process only in rather difficult situations of subordinates	√√√	
Passive deviation control	Often absent and not involved in the process even at critical moments	√√	
Note: Compiled by the authors based on the sources [5, 6].			

According to table 2, men are more likely to use transactional leadership, namely, active and passive deviation management and permissive leadership. Women are focused on transformational leadership and using such an element of transactional leadership to reward employees.

Distributed leadership implies the division of power among managers and subordinates, making leadership more accessible to performers in business. A distributed leadership framework, as opposed to a top-down leadership structure, emphasizes the necessity of interconnectedness and teamwork. Distributed leadership is actively used in forming and developing teams [7].

Exchange leadership is built on harmonious, mutually beneficial relationships with followers. The task of exchange leadership is to understand how such relationships affect stakeholders in business structures. The nature and effectiveness of relationships with subordinates contribute to the quality of achieving business goals. Attention to each employee is reflected in the results achieved and using the necessary resources in the required volume. The quality of the moral and psychological climate, business communication, and empathy are essential. As a result, there is an exchange between the leader and followers: the leader receives respect, commitment, and high-quality work from subordinates, and the latter receives remuneration, encouragement, and career prospects from the leader [6].

The famous researcher Bill George proposed the concept of authentic leadership (AL) and conducted many interviews with leaders. According to the analysis of the Bill George study, outstanding leaders are similar to each other due to the presence of the same qualities [8]:

1. Purpose (Awareness of business goals);
2. Values (Development and sharing of high-value attitudes);
3. Heart (Spiritual leadership);
4. Relationships (Formation of solid ties);
5. Self-Discipline [8].

Authentic leadership is built on a progressive personality, the image of a genius, honesty, and openness. An authentic leader is flexible in his/her behavior, responsive to the needs of others, and ready to help others. This type of leader does not focus on idealizing his image but prefers to be natural and understandable to his/her followers [8].

At present, the image of the leader has acquired new features, far from the authoritarian leadership that was once considered adequate. At the same time, ideas that came later, such as theories of cooperation, must be revised to describe the leadership role. Collaboration is just one part of a new type of leadership that requires the leader to be an inspirer, able to open up new horizons within the employees themselves, developed to lead the company to success. The leader of today looks far into the future, builds long-term, respectful relationships with followers, aims to unlock the potential of everyone, and acts as a mentor and coach, not an instructor. As a mentor, the leader finds the most successful ways to implement employees' knowledge, skills, and abilities, creating opportunities for them to take worthy positions in the organization.

A meta-analysis of about a hundred studies on managerial effectiveness by Eagly et al. found that women are more effective in "female" industries and men – in "male" ones [5]. Men are more effective in top management positions, while women are more effective in the middle management cohort [9]. Large corporations perform better financially if women are among their senior managers [10]. No significant differences were found in the level of performance within managerial behavior in the study by Bamel et al. [11]. Senior female leaders build gendered hybrid leadership identities, at the core of which is a multidimensional calibration of masculine and feminine traits and actions [12].

The elements of feminist organization used by the most progressive enterprises have received various forms of expression in the theory and practice of HRM and time management: job enlargement [13], job enrichment [14], and alternate work schedules. Although modern scientists have identified new leadership directions, a significant part of the population still adheres to the old views on the image of a leader with inherent masculine features. Many managers still practice bureaucratic practices/structures and an archaic type of leadership despite studying modern courses on new approaches to leadership [15].

Thus, it is evident that the problem of business administration and gender is relevant and in demand, and research in this area needs to be expanded and detailed. In particular, the almost zero level of research in the field of business administration and gender in Kazakhstan creates a severe knowledge gap that theorists urgently need to develop new concepts of business administration and leadership in Kazakhstan and practitioners to solve managerial problems within the local context.

## Materials and methods

In order to identify the level of implementation of management business processes by men and women in business structures in Kazakhstan, an organizational type of study was chosen. This choice is dictated by the applied nature of business administration, in which the participation of real managers is a favorable factor for the quality of scientific research.

The target respondents of the study were subordinates since the largest share of the management business process is associated with interaction with the personnel. The sample set was formed based on stratified randomization, which provides the best external and internal validity [16]. With the help of the strategy of stratified randomization, the control of the individual characteristics of the respondents, such as gender, age, and the field in which they work, was achieved. The sample size was N=224 people working under the supervision of low-level, middle, and top managers in large, medium, and small Kazakhstani enterprises. The gender and age characteristics of the respondents are presented in figure 1.

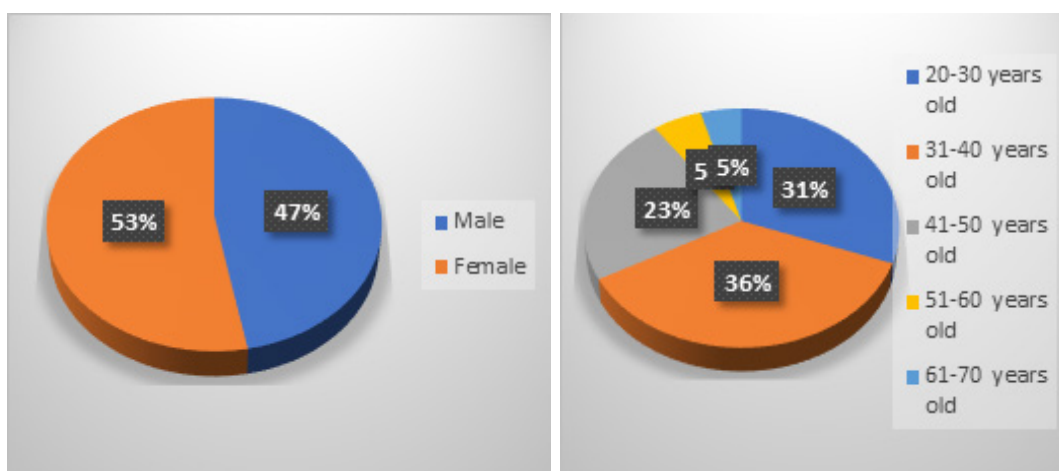


Figure 1 – Gender and age composition of respondents

Note: Compiled by the authors on the basis of the study.

The average age of the respondents was 37.1 years, ranging from 20 to 70 years. The five age groups that participated in the survey covered youth, mature and old age. Respondents from 20 to 50 comprised most of the respondents; a minor representation characterizes respondents from 51 to 70. The uneven representation of members of age groups is due to two reasons: the focus of the study is not on the age of the respondents but on the age of managers assessed by the respondents, and the inclusion in this group of people of retirement age, which is the smallest community among the employed.

The gender composition of the respondents ensured the optimal representation of representatives of both genders, which reduced the risk of some problems that arise in the process of gender research, including the most serious ones: adherence to one's gender group, prejudice against members of another group, bias towards one's gender group. Adherence to one's gender group and prejudice against members of another group means a person's more favorable attitude towards members of his gender and prejudice against those not part of his gender group. In turn, a biased attitude towards one's gender group is expressed in belittling the merits of one's gender community and exaggerating the positive qualities of representatives of another group [17].

The choice of the geography of the study was dictated by the need to cover different territorial zones of Kazakhstan, which have specific cultural characteristics that may affect the specifics of the implementation of the business management process. Accordingly, critical geographical zones were chosen: central (Karaganda region), southern (Almaty), and northern (Astana) Kazakhstan. The most significant proportion of respondents were residents of Almaty, then Astana, and the most minor –

residents of the Karaganda region. Figure 2 shows the characteristics of the composition of respondents by geography and industry. The respondents were employed in such sectors of the economy as energy, education, trade, services, mining, construction, and heavy industry. The mentioned sectors were selected taking into account the gender segregation of labor that has developed in the Republic of Kazakhstan, and their quantitative representation was designated as follows:

1. Industries with a high concentration of women – education (31%) and service (22%),
2. Industries with a high concentration of male labor – energy (22%), mining, construction, and heavy industry (11%),
3. Neutral industry – trade (15%).

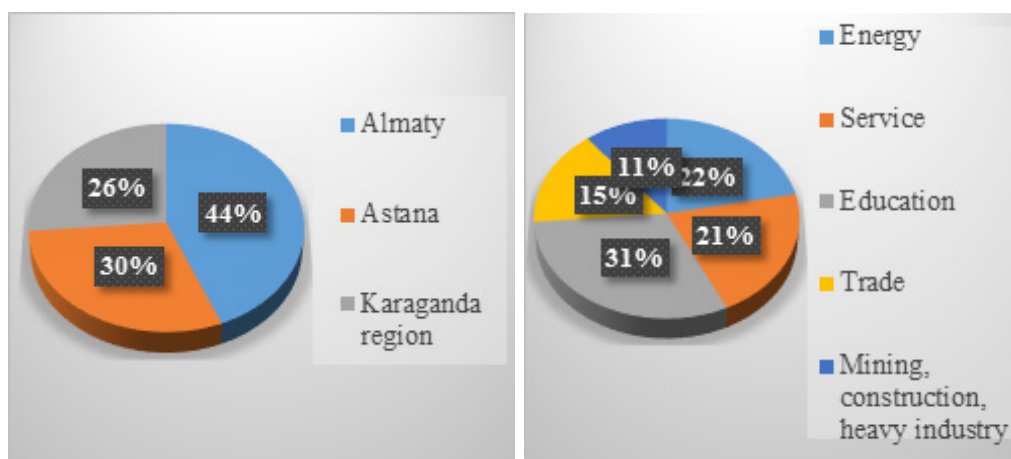


Figure 2 – Composition of respondents by regions and industries

Note: Compiled by the authors on the basis of the study.

While conducting this study, a questionnaire was introduced, developed in collaboration with practicing psychologists in Almaty, and initially tested on a sample of 100 respondents as part of the work on a master's thesis. Considering that the mentioned research instrument demonstrated high content validity and retest reliability, this questionnaire has been updated based on new concepts in business administration. When testing the revised version of the questionnaire, some questions were updated by the comments of 30 respondents to whom the questionnaire was sent for a pilot study.

The distribution of the questionnaires was carried out among subordinates, and not through their direct supervisors, in order to reduce the possible influence of the manager on the employee reporting to him when filling out the questionnaire. 65% of the questionnaires were sent to respondents by e-mail, and 35% were sent on paper. A total of 380 questionnaires were distributed, 238 of which were returned completed (63% of those distributed), including 14 questionnaires (6% of the total) that were rejected due to incomplete information being provided.

The questionnaire consisted of two parts: 1) an introductory part and 2) an answer sheet with instructions for filling out, a section of the respondent's socio-biographical data, a section for comments, and a final part. In the introductory part of the questionnaire, the scope of the study and the guarantee of confidentiality and anonymity of the information received from the respondents were indicated. The questionnaire was a multivariate individual closed questionnaire with a section for respondents' comments, providing additional details and an assessment of the level of understanding of the questions. The questions concerned different aspects of implementing the management business process, which are equivalent.

The questionnaire included eight scales representing the following criteria for implementing the business process of managing women and men: business planning; organization; motivation; control; communications; making decisions; leadership; conflict, and change management. The mentioned scales are chosen because the quality of the management business process mainly depends on the performance of the central management functions: business planning, organization, motivation of

subordinates, and control of their activities. The questionnaire's final question aims to identify the subordinates' ambitions to enter the company's top management.

The developed questionnaire aims to obtain initial information about the level of implementation of the business process of managing men and women. The questionnaire's content was compiled based on the requirements for a modern manager, dictated by the growing uncertainty of the organizational environment and the ever-increasing demands of subordinates to the immediate supervisor. The questionnaire excluded comparisons between men and women to reduce the possible impact of gender bias in manager evaluation on the study results [18].

The levels of implementation of the business process management were classified as high, medium, and low and represented the dependent variable. Gender, management level, age, and industry were independent variables. When processing the results obtained, the calculation was based on the distribution of the selected answer options into three categories: a high level of implementation of the management business process included from 80 to 61 points, an average level – from 60 to 31 points, a low level – from 30 to 0 points. For each of the eight scales, the manager's implementation of the business management process could rate 10 points. The response options for each question were weighted based on relative weights: 2, 1, or 0 points. For data analysis, methods of dispersion analysis and calculation of correlation coefficients were applied.

### **Literature review**

Gender stereotypes regarding the traditional distribution of responsibilities in society affect women's opportunities to achieve leadership positions in a particular field of activity [19]. Gender stereotypes are promoted through the media and social, educational, and entertainment socialization [20].

Cooke believes that studying women in management provides an opportunity to understand “the institutional and cultural context of HR ethics as part of a country's business ethics” [21]. Contemporary management culture does not engage with gendered social theories that could help develop “gender-neutral positive action-oriented management perspectives” [20].

According to Zhylynska et al., “the share of women in management in the 21st century tends to be parity with the number of men, but female leadership is mainly limited to middle and lower management” [19]. Women's leadership capabilities are primarily found in entrepreneurship [22]. Consequently, there is a disproportionate representation of women and men in decision-making bodies and leadership positions, reflected in the relevance of “gender inequality in professional management activities” [19].

Graafland hypothesized that having more women in leadership positions increases SMEs' sustainability by encouraging the use of relational management tools. Testing the model on 3,663 European SMEs supported this hypothesis: SMEs can improve their resilience through a gender-balanced management team [23].

Ng & Sears surveyed 278 firms and they found that having a female CEO and actively recruiting women into the organization was positively associated with the percentage of women in firm leadership. In contrast, firm internationalization and foreign ownership of the firm were negatively associated with the representation of women in management. It means that “more internationalized and foreign-owned companies may limit their efforts and investments in promoting women into leadership positions” [24].

Melero believes that the concept of good management practices in the workplace has similarities to the feminine leadership style, which occurs when the percentage of female managers increases. For example, workplace management teams with a higher proportion of women are more attentive to employee feedback and development [25].

A study by Biswas et al. examined the impact of female representation on boards of directors on the proportion of women among top managers in the United Kingdom from 1999 to 2019. Using a multi-theoretical approach, particularly agency theory, they found that more women on boards of directors are associated with more women in senior management, as predicted by the trickle-down

perspective. Thus, Biswas et al. argue that increasing the number of women board appointments is a potential solution to the problem of women's underrepresentation in the C-suite and may even help lay the groundwork for further CEO and board appointments [26].

## Results and discussion

In order to deepen the understanding of the specifics of the activities of women and men in the business of the Republic of Kazakhstan, a study was conducted on the level of implementation of business management processes at enterprises. First, an analysis was made of the individual characteristics of managers whose activities were evaluated by their direct subordinates.

In total, 97 women and 127 men were studied: 43% and 57% of the total number of assessed managers, respectively. Representation of the surveyed managers is 73 top managers (32%), 107 – middle managers (48%), and 44 – lower-level managers (20%). The distribution of managers by age was uneven as a result of slow promotion in the early stages and the average retirement age in the country: 15 managers aged 20-30, 56 – 31-40, 113 – 41-50, 28 – 51-60 years and 12 – 61-70 years [27].

The processing of the data obtained during the study was based on econometric and statistical analysis, namely, the analysis of variance, calculation of correlation coefficients, and analysis of multiple and pair regression models using a dummy variable. After collecting and processing the data, the information received was first subjected to verification for the reliability and adequacy of the results. For this purpose, an analysis was made to determine the possible gender bias in managers' assessment by male or female respondents. Comparison of the values of the regression coefficients of the gender of the respondent (ResG) and the gender of the manager (MangG) showed a minimal impact on the level of implementation of the management business process (BPMang): the correlation coefficient between the gender of the respondent and the gender of the manager is 0.11, and the closeness of the relationship between the gender of the respondent and the level of management practices was  $|r1| = -0.08$  (table 3).

Table 3 – Correlation matrix

	BPMang	ResG	MangG
BPMang	1		
ResG	-0,08306	1	
MangG	0,10129	0,11679	1
Note: Compiled by the authors based on the source [27].			

Table 3 shows no meaningful association between any of the parameters. The study of a multiple regression model with a dummy variable was used to address the primary research question, "Does the gender of a manager affect the level of their managerial practices?" A poor correlation between managers' gender and the extent of business process adoption was shown by multiple R ( $R^2=0.153$ ). As a result, the gender of managers has relatively little bearing on the effectiveness of business process adoption. However, women have a little edge when executing business planning, organization, motivation, control, communication, conflict, and change management. In turn, managers' ability to make decisions is scored higher for men than for women, and both genders give managers' leadership abilities almost equal marks. Figure 3 displays the weighted averages concerning male and female managers' roles and linking mechanisms.

Figure 3 (p. 48) shows that managers, regardless of gender, are rated as having the best organizational, communication, and business planning skills and having slightly worse decision-making and control skills by subordinates. The inclusion of communications (0.6), conflict and change management (0.5), control (0.4), and organization (0.4) had the most effect in favor of women. Let us take a closer look at the characteristics of implementing the management business process components.

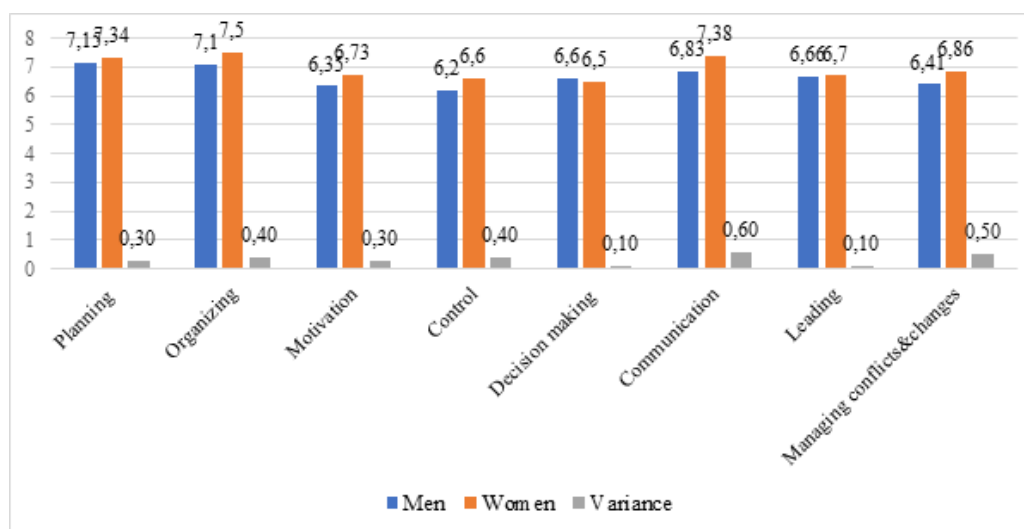


Figure 3 – The level of implementation of the management business process

Note: Compiled by the authors on the basis of the study.

#### Research results by business functions

**Business planning.** Subordinates noted that short-term plans in women-run departments are more likely to align with that unit's long-term plans. Women also regularly explain to the employees entrusted to them the goals of work and the possibilities for achieving them. At the same time, men adjust work plans more often due to changes in the internal or external environment of the organization.

**Organizing.** When distributing tasks, women consider subordinates' individual abilities and workload more regularly, while men consider this less often. Also, leaders more often in communicating with subordinates vary the positive and negative influence methods, considering the situation. At the same time, men are less likely to demonstrate such flexibility and use open pressure more often. According to subordinates, male bosses are less likely to show self-confidence than women. However, they create such conditions for interaction with their wards, in which subordination is not emphasized but observed. In turn, women often emphasize their managerial status and demand observance of subordination.

**Motivation.** The activity of women in motivating subordinates was, in most cases, rated excellent. Women leaders are more likely to encourage creativity, initiative, and ideas of employees, appreciate and publicly announce the contribution of subordinates to business processes and create an atmosphere of respect, trust, and support compared to men. Male managers are more likely to motivate subordinates, considering their individual needs.

**Control.** Women in business are more regular than men in the event of a mistake on the part of a subordinate and take measures to help eliminate its cause. In contrast, men are more likely to resort to drastic measures or completely ignore what happened. Moreover, female representatives are more likely to take responsibility for the failures in the work of the unit entrusted to them in comparison with men. In contrast, men often shift responsibility to the team or individual employees.

**Making decisions.** Men are less likely to allow the influence of their dislikes and sympathies on managerial decision-making. They are more regularly monitoring the results of implementing decisions than their female counterparts.

**Maintaining communications.** Respondents rated male and female leaders' oral and written communication skills equally well. However, an advantage in favor of women was found in a greater willingness to listen to their subordinates, the creation of conditions for free circulation to clarify work issues and better emotional intelligence.

**Leadership.** The scale in which the total differences between male and female managers are the smallest. Nevertheless, according to the respondents' answers, men more regularly vary authoritarian, democratic, or liberal style, taking into account the current situation; unlike women, the latter are more often considered a recognized leaders among their subordinates.

Change and conflict management. According to the study results, women are likelier to introduce innovations and motivate subordinates to accept them positively. At the same time, men more often show a neutral or negative attitude towards innovations in organizations [27]. In the event of a conflict between department employees, the bosses more often use structural methods that contribute to its resolution, and the bosses prefer not to intervene or try to resolve the conflict by the command method. In addition, women are more likely to support work at a level that prevents conflicts among subordinates.

Thus, summing up this sector of the article, we have to say that gender stereotypes are a tremendous force that can be broken only with the right organized policies not only from the state but also from all institutions, including economic, educational and even entertainment.

## Conclusion

Gender stereotypes about the traditional distribution of responsibilities in society between men and women make it difficult for women to become leaders. Gender stereotypes are propagated through the media and social, educational, and entertainment interactions. Studying women in management can help understand the cultural context of management ethics. Moreover, contemporary management lacks social theories that can help create “gender-neutral positive action-oriented management perspectives” [20]. There is growing evidence that management teams with more women emphasize employee feedback and growth. Moreover, the presence of women on boards of directors may influence the number of women in senior management positions.

Women influenced by preconceptions and stereotypes, particularly women from developing countries, are favorably impacted by growing awareness of the necessity of women’s presence in leadership roles, which is generally related to leadership development opportunities. The examination of secondary and primary data served as the basis for this study to establish the roles that women play. According to the findings, females place a higher value on authentic and servant leadership. Recent studies conducted in the United States support the notion that women are more likely to demonstrate authentic and servant-oriented leadership styles [3].

Lecoq states “When women are finally given a chance to prove themselves in a senior position, they are handed something that is already broken and where the chances of failure are high. We see this happen frequently enough that it made us wonder, are women in fact more qualified to lead during a crisis? Could that be why they are handed the reins when times are tough?” [28]. This insight has been made under research conducted by Zenger & Folkman [29, 30].

Women managers are more likely to possess the following qualities than their male counterparts: the ability to listen to and hear what others have to say, a willingness to assist others, availability for interaction, “soft” conflict resolution, thoughtful preparation of staff for changes, creation of a comfortable working environment, and a focus on the maintenance of a stress-free environment. The study’s findings have practical ramifications, including some ideas on maximizing women’s potential in management and empowering them.

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## **КӨШБАСШЫЛЫҚТЫҢ ЭВОЛЮЦИЯСЫ: ЖАҢА ПЕРСПЕКТИВАЛАР ЖӘНЕ ҚАЗІРГІ ЗАМАНҒЫ МЕНЕДЖМЕНТТЕГІ ӘЙЕЛДЕРДІҢ РӨЛІ**

### **Андатпа**

Басшылық қызметтерде гендерлік теңдікті қамтамасыз ету және әйелдердің құқықтарын кеңейту тұрақты даму үшін маңызды. Көшбасшылық эволюциясының бір бөлігі ретінде қазіргі заманғы менеджменттегі көшбасшы әйелдердің рөлі барған сайын маңызды бола түсуде, осыған байланысты жаңа перспективалар ашылады. Бұл ғылыми бағытқа ғалымдар ғана емес, саясаткерлер мен бизнес өкілдері де қызығушылық танытып, көшбасшы әйелдер құбылысының өзі қоғамды жаңғыртуға кедергі болатын таптаурындарды түбегейлі бұзуы мүмкін. Бұл зерттеудің негізгі мақсаты – әдебиеттерді шолу және сандық сауалнама (N=238) сияқты үстелдік және далалық зерттеу әдістерін пайдалана отырып жиналған екінші және бастапқы деректердің нәтижелерін талдау негізінде әйелдердің көшбасшылығын зерттеу және әйелдердің рөлін анықтау. Нәтижелер көшбасшы әйелдердің ерлерге қарағанда, ұжымда құрмет, сенім және қолдау атмосферасын құруға және бағыныштылардың корпоративтік қызметке қосқан үлесін көпшілік алдында мойындауға бейім деген қорытындыға әкелді. Ер менеджерлер, өз кезегінде, бағыныштыларды жеке қалауларына қарай ынталандыруға бейім. Бұл жұмыс менеджмент пен көшбасшылыққа қатысты білімге елеулі үлес қосады және жаңа зерттеу көзқарастарын ұсынады. Зерттеу нәтижелерін компаниялар мен олардың басшыларына басқарудағы әйелдердің әлеуеті мен мүмкіндіктерін барынша арттыру туралы идеяларды ұсына отырып, тәжірибеде қолдануға болады.

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## **ЭВОЛЮЦИЯ ЛИДЕРСТВА: НОВЫЕ ПЕРСПЕКТИВЫ И РОЛЬ ЖЕНЩИН В СОВРЕМЕННОМ УПРАВЛЕНИИ**

### **Аннотация**

Обеспечение гендерного равенства на руководящих должностях и расширение прав и возможностей женщин имеет важное значение для устойчивого развития. В рамках эволюции лидерства все большее значение приобретает роль женщин-лидеров в современном управлении, в связи с чем открываются новые перспективы. К данному научному направлению проявляют интерес не только ученые, но и политики, бизнесмены, а сам феномен женщин-лидеров способен коренным образом сломать стереотипы, которые являются барьером на пути к модернизации общества. Основная цель данного исследования заключается в изучении женского лидерства и обозначении роли женщин на основе анализа результатов вторичных и первичных данных, собранных с помощью кабинетных и полевых методов исследования, таких как обзор литературы и количественный опрос (N=238). Полученные результаты позволили сделать вывод о том, что женщины-лидеры, в отличие от мужчин, с большей вероятностью создают атмосферу уважения, доверия и поддержки в коллективе, а также публично признают вклад подчиненных в корпоративную деятельность. Руководители-мужчины, в свою очередь, склонны мотивировать подчиненных с учетом их индивидуальных предпочтений. Данная работа представляет собой существенный вклад в совокупность знаний, связанных с управлением и лидерством, а также предлагает новые исследовательские точки зрения. Результаты исследования могут быть применены на практике, предоставив компаниям и их руководителям идеи о том, как максимально использовать потенциал и возможности женщины в сфере управления.

**Ключевые слова:** лидерство, гендер, гендерное неравенство, эволюция лидерства, женщина-лидер, гендерные стереотипы, современное управление.