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GENDER POTENTIAL OF PERSONNEL IN THE STRUCTURES OF UKRAINE AND FOREIGN COUNTRIES

The article analyzes the actual state of implementation of the state gender policy in Ukraine, and the results of the implementation of such policy in foreign countries. It was determined that at this stage of the development of Ukrainian society, the gender potential of our country prevails according to some indicators of the countries of the European Union. When analyzing the distribution of functions between the levels of the job hierarchy, we came to the conclusion that the reform of the state structures of management bodies and the breaking of the former practice of promoting women in this field caused a rapid increase in managerial positions, which are held mainly by men.

Keywords: *gender, gender equality, gender policy, personnel potential, foreign experience, personnel policy, public administration.*

Formulation of the problem. Legal equality of gender, development of productive forces of society, activation of socio-political life, social policy of states and generalization of the intellectual potential of society are the components that gradually prepared the ground for the promotion of women to power, to the sphere of decision-making at various levels of state administration. The influx of thousands of talented and educated women into state structures since the 1990s was not spontaneous or spontaneous, but was the result of a state policy aimed at the quota representation of female personnel, and therefore, a consistent system of their cultivation. The issue of

equal and objective appointment and promotion, which should be regulated by state policy, requires in-depth study, providing an objective assessment and significant proposals for improving gender policy in the state.

Analysis of recent research and publications. The problem of determining the actual gender potential of the state and the influence of the implementation of the state gender policy on the actual development of the state is directly related to the problem of the expediency and degree of influence of the state's intervention in gender issues. Despite the fact that the issue of realizing gender potential and increasing its relevance is a rather popular area for scientific debates, the influence of the state on gender policy is not studied enough. Most of the research in this field is based on well-known works [3; 4; 5.].

Presenting main material. When studying the issue of women's economic activity and comparing the specific weight of economically active women in relation to all women of the state, as well as men in relation to all men of this state, an interesting picture emerges. The largest percentage of economically active women according to 1999 data. lives in Sweden - 75%; Denmark - 73%; in Ukraine, 68% of women in Norway are considered to be economically active; 67%; The Netherlands - 62%; Canada - 57%; Romania - 58%; Switzerland – 57%; Finland - 56%. [3]

The United States has never had a woman president or vice president. A woman was never appointed to these positions by any leading party until July 12, 1984. it was then that Democratic presidential candidate Walter Mondale chose Geraldine Ferraro as an aide (partner) in the presidential campaign. The Cabinet of the President was approved in 1789. During its existence, it had only 29 women (5.8%) out of all 498 former employees. The first woman to serve in the Cabinet, Frances Perkins, was appointed by Franklin Delano Roosevelt. She began her service as Minister of Labor in 1933. Madeleine Albright became the first woman to hold the highest position in the US government, in 1996 President William Jefferson Clinton appointed her Secretary of State. George W. Bush appointed 4 women to his cabinet: Elaine Chao (Secretary of Labor), Gail Norton (Secretary of the Interior), Anne Veneman (Secretary of Agriculture)

and Christina Todd Whitman (Environmental Protection Agency Administrator). The National Security Council is headed by a woman - Condoleezza Rice.

The basis for evaluating career advancement opportunities are the average values of the following three indicators: women's age at the time of their first marriage, women's education level, and their competitiveness on the labor market. According to UN forecasts, by 2025, 75% of the population over the age of 60 will live in developing countries, and more than half of them will be women. The higher the level of development of the country's economy, the higher the social status of women generally becomes. However, this criterion is insufficient to assess gender equality and equal opportunities for promotion.

In the process of democratization of Ukrainian society in recent years, women were able to fully use their political rights, in particular, to start an active struggle to defend their interests. Today, this is an application to change the traditional attitude to personnel selection, which is based on new conditions for assessing the quality characteristics of management personnel. These include the "development, approval and start of implementation of personnel training programs in the main areas of administrative reform." Emphasis on the problem of value is important for studying the official's life world, the specifics of relationships within the administrative apparatus. Bureaucracy as a special socio-professional corporate group is understood and interpreted mainly within the framework of a negative approach, which goes back to the ideological ban on the inadmissibility of officials of their socio-professional interests, and actually leads to a significant decrease in the effectiveness of public administration.[4]

For example, a sociological analysis of the degree of women's participation in public administration structures can be objective when taking into account the specific reproductive function of women, the costs of which are incomparable. The main goal of the gender analysis of the relationship between the periods of professional growth and the phases of family life is to identify the possibilities of capable and proactive young women to include them in the personnel reserve and preserve their work obligations for the period of a forced break.

An active and purposeful personnel policy, connected with a rational rotation for management positions and a course for gender parity, is the guarantee of the implementation of the relevant state programs. In connection with the fact that middle-level managers are a significant resource of the corps of managers, they are interested in the dynamics of the formation of middle-level managers in different periods of Ukraine. In 1991 among heads of enterprises and organizations in Ukraine, women accounted for 6.5%. The situation was not the best in the apparatuses of state bodies and public organizations, although there were no more complaints about the quality of work of women than about men.

As a result, the following generalization can be made regarding the female manager. They have been directors for quite a long time. The longer the seniority, the more steadily women remain managers. The traditional stereotype of "a man is a miner" can be replaced by a "woman is a breadwinner." Secondly, an interesting picture emerges in the gender analysis of quantitative characteristics, which is divided by branches of government. There are more men with 15 years of experience than women, despite the fact that women with up to 10 years of experience are twice as many as men. This suggests that women, traditionally holding lower government positions than men, are also less in demand than men in adulthood, based on their work experience.

Let's assume that a man at the age of 45, who works in the legislative state bodies in the highest state positions and has a work experience of more than 15 years, can continue his work even after the age of 60. A woman with the same length of service generally continues to work in junior government positions. If we compare the quantitative characteristics of men and women with experience of up to 5 years - the period when young people gain experience in professional and practical work in public administration apparatuses, with the quantitative characteristics of men and women with experience of more than 15 years - the period when specialists - managers in their career advancement achieve certain successes over the years, the picture turns out to be non-traditional: that a woman, traditionally occupying lower government positions than men, according to her work experience, is also less in demand than men in adulthood.[1]

A more or less equal gender ratio can be observed when considering the quantitative characteristics of substitute public positions in the judicial branch of state power. Thus, looking at the regional level of the number of women and men, it can be seen that for men this dynamic is generally of a steady growing nature, for women the indicators of one to five years of experience coincide with those of 10 years or more. For men with 10 to 15 years of experience, the quantitative indicators are sharply reduced compared to 5 to 10 years of experience and almost double for more than 15 years of experience.

This is due to the fact that during this period most men try to apply their experience in the field of business. Unfortunately, legal mechanisms for the departure of civil servants to business and vice versa have not been worked out today. Women, unlike men, have a noticeable growing scale of public positions in the judicial system of power, which creates objective prerequisites for changing the gender imbalance. This is partly related to the change in the procedure for assigning and maintaining class ranks of state civil servants.

The study of social mobility from the perspective of gender is accompanied by a number of problems. On the one hand, considering vertical mobility as movement only "up" is incorrect. The nature of work changes over time, and as always, the preservation of the title of the position indicates that its essence has remained the same. For example, in the course of the administrative reform, state civil positions are more clearly classified in the apparatuses of the state authorities of Ukraine, which allows for a more differentiated approach to each of them.[2] However, in general, the problem remains unchanged: both categories of public civil positions are largely occupied by women.

Feminist revision of certain postulates of social philosophy became public support in the issue of increasing female representation at the highest levels of state authorities, in any case, it contributed to the gradual eradication of bias caused by gender when it comes to the selection and placement of personnel for higher government positions. In practice, with the introduction of electronic technology, the involvement of women in the field of public administration was greatly facilitated by various programs for the

introduction of flexible models of working hours, part-time working hours, working at home, as well as the activity of independent competition commissions at state structures.

A selective analysis of international documents on equal opportunities for career growth of men and women confirms the priority of motivational assessments of quality characteristics of management personnel. He also showed that in the case of reforming the structures of the state civil service in economically developed countries, connected with purposeful provision of gender parity in them, large differences in the total number of the apparatus should not be expected. Therefore, the economic costs of the reform are not foreseen, and the benefit is great.

Reforming the civil service will result in a stable apparatus with qualifications, culture and responsibility, high morals, so necessary for quality provision of management services for the country's citizens. Thus, the emerging economic, social, demographic and other conditions in society significantly lead to an understanding of the gender dimension of the status of specialists whose service is included in the register of public positions.

With the formation of the socio-legal institution of the state civil service, a tendency towards a relatively symmetrical gender representation in the structure of the administrative and managerial elite is objectively manifested. Those that take place in the views of the transformation, concerning the ratio of primacy and secondaryness of the male and female sexes, change the psychology of the public perception of women in the sphere of power relations. The science of power, which did not receive a proper study of the problem in the past, certainly left one of the constituent foundations - the anthropology of power - closed. The latter, in turn, due to its unpopularity, brings us back to the need to evaluate the gender aspects of social and cultural anthropology from the standpoint of science.[4]

The main meaning of gender problems of personnel policy in Ukraine is the discrimination of women in the management positions of the administrative and political elite - a special privileged social layer that possesses outstanding psychological, social, and political qualities and participates in the adoption and implementation of state decisions related to the use state power. The concept of "elite" (worthy of election) in the

sense of the word affects the "field of power".

Let us turn to the representation of women in the national parliaments of the member states of the European Union. In industrialized countries, there is also an increase in the number of women in leadership positions in legislative bodies. The average percentage of female ministers increased from 16 to 22%. Thus, the "critical mass" of women who have reached the level of political decision-making is already close. As you can see, Norway is leading the way in involving women in the field of management (45.2% of civil servants in government bodies are women). The fact that Norway is one of the most prosperous countries in the world shows that the female part of the management sphere not only did not lower its level, but probably increased it. In 2007, the parliaments (lower and upper houses) had 19%, and in the Cabinet of Ministers - 26%. The three Scandinavian countries have the highest number of female parliamentarians: 33% to 40%, followed by the Netherlands, Germany, and Austria. As for the members of the Cabinet of Ministers, Sweden is in the lead here - 50% of women, Finland, Denmark and Norway - more than one third of women among the members of the Cabinet of Ministers. Norway, which is not a member of the European Union, also has a high proportion of women in government bodies: 39% of parliamentarians and 35% of ministerial positions.[5]

The greatest gender equality at the parliamentary level was noted in Sweden, where women make up 42.7% of the total number of deputies. In Europe (excluding Scandinavia), on average, women make up 15.5% of the deputies, in North America it is slightly less than 13.3%. In the last places are Muslim countries (Kuwait, UAE) and small states of the Pacific Ocean (Nauru, Tuvalu), where there is not a single woman parliamentarian.

As the experience of the countries of the European Community shows, women have achieved a large representation in the work of the European Parliament compared to the parliaments of their countries. Apparently, new institutions, taking into account the emerging realities, are mastered more democratically than traditional ones. Among the deputies of the European Parliament, the percentage of women from the total number of

deputies was 19%. The following facts from the Muslim world speak eloquently about the strengthening of the electoral influence of women on the structure of the administrative and management elite: in Turkey, Tansu Chiller worked as the Prime Minister of the Government. Art; in Iran, for the first time, a woman was introduced to the new cabinet of the Government of M. Khatami not by clan distribution or belonging to a certain dynasty, but by her professional qualities as a result of natural career advancement.

Developing this theme, the Secretary General of the Council of Women World Leaders, Laura Leeswood, emphasized that the participation of women's assets is "critically important in the initial stages of restoring order" in crisis regions. In general, as the analysis shows, over the last decade women have been represented as heads of state in more than ten countries: Nicaragua, Ireland, Spain, Norway, Turkey, Bangladesh, Finland and others, their fathers prepared them to serve the nation. But the phenomenon of the 14th President of the Philippines, Gloria Macapagal Arroyo, is somewhat different, experts of the East have dubbed it a palace matriarchy in hot latitudes.[2]

In Mexico, a fateful bill was approved by the National Congress, which stipulates that from now on, at least 30% of candidates from any political party in local and federal elections must be women. The question of whether or not a woman can be the president of a historically "masculine" country is increasingly occupying the minds of the public. Until recently, the inhabitants of this state could not even dream of such a development of the situation. After all, patriarchy has long become, if not an ideology, then an organic component of the national mentality. The victory of Angela Merkel is the victory of a Protestant woman. At the same time, the Catholic Church does not comment on this result. A divorced woman who remarried will speak about Catholic teaching on family and marriage. At the same time, A. Merkel managed to achieve that the representatives of the three parties entered the Government as equal partners.

The situation that has developed today in Ukraine reflects a single-sex institution, which is now an administrative-management institution, brought to the degree of gender casteism, autonomy. Almost closed or semi-closed for rotation in favor of talented and

educated women, it is not able to respond flexibly to the challenges of modern times, which, in the end, negatively affects the process of managing the country and international relations; not least because the masculine style of management, despite all its advantages, still suffers from a certain one-sidedness.

Conclusions. It is possible to draw the following conclusions:

- first, there is no point in being "iron" for Ukrainian women politicians.
- the second state will not prevent them from becoming one - especially if it vaguely resembles the image of a housewife.

Thus, universal samples do not exist. The desire of women to participate in state decision-making is explained by ambition, economic interests, and also a sense of civic and political responsibility for the state of affairs in the state. In this regard, it is very important to clearly qualify that category of women for whom professional development is part of the planned career growth. The tangle of contradictions in the field of public service will never be unraveled until there is a "mediator" between the two social groups: female performers and male managers. The Constitution of Ukraine with its provisions on equal rights and equal opportunities for women and men, including in politics, can become such a "mediator".

The analysis of the distribution of functions between the levels of the job hierarchy leads to the conclusion: the reform of the state structures of management bodies and the breaking of the former practice of promoting women in this field caused a rapid increase in managerial positions held mainly by men. The further self-affirmation of men in their service movement has a tendency of progressive growth, for women it slows down, stops or even declines altogether. But this, of course, does not give reason to question the ability of women, the peculiarities of their thinking or behavior. Thus, increased attention to issues of the social direction of state personnel policy requires objectivity, a realistic assessment of global trends in gender personnel policy.

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