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Diploma Thesis

Gender stereotypes - Career Development in Russia

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Declaration

I declare that I have worked on my diploma thesis titled "Gender Stereotypes-Career Development in Russia" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 26.11.2015

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Genderové stereotypy v kariérovém rozvoji v Rusku

Souhrn

Tato diplomová práce se věnuje studiu současné problematiky vztahu genderových stereotypů a profesního rozvoje. Zkoumá roli genderových stereotypů v současné ruské společnosti a klasifikuje je. Cílem diplomové práce je ověřit zda rozvoj kariéry žen se odlišuje od rozvoje kariéry mužů, prozkoumat jakou roli hrají genderové stereotypy v profesním růstu žen.

Teoretická část vyplývá ze souhrnů ruských a zahraničních autorů, vysvětlují koncepty jako jsou genderové stereotypy, profesní rozvoj, skleněný strop, portrét žen a mužů na vedoucích pozicích, atd.

Praktická část zkoumá klíčové faktory, které ovlivňují kariéru žen a jejich vztahy v týmu, jejich motivy a rozdíl mezi muži a ženami ve vedoucích pozicích. Výsledky analýzy ukazují, zda jsou ženy skutečně ovlivněny usazenými stereotypy v jejich profesním rozvoji, popsují jaké faktory motivují a jaké zabraňují rozvoji. Závěrem je analýza výsledků a doporučení.

Klíčová slova: genderové stereotypy, bariéry, rozvoj kariéry, motivace, vztahy, profese, vedoucí pozice, rodina, skleněný strop

Gender stereotypes - Career Development in Russia

Summary

This diploma thesis is dedicated to the study of the modern problem of relationship of gender stereotypes and career development of women in Russia. Investigate the role of gender stereotypes in contemporary Russian society and classify them; verify the urgency of the incompatibility the career and fulfilling family life for women; determine the influence of gender on the formation of a professional career and career strategy of women; explore the gender aspects of labor mobility; consider the professional activity of the modern woman and her motives.

The theoretical overview explains the concept gender stereotypes, career development, glass ceiling, portrait of male leaders and female leaders etc. The overview clarifies theories of Russian and foreign authors and describes the relationship between gender stereotype and career of women and men.

The practical part examines the research on key factors that affect the careers of women and their relationships in the team, their motives, and the difference between men and women in leadership positions. The results of analysis show whether women are really influenced by established stereotypes in their career development, describe what factors motivate and what hinder. Finally, the recommendations are offered based on the analysis.

Keywords: Gender stereotypes, barriers, career development, motivation, relation, profession, glass ceiling, family

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1. Introduction

Career is the most important component of human life, of successful life, it is developing the person and personality; career gives material and psychological means of existence. However, gender studies have clearly demonstrated, that in consciousness still exists quite a stable representation of the profession division by gender. Both men and women, who are interested in career development, are going to the target or revise priorities, taking into account a number of factors. Misunderstanding by family or friends, lack of confidence as well as stereotypes, significantly correcting career aspirations. Formation of gender stereotypes in society has a significant impact on the professional activity and also social opportunities. This diploma thesis also includes the cross-cultural comparisons of management roles of gender stereotypes regarding women managers and the changes of stereotypes with time.

Widely distributed in the business environment - myth that destiny of women are children, home and kitchen. Although women leaders are not uncommon in society, because of the stereotypes they distrust. At the same time from men in society certainly there's an expectation of social success, high position and big income.

2. Aims, Methodology and Hypothesis

2.1.Aims

The main goal of diploma thesis is to analyse barriers of relationship between gender stereotypes and career development in Russia, identify typically “female” career development barriers, determine main gender-related social stereotypes affecting career development, verify how gender stereotypes affect relations and priorities, which factors play the key role in affecting executive careers and which problems women have to deal with in order to climb up the career ladder. Analyse the role of stereotypes as a barrier for woman’s development to leadership position.

2.2.Methodology

The theoretical part of diploma thesis concludes definition collected from used literature, specialized publications, online sources related with the topic. First part of diploma thesis will specify the meaning of gender stereotypes and its interconnections career development of women.

Practical part will be done using qualitative analysis as face-to-face interview or using other types of communication as skype, telephone. Second method of collecting data is questionnaire, which belongs to quantitative analysis. A questionnaire consists of 15 questions (open ended questions, and multiple-choice questions), which helps to reach information from respondents (over 100 respondents). Practical part is divided into two parts; in the first part surveyed participants are workers from lower level as shop assistant, accountant, etc., collected results are from questionnaires. Second part is focused on face-to-face and telephone interviews with participants of executive positions or leaders. Surveys conducted with respondent from Almet'yevsk with different. The in-depth interviews and questionnaires conducted in the course of this research allowed us to take a broader look at career development in today’s Russia, and suggest a number of things to keep in mind with developing career especially of women.

2.3.Hypothesis

1H: There is difference between position of men and women in accordance with established gender stereotypes in career development of Russian labour market.

2H: Gender stereotypes are as a main barrier for women’s career development.

3. Literature review

3.1. Gender definition

Among the most complicated and controversial problems faced by modern industrial society in the twentieth century, are problems associated with the integration of women in their development. “Female” problems were attributed to the biological characteristics of traditional female population, as well as the historically established stereotypes of social practice (including culture, religion, morality). Understanding that “female” and “male” problems are general, due to socio-cultural environment roots of which lie in the discrimination of people based on gender, dividing them into “female” and “male”, deduces modern social studies in a new direction associated with the concept of gender or social gender.

Historically the first attempt to introduce a distinction between the concepts of sex and gender has been made by psychologist Robert Stoller in 1968. By studying transgender people at the University of California, he came to the conclusion that it is easier to change their sex surgically than gender identity.- Later on, Linda Nicholson made an important observation about the social context of using terms “sex” and “gender”. According her view term “sex” is used, when exists a difference between men and women and this is considered as a biological fact. The word “sex” has strong biological connotations suitable for this context. While the term gender is used only to denote male and female as a grammatical forms in language. When it became apparent that differences between male and female have a social power, then began to use term gender as having no connotations with biology.

One of the first works in which was fairly clear difference between the concepts of sex and gender, was the work “The exchange of women” by Gayle Rubin. Which combines psychoanalysis with structural anthropology, especially the theory of kinship systems of Levi-Strauss, Rubin studied material and symbolic function of women, as an object of exchange between men (Lewin, 2006).

Rubin introduced the concept “sex / gender system – as a set of agreements or devices by which a society transforms biological sexuality into products of human activity”, in which these transformed sexual needs are satisfied. According to Rubin’s gender system constructs two sexes as different, unequal and complementary, and actually it is a system of power and domination, which aims - the concentration of the material and

symbolic capital in the hands of fathers. Term gender should be used to denote the social, cultural and psychological aspects of masculine and feminine. Thus, sex is a biological phenomenon (Unger, 1979).

However, in her opinion gender and its components (gender norms, gender stereotypes, gender roles and gender identity) can vary in a continuum from an extremely masculine to extremely feminine. Moreover, gender should be thought of as independent of the person's biological sex. For example, a man may behave in a manner that is considered unmanly in a given society, but this in no way makes it less “a man” (Unger, 1979).

3.2. Gender stereotypes

Gender stereotypes culturally and socially conditioned and formed on the basis of the social roles (the expected patterns of behaviour), fulfilment of which is prescribed by society to men and women. We presume that gender roles are constructed by society under the influence of history, religion, and national characteristics, socio-cultural conditions of country or region. Gender roles are implemented according to gender stereotypes. Under the gender stereotypes are understood standardized representation of behaviour models and character traits corresponding to the concepts of “masculine” and “feminine” (Ageyev, 1987).

The so-called “women's professions” (teachers, governesses, cooks, weavers, nurses) have developed and played as a continuation of gender roles assigned to women by social and cultural norms. On the basis of deep social norms and rules in society formed gender culture, which for centuries produces and reproduces relationships between men and women as hierarchical, unequal, subordinated.

Sociocultural conditionings of gender prove many studies in the twentieth century. Dutch scientist G. Hofstede (1984) studied masculinity and femininity of culture in different countries. In cultures of masculine type highlights the difference in gender roles, such as diligence, ambition and independence, high value of material things and power.

In these cultures exist significant difference in evaluation of men and women with same position, higher valuation has men. In cultures of feminine type, gender roles are usually not so strictly fixed, and the emphasis is on mutual dependence and relation to each other, the main values person prevailing him or herself (Hofstede 1984).

The indicators of feminization are calculated in the global statistics. So, the most “feminized” countries are the Scandinavian countries (Norway, Sweden, Denmark, Finland), as well as Canada, USA, Germany et al. least “feminized” - of course, the Arab countries with traditional Islamic culture (UAE, Kuwait and others.). Respectively in countries where dominates masculine type, men perform the leading role and women is under this leading, and vice versa.

Thus, in different countries and cultures exist different social and cultural stereotypes, norms and regulations in relation to women and behavior expected from them. The construction of gender consciousness of individual goes through dissemination and support of these standards. Society encourages compliance with normative behavior and punishes for violations or deviations from it.

The twentieth century represents significant interest in gender analysis of women employment in the labour market. The fact that in the twentieth century woman rapidly went beyond the private family environment, organically fit into working and social life. The autonomy and independence that was achieved by women, affected the substance of the relationship “male-female” in society. This phenomenon has been called “the revolution, the only victory in this century”, which took place in all countries and continents (Bebel, 1997). The current situation of Russian women in the labour market largely repeated the stages of economic reforms that happened all over the world. Demand for women's labour is increasing, but the price is too low.

The question raises about the gender stereotyping that determines relationship towards women's employment at the society as a whole, and at the level of the enterprises heads. If gender stereotypes determine individual's socialization, then it is possible to change attitudes. Therefore it is necessary to find out how existing gender stereotypes ensure the successful inclusion of women in employment, determine which stereotypes hinder the development of women's professional knowledge and abilities, as well as how modern Russian labour legislation supporting gender stereotypes in the labour market.

Is necessary to emphasize that in many western countries gender approach has long become a social norm, and the basis methodology of gender studies is not simply a description of status differences, roles, personality traits, norms of men and women life, but the analysis of power and domination, through gender roles and relations approved in the society. Women issues have their own specifics with various aspects of discrimination against women have been studied mainly by Russian economists, lawyers, historians,

philosophers and psychologists. In this regard it should be noted the work by Khvostov, a professor of Moscow State University and lecturers of higher female courses “Woman on the eve of a new era” (1905), “Woman – worker” (1901) by Krupskaya, “Social foundations of women's issues” (1909) by Kollontay.

There are several groups of gender stereotypes. First and foremost are stereotypes of masculinity-femininity. Masculinity is assigned to “active and creative” characteristics and instrumental personality traits. Femininity is considered as “passive-reproductive beginning”, which manifests itself in the expressive personal characteristics. A second group of gender stereotypes includes representation of family distribution and professional roles between men and women. The priority of the private sphere of women’s life is: home, family, and children. She is responsible for family relationships, parenting, housekeeping. Professional roles for them are considered less important. On the contrary from men is expected involvement in social life, professional success. His primary responsibility is ensuring the family. The most important for man are recognized professional roles. The third group of stereotypes defines the content of work. It is assumed that women's work should have performing or service character. For men is suitable creative or managerial work.

Gender stereotypes are much stronger than race. Even people who recognize themselves free from the effects of gender stereotypes often follow them unconsciously.

According to the modern science gender stereotypes are presented as a negative and positive impacts to modern human life. Positive role supports the interpersonal and intergroup understanding and cooperation. The negative impact conditioned by the fact that these stereotypes are an obstacle to the free self-realization, limiting the choice of the person. In particular James (2001) argues that existing gender stereotypes reinforce the dominant position of men and discriminative practices against women. At the same time other writers, Druzhinin, Zakharov noted that deviation from gender stereotypes leads to the family conflicts and is a major cause of children neurotisation.

Gender roles and stereotypes digested by individual as a result of gender socialization. Gender socialization is a process of mastering norms and behaviour rules, attitudes, according to the cultural perceptions of men and women in society. Gender socialization begins before birth (when parents buy to unborn baby clothes, toys) and continues throughout life (Tajfel, 1981).

3.3. Gender inequality and discrimination

In all modern societies women compared with men have much lower social status, have less power, they have limited access to important decisions. This contributes gender segregation, separation of activity fields between men and women. Historically, almost in every culture, men and women perform different jobs. Moreover we differentiate between horizontal and vertical segregation - segregation of occupations and positions, predominantly male and female professions.

Despite the fact that exist significant cultural differences in the work distribution between men and women, in either society women continue to do most of the house work and raising children. Women's professions are considered and associated with service activity, education, taking care. In case of men recognized types of work that require initiative, activity, independence, domination, and physical force.

Gender segregation begins in childhood. The tendency of boys to play with boys, and girls plays with girls. Deviation from this norm is rigidly censured both peers and adults. Home responsibilities of boys and girls are different. Girls usually cook, wash, clean, look after younger children. Boys are doing more work outside the home. In older age groups, in spite of more intensive interaction between the sexes, the manifestations of segregation preserved. Gender segregation is a common phenomenon throughout a person's life and certain extent that men and women live in different worlds (Burn, 1996).

The division of labour by gender allegedly incurred due to physical differences between men and women. However, many modern scholars do not agree with the fact that division of labour into male and female is rigidly biologically predetermined. In particular, modern science asserts that for people biological predisposition is a trend not a law, and may be overcome under the influence of culture. There are plenty of examples where the same activity in some cultures recognized as a male activity, and in others - a female. Thus, the biological factor is not sufficient to justify gender segregation.

Nevertheless, the established traditions of labour division and the effect of gender stereotypes lead to the fact, that people, who choose job as a suitable for the opposite sex, are face with formal and informal obstacles.

Gender segregation leads to the gender asymmetry and gender discrimination. Gender asymmetry is an inequality of opportunities between men and women in employment, education, law and so on.

Discrimination based on gender or sex is defined as the practice whereby one sex is preferred over another. In most modern societies there is a favouring of men to the detriment of women.

In societies are characterized by patriarchal attitudes, women are tending to be subjected to systematic discrimination in all fields of social life: employment, education, political and religious, property rights and so on. However, in societies are oriented democratic relations, discrimination are not uncommon in current time. M. Paludi notes the following main manifestation discrimination of women:

- women's work is paid lower than the work of men;
- in job for women are higher requirements than for men;
- gender discrimination is supplemented by age discrimination (Paludi, 2008).

The consequences of discriminatory practices characterized as an environment of inferiority, enhancing of depression feelings, frustration, which raises doubt their own competence and values (Paludi, 2008).

Gender inequalities is an equality of implementation opportunities of natural abilities of men and women in all spheres of social life, aimed in order to ensure sustainable development of society.

The World Bank (2012) has set the objective itself in the XXI century, to combat gender inequality. In this regard, it made a statement. It states: Equality implies that women and men are free to choose different (or similar) roles and different (or similar) outcomes in accordance with their preferences and goals. Different cultures and societies can follow a variety of ways in their quest to achieve gender equality.

World Bank offers three components of a strategy to promote gender equality:

- reforming social institutions in order to establish equal rights and opportunities for men and women;
- create favorable conditions for economic development, which would strengthen incentives for more equal distribution of resources and participation;
- accept active policies in order to align stable gender inconsistency in the resources and opportunities to pursue their interests.

4. Definition of career

Different authors define term “career” in different ways; earlier people did not consider this term to be so complex and important as it is nowadays. People used to start their job when they were young and they used to stay in the same organization and even in the same position till they retired. Today the situation is quite different and much more complex due to numerous and constant changes in economies and technology. If a person wants to succeed in such changing environment, he or she has to adapt to it and should continue acquiring new skills, abilities and trainings throughout the whole working life.

The meaning of career is a pattern of experience comprising the entire life span of a person and that typically seen in connection with a series of stages that reflects the transition from one to the next life stage (Patton and McMahon, 2014). Furthermore the term career arises from the interaction of individuals with organizations and society. This interaction is not as Savickas (2009) suggests, is no longer simply just a sequence of jobs, but now the story that working people build Statement.

Traditional or positive determination. The market of economy has changed the attitude towards understanding the essence “of career” and “career development”. The founder of career development research is considered a classic of world sociology – Parsons (1909). He was among the first, who noted the importance of combining abilities of the individual and imposed organizational requirements. Originally “career” and “career development” understood as work and growth positions within the same organization, but then binding to a single organization has become irrelevant due to the market instability. Later on similar concepts of terms career, vocation, and occupation used by Mc. Daniels & Gysbers (1992).

The career determination as negative concept. Modern studies on the essence of “career” are not so old. In Russia long time existed an informal ban on scientific research of phenomenon as such is career. “Career”, “careerist”, “career development”, and all these concepts had mainly negative context until the 90-ies, and in some cases continue to have this meaning now, in modern stage of economical development. In management practices this fact has a historical explanation associated with the spread of ideological doctrine in the Soviet period, the meaning of which was the following terms: “Soviet man does not work for a career, but for the sake of society.” In domestic Russian science, concept of career is complicated by the fact that for a long period in the country was an extensive distribution system of young specialists, i.e. graduates were assured to the

employment and wages. “Careerists” aimed at self-realization, guided in their own professional activity with completely different values, unrecognized by social system of values as a whole.

Modern interpretation, career is an individually conscious position and behavior, related to the development of own professional activities and experiences throughout life, which are not dependent on the physical boundaries of the organization or country. Careers can develop by the alternative individual trajectory: outside of organization, outside of country, without movement on the organizational levels (employment positions), without leaving your own home, without own initial capital, etc. Thus, individual determines what he wants to develop in himself, which social role he will strive to fulfill. Such an interpretation and such understanding the essence of career allows to see and select more options, also allows to react on the consequences of the financial and economic crisis (Kibanov, 2007).

4.1. Career development

Career development is a process in which individuals and organizations create a partnership. On the one hand leads to the optimization of knowledge, skills, competencies, and attitudes of employees for future job assignments of the individual, and on the other hand leads to the success of the organization (the achievement of expected results, implementation of the strategy). The concept of career development was first introduced by Ginzberg, Gindburg, Axelrad and Herma (1951), they suggested that the choice of profession is development process that takes place a period of years. According their theory, which assumes that process is completed in early adulthood, but later they reconsidered to admit that career choice is throughout life decision (Ginzberg, 1972). It is important to recognize that career development over the lifespan is included in the following definition: “Career development as a whole is constellation of psychology, sociology, education, physical, economic and chance factors, which together form the career of an individual throughout life” (Sears, 1982). Wolfe and Kolb introduce definition of career development relevant for today. Career development takes place of whole life, not just occupation. As it is, it concerns the whole person ... Moreover, this applies to his or her life changes. Pressures on the environment and barriers, bonds that connect him or her to significant others, responsibilities for children and aging parents, general structure of circumstances and factors that must be understood and taken into account. Under these

conditions, the career development and personal development are convergent. The identity and circumstances – developing, changing, opening in reciprocal interaction - represent focus and drama of career development (Wolf and Kolb, 1980).

Taking into consideration the Maslow's well-known hierarchy of needs, which places self-actualization at the top of the pyramid as the goal to which all aspire, it can be concluded that career development is central to this self-actualization. It will contribute the deepest level to working effectiveness, motivation and personal fulfillment, not only in working life but spreading also at social spheres of individual's life (Peel, 1992).

As you can see from the text, exist many theories and each of authors introducing their own views in different ways. All theories reflect and emerge from the historical context, one of them describe important factors of decision, other theories describe how career developing over time.

Through the career development individual is improving in any sphere of activity, changes in skills, abilities, qualifying opportunities and remuneration related to activities; progress on the one chosen way activities, achieving notoriety glory, enrichment. At different stages of a career development are solved different challenges, and arising different problems.

4.2. Gender features of motivation achievement and career orientations

To analyze the opportunities of career development has a particular importance issue of gender differences in motivation achievement and career orientations. McClelland (1961) started studies about gender features of motivation achievement in the 60-ies of the twentieth century. However, debates regarding the conclusions made from the experiments are still ongoing.

To determine the level of achievement motivation McClelland (1961) offered to three groups of examinees make up a story by the picture of Thematic Apperception Test. Thus different groups received several different instructions. In the first group ("relaxed") formed a vision about low significance of the conductive experiment. In the second group ("neutral"), the experimenter was not trying to reduce the significance of the research. Members of the third group ("achievement-oriented") said that the test diagnoses the creativity and intelligence, and the test results are used for the selection of top-management staff. In the male sampling, the representatives of the third group wrote stories, which contain more references on achievement than the participants from the first

and second groups. In the women sampling, there were not significant differences between groups. McClelland (1961) concluded that motivation achievement is more expressed in case of men. According to assumption of this experiment prevails affiliations motive among women.

However, subsequent researchers have questioned this conclusion. In particular, Stewart and Chester have paid attention to the fact that, despite the absence of reaction to the instructions, which have to enhance succeed, basic level of achievement motivation among women was higher than men: in all experimental conditions women described and performed more successful situation.

According to Paludi (2008), numerous data prove that women desire to excel in various fields (men, apparently are not able to show such latitude). Women's desire to be a good partner and mother can be seen not only as a realization of affiliation needs, but also as aspiration to achievement in traditionally female sphere.

4.3. Woman's career development

In modern world we are witnessing a kind of evolution of women's role in society. More recently, women's happiness formula sounded like this: "Successfully married, stay at home and do household affairs while the husband is at work." The household affairs, birth and upbringing of children, to ensure comfort in the house - all this has traditionally rested on the shoulders of women. Nowadays this ideal family life few people remember. Women no longer satisfy the traditional role of housewife, and she seeks to become financially independent of men.

Theories of women career passed through several changes from the basic theories of career to developing a specific theory for women. And more recently to introduce new concepts that criticize our understanding of traditional notion of paid work, to determine when is split between paid work and unpaid works has happened and understand the gendered nature of this division. Exist a number of literatures where women are as "specific group". For men and women were traditionally separate definitions of career. Career of men is often chosen in post adolescence period and continues during whole life. In case of women career is a temporary measure due to family responsibilities (Patton, McMahan, 2014).

In this context is introduced an interest of study the career choice by modern women, especially young women because younger generation is the most sensitive to

trends and to new ideas. Indeed, the term “choice” refers the preference of any alternative from the available options. Such options could be as a desire to achieve a high professional status or rejection of it. The moment of career choice may thus be different from the moment of profession choice, although certainly these choices are related to each other.

4.4. Factors contributing to the success of women's career

Along with limiting factors that contribute to the promotion of women exist factors that determine the success of the women's career. And can be divided into the following groups:

- the influence of parental and a matrimonial family;
- organizational factors;
- personal factors.

4.4.1. The influence of parental and a matrimonial family

Foreign and domestic authors both consider one of the most powerful factors determining the success of women’s career, the influence of the parental family, which has a great influence on the formation of women’s career orientations. The studies by Kazarinova and Pogolsha showed that great importance has that parent who had the greater impact on daughters. Women who are experiencing the predominant influence by father, and his authority, have a higher level of focus on professional competence, they have strongly expressed aspiration for advancement, and success. They are less likely to cooperate, often choose “male” sphere of professional activity and achieve higher material and social status.

Women, who were greatly influenced by their mothers, have higher level of career orientation to the service, showing aspiration for social cooperation, desire to take care of other people, and choosing traditionally female spheres of professional activity. Paludi (2008) analyzed a large number of studies on this topic, and concluded that particularly important are following features of the parent family:

a) Employment mother

The daughters of working mothers are more often focused on career and achieve success than daughter of housewives. It happens because working mother shows to daughters the role model, and integration model of family and professional roles. In

addition, children in families where mothers work are less committed to gender stereotypes and, therefore, are less restricted in their life choice. Working mothers attaches great importance to teach children to be independent. For example, such mothers are not prone to unnecessary interference in private daughters life, they do not induce daughters hauntingly dating men, get married, to have children, and so on. Mothers, who are not satisfied with their own careers, may stimulate daughters to achieve more success. Choosing a career for women, is generally does not repeat exactly the choice of their mothers, but is associated with the information that they internalize from her.

b) Support of father

Fathers also serve as a role model and source of support for their daughters. Their opinion and support are particularly important when girls and women are working in the non-traditional field for women. In the vast majority, woman with successful career is often the oldest child in family, where parents have high educational and socio-professional status. The high living standards formed in the parental home, striving to achieve independence and orient daughters to build a successful career. Thus especially important is “non-traditional” installation by mother about the role of women in society, as well as supporting father's behavior.

4.4.2. The organizational factors

The most important organizational factors that positively influence the development of women's career are free from discriminatory practices of the organization and personnel policy measures to support the family.

Moreover, the researchers of women's career note the importance of influence career-successful mentors and leaders.

Paludi (2008) underlines the significance for success in the career of women is a positive example of executive with the same sex. Women executives are for women as an object of identification or teachers, with their own example they stimulate the success of subordinates. Particular importance to women's career success is the establishment of constructive engagement with the immediate leaders, top managers and so-called patrons. Under the patron is understood experienced leader, related to the most powerful and influential people in the organization, which is interested in cooperation with prospective employees, and in their professional advancement.

4.4.3. Personal factors that determine the success of the women's career

In modern science the personality factors study of career success is paid special attention. Fundamental conditions for the success of the women's career considers the following personal qualities, skills and features of organizational behavior:

- a) *Development of natural abilities and talent.* Carr-Ruffino (2005) include the specific women's abilities: orientation on people; aspiration for relationship building; emotional intelligence, based on sympathy and compassion; intuitive intelligence; creative intelligence. Women are recommended to develop skills in bringing people together in the team, implementing innovations, constantly engaged in self-education and training of employees. Of particular importance is acquisition of skills to overcome fear of success. The woman is successful, relying on strong feminine qualities, but not imitating the man.
- b) *Enhancing the prestige of the authorities (women).* By this is meant above all to overcome the action of gender stereotypes. A woman should get rid of her own prejudices and resolve her own role conflict. She should also be able to confront the prejudices of others: colleagues, subordinates, and executives. For it is recommended to require fair treatment for them, form an image of outstanding women who refuse to perform the “typically female” responsibilities in the organization (to sew documents, print, order food, plan parties, etc.). In the relationship with subordinates she should find a balance between softness (support, compassion) and rigidity (objectivity, demanding). To achieve power woman must know well the formal and informal structure of the organization and have deep understanding of corporate culture. She should focus on the perspective work. In order to gain trust and authority are important these conditions: support by heads; create teams, create communication systems that consist of managers, subordinates, suppliers, customers; find necessary resources and information sources; select the shortest path to success; find effective regulation of crises and changes;
- c) *Connection through gender differences.* Woman has to understand gender differences and take into account them in the interaction with men. It is important to be able to rebuild their communication skills in a business way, to be understandable to men. It is very important to keep an adequate distance in professional dialogue.

- d) *The achievement of strategic results.* This is very important for the women recognized the improvement of negotiation skills.
- e) *The success planning and determining priorities.* Most women, who achieved success, have one common feature: they have decided that they want in life and focus on what they need to do, rather than on what is not present. During the career planning is important to equate ourselves with successful people and overcome fears as well as avoid self-underestimation.
- f) *The balance of priorities.* In an effort to succeed in various spheres of life woman should be able to prioritize and efficiently manage time (to develop time management skills). The great importance is attached to the skills of using modern communication tools and information technologies.
- g) *Getting rid of stress.* Stress management skills are increasingly important for women than for men, because women experiencing a threefold load.
- h) *Control over the strong emotions.* Especially important is learn consciously control emotions because emotion is considered as one of the obstacles to success.
- i) *Activity.* The successful career requires activity according to traditional gender roles women are taught from childhood manifest the passivity and obedience. Therefore it is important to develop skills of active behavior.

From the viewpoint of Carr-Ruffino (2005) the success of combining professional and family roles defined by the following psychological qualities: sociability, extroversion, self-confidence, courage, radicalism, cooperation, intelligence, masculinity, optimism, reflexivity, sensitivity to the economic and political situation, confident style of interacting with subordinates, high achievement motivation.

5. Barriers in career development

5.1. Glass ceiling

In recent decades, the role of women's sphere of activity ceases to be exclusively housekeeping and child rearing: women are actively involved into working life, taking part in public life. The redistribution role process between men and women affected by the social, political, and economic spheres. However, nowadays woman's ways of growth and self-realization in the public sphere is still much more complicated than the way in realization of men. Traditionally, for woman more difficult is to move up the career ladder, harder to get a job, their average earnings are generally less than that of men. In addition, women are significantly underrepresented in the various organs as government and therefore, play insignificant role in making important policy decisions that determine the further development of the country and society.

This phenomenon characterized by limited opportunities for women in their career, has been called “glass ceiling.” The business dictionary explains it as: *“invisible but real barrier through which the next stage or level of advancement can be seen, but cannot be reached by a section of qualified and deserving employees. Such barriers exist due to implicit prejudice on the basis of age, ethnicity, political or religious affiliation, and/or sex. Although generally illegal, such practices prevalent in most countries.”*

Thus, the problem of the “glass ceiling” when a woman does not rise above a certain level due to existing stereotypes and clichés and women are as inferior workers. According to a survey of the Russian National Union, 84% of surveyed HR employers indicated that, for leading position have no chance divorced women with two or more children, single mothers and childless women in the first two years of marriage. In addition, the same amount of work and wages are generally lower than wages of men, regardless of the quality of its performance.

Therefore, we can say that gender for women is often thus “ceiling”, not giving opportunities for personal growth and self-realization of the maximum in the society. For many women “glass ceiling” forces to leave their corporate positions or create their own small business or even stopping activity. The main components of the “glass ceiling” are the following attitudes:

- The purpose of women - taking care of the family and homemaking. Career – is a men’s business.

- Woman in nature does not have the necessary quality of the business, can achieve career success; women are less valuable human capital than men.
- Career incompatible with a happy personal life (Burn, 1996).

5.2. Sticky floor

Kimmel (2008) believes that women have to overcome two barriers twin “glass ceiling” and “sticky floor,” that keep women at the base of the pyramid and hinder professional career achievements. “Sticky floor” keeps women in low-paid jobs and gives a little opportunity for career development. Sticky floor is like a trap for flies, the concept “sticking” to the position with the lowest income and prestige without the possibility of promotion. This phenomenon is related mainly to women in occupations as maids, nurses, office staff, teachers and others. Women after various schools have much less chance on the labour market than men. Employers are reluctant to hire young women with fearing that they will go on maternity leave soon as well as the problem of hiring mature age women, because they do not fit into dynamic company.

5.3. Stereotypes and prejudices

Another barrier of woman’s career development are carriers of traditional gender stereotypes and prejudices. Those found among executives, colleagues and subordinates (both men and women). According to Carr-Ruffino (2005) male executives in the degree of commitment to gender stereotypes are divided into three groups:

- The “dinosaur” is traditional patriarchal manager, who believes that a woman's place is house that women are not able to deal with the role of leader in the man’s world.
- The "two-headed monster" is a manager, trying to please both sides. On the one hand, these executives sympathetic to women's issues, and on the other, adhere to patriarchal views. This type is considered as the most common type.
- The "enlightened man" is free of the traditional stereotypes of working women.

Representatives of the first and second types are a major problem for women's careers (Carr-Ruffino, 2005).

The major prejudices by men are:

- Men think that women lack confidence in a leadership role;
- Men are afraid that a woman leader has no real power;
- Men think that women are not able to do business;
- The majority of men believe that women's leadership style is very strict and cruel;
- Men feel embarrassed in front of women leaders;
- Men say that they lose face in obedience to the woman;
- Men believe that women tend to agree with everything, and therefore think that unqualified managers guide them.

As well as women can build a career as men do. It was noted above that the role conflict and crisis of double identity are consequences of unpleasant relations to successful women and even fight with them (open or covert). Carr-Ruffino notes that women occupying high positions in the organization are divided into two categories:

- The "queen bee" - all her life she is struggling with barriers, which interfere with the career. In this struggle she achieved success, but due to her goals she has sacrificed much of her personal life, femininity. She likes to be the only one in the organization and does not welcome competition with young, smart, beautiful young women.
- The "liberated woman" - a female executive, who believes that successful women should support each other. More and more representatives are adopting this position (Carr-Ruffino, 2005).

5.4. Gender pyramid

Another phenomenon interconnected with barriers - is called "gender pyramid" that exists in the structure of commercial companies and government structures. Its essence lies in the fact that the distribution of female and male registry positions has a pronounced gender pyramidal structure: at the most high positions the share of men is much higher than the share of women, and in lower positions on the other hand, more women than men. That is the basic law of "gender pyramid" - the higher the level of power, the fewer women there. This phenomenon also negatively affects women setting for personal growth, because the woman initially sees no prospects for growth in this structure and refuses to make efforts for the full implementation of their potential in it.

An attempt to understand the causes of these phenomena becomes obvious that they are in the norms, traditions and values, rooted in a particular culture. Anthropologists, ethnographers and historians have long shown under the representation of “typical male” or “typically female”: the fact that in one society is considered a male activity (behavior, character traits), the other can be defined as feminine.

5.5. Cultural differences

The investigated literature devoted to cross-cultural dimensions of gender and suggesting that there are four aspects of gender ethics, which converge a variety of other cultural indicators:

- a. the division of labour by gender (gender roles);
- b. beliefs or stereotypes associated with differences between women and men (gender stereotypes);
- c. the differential socialization of boys and girls;
- d. lower power and lower status of women.

As it was already mentioned in previous chapters of the diploma thesis, on the basis of gender have generated labour division and physical differences between men and women contributed development of different behaviour forms. As noted by Bem (1993) in any of the cultures not existed means of birth control, no artificial feeding, and there were very few adaptations that reduce the value of physical strength. It seems that gender stereotypes emerged to substantiate a labour division (Hoffman & Hurst, 1990), and gender roles appeared to be incorporated into the culture, as “socially useful belief systems are becoming a part of the cultural way of life”. Accordingly, children are differently socialized to prepare them for different gender roles.

Historically that in almost every culture women and men performs different work According to UN statistics (1991), all over the world jobs are divided by gender. The division of labour based on gender starts early, with children's household responsibilities For example in Mexico, El Salvador, Argentina, South Africa, Peru, United States and Pakistan and Russia as well, girls tend to cook, clean, wash and look after younger, while the boys are doing more “outside” work, such as helping in the yard (garden). Despite the fact that division of labour based on gender as a rule, specific types of work performed by different genders do not necessarily coincide. Another example, in Senegal for the rice fields are tended women, while in Sierra Leone are engaged men, on the north of Central

Africa main expert on agriculture are women, while in Latin America are men. Male and female occupations vary over time due to technological, environmental or political changes. However, unchanged is the fact that men and women entrusted different tasks, and therefore to some extent they live in separate worlds (Bernard, 1987).

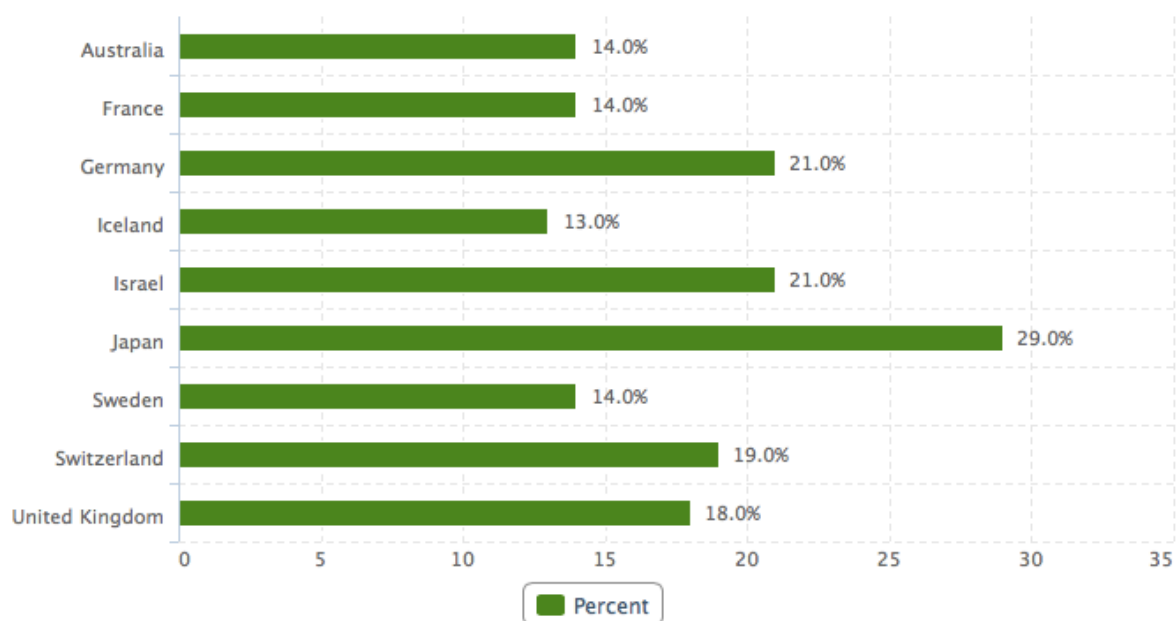
Despite the fact that exist significant cross-cultural differences in the work performed by men and women, in any society women continue to perform most of the household work (UN, 1985) and take care of children. Less father involvement was witnessed in diverse countries as West Africa, China, Belize, Kenya, Nepal and Samoa, USA, Japan etc. although exist few exceptions such as the Pygmies on the south of Central African Republic and on the north of Democratic Republic of the Congo (Hewlett, 1992). Lamb (1981) suggested that such gender-based labour division about taking care of children was aggravated by industrialization, which required that father leaving house for a long time and have been busy at work, where the presence of children was considered as an inappropriate. Moreover, changes in the labour market destroyed for father's traditional way of spending time with their children (i.e. teaching children the family craft, such as farming) (Lamb, 1981).

Around the world, workingwomen also tend to perform the major part housework (UN, 1991), it was mentioned in previous paragraph that American workingwomen perform a disproportionate share of the household work. A similar pattern is observed in Japan, in the countries of the former Soviet Union, Israel, Bangladesh, Greece and Switzerland.

Nevertheless, such psychologists as Lamb (1981) indicate that for people biological predisposition is a trend, not a law, and may be it is influenced by culture.

In the United States gender and ethnicity are creating particularly large pay gaps for minority women. For example in year 2012, women of all major racial and ethnic groups earn less than men of the same group, and also earn less than white men, it not surprisingly. The lowest average salary has Hispanic women. The middle position has black women, which have fairly low earnings in comparison with white women. The same is also shown in Holland's typology (Patton, McMahon, 2014).

Graph 1. *Gender Wage Gap, Select OECD Countries, 2010*



Source: [OECD, “Table I: Earnings Dispersion, Gender Wage Gap and Incidence of Low Pay,” *OECD Employment Outlook 2012* \(2012\).](#)

The global gender gap will not close until 2095. As it is shown in Graph 1. Korea and Japan have the highest gender wage gap at 39% and 29% respectively. To compare with other countries as Denmark, Finland, Ghana, Iceland, Malawi, Norway, and Sweden have some of the smallest gender pay gaps (OECD, 2012).

Moreover, the relationship of man to this or that group by gender is present in every culture, division of labour by gender and establishment of cultural norms which encourage gender differences. According to this theory of social roles (Eagly, 1987) it is assumed that gender stereotypes grow out of different roles, engaged by men and women. The distribution of the sexes in different social roles leads to a kind of social norms according to which men and women behave in a certain way. For example it is expected that women are more sensual, expressive and emotional than men, while men are courageous, independent, assertive.

The cross-cultural beliefs related to differences in psychological traits of men and women (the stereotypes of gender traits) the broadest coverage of the material for today presented by psychologists Williams and Best in their book “Measuring the stereotypes associated with gender: study thirty peoples” (1990). It begins with the following statement:

“Imagine that you are talking with a friend who describes two unknown person. About one says that he is brave, powerful, tough, dominant, independent and strong, while of another described as a gentle, dependent, dreamy, emotional, sentimental, submissive and weak ... If you find easier to imagine the first type as a man, and the second as woman, you have just demonstrated knowledge of sexual traits stereotypes. Does it matter your nationality? Most likely not. You might be from Canada, Peru, Nigeria, Pakistan or Japan. In all these countries the features included in the first group considered to be more typical for men than for women, and features introduced in the second considered to be more typical for women than for men.”

Williams and Best (1990) were interested in cross-cultural stereotypes of sexual traits, and beliefs about psychological "structure" of women and men. To establish what psychological traits considered to characterize more women than men, or vice versa, Williams and Best (1990) asked women and men of college age from 25 countries indicate how 300 proposed adjectives associated with men and women in the culture to which respondent belongs. In each country that collaborates with authors, researchers have used the questionnaire.

Despite the fact that Williams & Best (1990) established the existence of differences in the degree of divergence between male and female stereotypes in different countries, as well as some differences in the content of stereotypes itself, the general character of their results pointed the surprising similarity of gender stereotypes. They suggested that gender stereotypes originated in ancient times and argued that since such a division of labour is still occurs today and continues to exist male stereotypes of actions and female stereotypes of interaction.

The prediction that these roles are changing, gender stereotypes must also change. In confirmation of this they found that in countries where the economy is developing and more and more women work outside the home, the gender-role ideology (beliefs about what roles are valid for both men and women) became more liberal (Williams & Best, 1990).

6. Women as leaders - Russian statistics overview

Participation of women in the economic life of the country makes it possible to treat the female population as a distinct object of study. Interest in the more active participation of women in management is increasing because of the development of business and entrepreneurship. The modern market system is characterized by competition for jobs. The position of gender groups in Russia shows that the basis of gender inequality is the unequal position of men and women in the economic sphere (different return on human capital, unequal access to economic resources) and also increasing traditional gender roles in society. For women the secret of success in business is to acquire male personality traits - not only for understanding with the representatives of the stronger sex, but also to achieve results that are needed for recognition of her professional merit. Woman as a business entity faces with special class of social problems: women have to make greater efforts to achieve career heights than men.

Accessing to the national statistics has allowed seeing the retrospectives and dynamics of the share of women among the leaders from the Soviet times to the present day. In this issue was interesting to understand whether the current leadership of Russia is an exceptional product of modernity, or the roots of this phenomenon has its history in our country. According to the statistical collection “conditions of labour and daily life of women” among the “heads of government and their departments” (this and the following titles of statistical indicators are on the text of the statistical compilations with corresponding years), in year 1979 women represented 44%, and 1989 - 49% (data of the last Soviet population census). Among the “leaders of enterprises and organizations (industry, construction, agriculture, transport and communications) and their structural units,” women were 24% and 26%. Unfortunately, in this edition there is no data about the proportion of women leaders in the cultural, educational institutions and in the service sector. Also among the heads of kindergartens (but not school directors!), libraries as well as laundries and studios in the Soviet times as it is now, dominated by women.

Employment of women in traditionally feminized areas in the statistical compilation is available only numbers and proportions of women among “employees”, not leaders. During the Soviet period with its ideology and propaganda of equality proportion of female executives was relatively high, taking into account the comments made above, about one-third at average. This percentage of women in higher positions is consistent with the proportion of women, which has been defined as “female quotas” existed under the

Soviet regime, for the reception of women to the consignment and pass them to the Supreme Soviet (the analogue of the current parliament). So “ahead of the rest” on the share of Russian women leaders is not today, but was long time ago, in the 80s of the twentieth century. But of course the “Glass ceiling” in the career of Soviet women existed, (the total number of employees accounted for 52%), but it was not low and consistent with the international standards of gender equality in the promotion of women at decision-making level, which are available now in the documents and recommendations of the UN and the ILO. Only in the recent decades civilized world has come with understanding the necessity of women representation in such proportion (1/3), which was practically achieved in our country for more than thirty years ago.

Therefore, higher status positions of women leaders today in many ways are the heritage of Soviet past. When the government has consistently pursued a policy of equality for women, as a result they rapidly won the leading position not only in the service sector, health and education, but also in industry (moreover not only clothing and textile). This is new, which can be called well-forgotten old.

The next part of statistical data about the proportion of women leaders applies to the end of 90-ies of XX century. When Russian statistics has changed to the international indicator system of employment. The official Russian statistics on the share of women among the leaders from 1998 to 2012 years are shown in Table 1. In modern Statistics collection is named as follows: “The leaders (representatives) of public authorities at all levels, including the heads of institutions, organizations and enterprises.” Following one modern indicator of the share of women leaders includes information of two, which were in Soviet statistics.

Table 1. *Dynamics of women share among the leaders from the year 1998 to 2012.*

Years	Total employed in the economy, including the leaders (in thousands)	Men (In thousands)	Women (In thousands)	Share of women leaders in %
1998	57800\3141	1950	1191	37,9
1999	60631\2836	1831	1005	35,4
2000	64465\2646	1715	931	35,2
2001	64664\2787	1789	999	35,8
2003	66496\4721	2879	1842	39
2004	67134\4995	3094	1902	38,1
2006	69189\4562	2779	1783	39,1
2007	70813\5273	3205	2068	39,2
2008	70603\4964	3581	1837	37
2011	70732\5932	3581	2351	39,6
2012	71545\5923	3608	2315	39,1

Source: *Calculated by author according to Official Publications of the State Statistics Committee of Russia, Rosstat later: "Russia in Figures" for 2000, 2004, 2008, 2009, 2012, and "Labour and Employment in Russia" for 1999, 2001, 2005.*

However before analyzing the Table 1., it is necessary to try restoring the picture with women leaders and “gaps” for domestic statistics of decades from year 1989 to year 1999. Exist indications that in year 1992 share of women leaders were only 7 percent.

On the one hand it seems strange that indicator dramatically changed, almost five times decreased in three years from 1989 (the last soviet population census) to 1992. However we should not forget about this time period: the scrap of the “Soviet empire”, the massive closures of enterprises and the beginning of unemployment, “burnt” contributions and immersion of the population into poverty due to beginning of privatization. In the newspaper of the time was the story which describes that woman-director of the garment factory has been threatened with the weapon to forced to sign documents of refusal to already privatized property, industrial buildings and storage areas acquired at the time of high value.

At the early 90's in Russia took place extortionate and bandit privatization, which resulted only 10% of the property and was in women’s hands (this figure also had wide circulation in academic publications and in media of the time), and high share of the

property took a "strong" half of the Russian society. Since in the first stages of privatization in Russia owners of enterprises often became their ex-leaders (directors, which were also eliminated by "bad stalwarts"), the main aim was to remove competitors from the division of the privatization pie, and they succeeded. Thus, in the world of privatization trend in the beginning of 90-ies, share of women was 7% among the leaders and this number does not seem strange, but rather plausible and consistent.

The fact that from the year 1992 to 1998 share of women leaders increased again to the Soviet level and even exceeded it and has its explanation. First of all, in the middle of 90-ies began to develop service sectors (traditionally "female" sector), the number of employees has overtaken industry in 1995. Firms and service enterprises are mainly related to small business, but each of them has own head and manager. Secondly, current heads of firms and enterprises are not always their owners, in most cases they are hired personnel as well as other employees, but highly paid. This wage is for high responsibility and intensity of work, which not everybody able.

In Table 1. you can see periods and proportion of women leaders, in the last fifteen years numbers has been quite high and ranged from 35.2 to 39.6%. Recession, the indicators of women leaders fall into periods close to default in 1998 and crisis in 2008, which understandable and explainable. The particular interest is about dynamics of employment from Table 1. Total number of employed population of Russia increased from 1998 to 2012 only by 23.8%, while number of "bosses" increased by 88.5%. Share of men leaders has increased by 85.0 %, share of women executives doubled by 94.3%. Therefore growth of women leaders in the past 15 years was faster than men's growth. The reason was post-industrial development of economy and development of tertiary sector.

In 2012 the number of women in executive positions was 2.3 million with share 39.1%, in 2014 was 43%, and these numbers increasing, Russia nowadays has about two and half million women leaders. That is a lot and they make up a detachment of educated, professional women in the country, their success and achievements may serve as an example for young aspiring girls. We can be proud of the millions of our contemporaries and their Soviet predecessors, who were never afraid and are not afraid today (contrary to gender stereotypes) to take on their shoulders the responsibility of supervising work and worthily represent our country in the international rankings.

6.1. Role of education: clear rules of the game

The main foundation of Russian women is of course education. The statistics show that girls and women in Russia are primary oriented to a high level of professional education to a greater extent than men. As a result, the education level of employed women is higher than employed men. According to statistics we can see the share of men and women with higher education and employed in the economy in 2000-2010. The information is restricted by the university degree, due to the fact that for decision-making positions and career development the presence of university diploma is required criterion.

Table 2. *The number and structure of employed in the economy with higher education (including postgraduate).*

Years/Gender	Number of employed men and women	Including university degree	
Men	In thousands	In thousands	%
2000	33754	6738	20.0
2005	34710	7747	22.3
2006	34996	8212	23.5
2007	35704	8983	25.2
2008	35869	9051	25.2
2009	35059	8830	25,2
2010	35500	9105	25.6
2014	36605		28.5
Women	In thousands	In thousands	%
2000	31519	7426	23.6
2005	33893	9210	27.2
2006	34161	9521	27.9
2007	35734	10655	30.5
2008	34734	10655	30.7
2009	34226	10705	31.3
2010	34304	11060	32.2
2014	34934		36.1

Source: *Calculated by author according to the Russian classification of occupations (RCO).*

As can be seen from Table 2., at the beginning of the XXI century the growth share of graduated workers in the Russian economy is very intensive. While in 2000 among those employed in the economy only every fifth men had postgraduate degree (20.0%), then in 2010 already every fourth (25.6%). But, as it shown in Table 2 growth of graduated women share in the same period was even faster and as a result in 2010 is almost one in three women (32.2%) had higher education (including postgraduate). The number of highly educated men from 2000 to 2010 increased from 6.7 to 9.1 million people or 35.1%, and women from 7.4 to 11.0 million people, or 48.9%. Consequently, in the first decade of the XXI century the number of clever women grew much faster than the number of clever men in Russia. Due to economic reasons, since the Soviet time was a direct relationship between the level of women education and their level of remuneration. I case of men, this relationship is not clearly expressed, because before and as it is nowadays, working men in downhole or in oil derrick, just graduated from high school, may have a higher salary than his brother with a university degree. Thus, lack of economic incentives to improve education among the Russian males and their backlog (on average) from level of professional education compared to women. The answer is related to the fact that education is the only field, where are clearly defined “rules of the game.” In education exists a rigid assessment system of knowledge. At the same time, it is depend neither on gender nor on age, but only on the level of knowledge that leaves little place for speculation and discrimination. Such clarity of rules allows to women “play - and win” only in educational sphere. In a labour sphere, especially in politics there are not such clear rules and criteria for assessment. Therefore, you can always rely on the convenient for culture of masculine gender stereotypes that “policy - is not for women” or that “the boss in a skirt” cannot rationally make decisions. Do not exist criteria for the validity of these stereotyped statements. But absence of clear rules and criteria of assessment for efficiency work in labour and politics blossoming gender stereotypes. That hinders the advancement of women at decision-making level. Therefore, Russia remains a country of smart, professional and creative potential of which cannot be implemented fully in all spheres of activity.

6.2. The economic expansion of opportunities and advancement of women in business

It should be appreciated that in recent years has begun reducing manpower resources, the country's population is aging rapidly, and without active participation of women the economy will experience a growing shortage of labour force, including skilled staff. Already now in the business is struggle for a highly qualified workforce, who has quality education, the ability to think outside the box, to make extraordinary decision and find a way out of difficult situations. Due to the progressive growth of the vocational education level of women in Russia formed a kind of “critical mass” of highly talented young women, who is able successfully compete with men for leadership positions in business. In terms of innovative development, vocational education was seen as the main component of human capital (HC), and the human capital was considered as a major factor of efficiency and competitiveness growth of the company, the region and growth of the economy as a whole. Russian women having overtaken men in terms of education have ensured that the quality of their human capital was also higher on average than men. Thus, they appeared demanded in certain sectors of the economy, focused on innovative development. These sectors do not include large business based on the extraction of natural resources (oil, gas, timber, metals), which is associated with state-owned and export. We are talking about the “new” fields of small and medium-sized businesses, where the main resource of efficiency and competitiveness is human capital (HC), and where are created conditions for the development of an innovative economy, which is characterized by the fact that education, qualifications, experience, knowledge of the staff, and everything which is caused by level of the HC, converted into profits.

In addition an important role in the women’s advancement has played factor as the coming significant number of foreign companies, branches and representative offices of international companies to the Russian market, in which the practice of the women’s advancement is a priority policy of the corporate managing.

In order to increase the competitive advantages the Western business several years ago, have not regretted funds for research in the field of study factors of business efficiency, methods of selection and promotion of staff. Having come to the Russian market the representatives of foreign companies have introduced and started to implement

in our country these practices. Among them, important role is given to the principle of creating a balanced, and diversified teams in business, where participation of representatives is from both sexes. It is proved that these teams work more productively, which is reflected in specific performance indicators of the company (Lazear, 1998). Especially it concerns the management teams, as is proved for example the presence of three or more women on boards of directors have a positive impact on business performance as a whole, which is reflected in the specific indicators of profits. Also, studies have shown that women take more than 70% of the purchase decisions all over the world now (Joy, Carter, Wagener, Narayanan, 2007). It means that if business wants to be a customer-oriented it is good to know the tastes and preferences of its customers, it should be taken into account in decision-making interests and hearing the representatives views of different population groups, especially women as a potential customers.

“Over the past two years the share of women in our customer audience seriously increased ... Our customer audience is becoming more diversified, and also this should be reflected in the selection of personnel. Since more women drive a Mercedes-Benz" car, that means more women need to manage the company Mercedes-Benz. I can say that in our company have never worked so highly educated women, as it is now. Definitely recruitment and professional development of women are significant factors of strategic success for us.” Comments vice-president of retail sales Mr. Nolte, automobile field.

Since the late 80's of the twentieth century in western companies have developed and successfully applied formalized systems and procedures for the selection of staff, which reduces the level of subjectivity in the selection and promotion of staff. Also, there are formulated formal criteria, conformity that is necessary for career development. And as noted in the previous section, the formalization of rules contributes to the fact that women have a chance to win in the competition for high positions and salaries. Gradually Russian companies adopt western practices that contribute to improving the competitiveness of businesses, and this contributes not only to increase their efficiency, but also promotion of women. Thus, there is reason to assume that in the business sector followed by the educational sphere, the transition from subjective to a formal assessment of quality staff, which contributes to a fair evaluation of the human capital of women and their career development. But these practices that promote women in business, are not ideological, just

have economic motives, because economic empowerment of women and creation of favourable conditions for their work and professional growth are the condition for the successful and efficient business development. Therefore, business is considering the issues of promoting women's issues as a competitive advantage and economic feasibility.

7. Practical part

7.1. Introduction

In this research are engaged respondents from different companies, departments, with different positions and different ages. The majority of the respondents are from Almetyevsk city, which is in 4th place in terms of population in Republic of Tatarstan, the population of city is 150,000. Almetyevsk is heavily dependent on the oil industry in the region that exactly there is office of the oil company “Tatneft”, from which the city gets most revenues. Due to such relationship with oil Almetyevsk is considered as the oil capital of the Tatarstan.

For the analysis of investigated topic author used questionnaire and face-to-face interviews. Respondents had possibility to choose between online survey and printed version; the most of them preferred hard copy rather than online version. To get valuable results, answers were processed by author and presented in further chapter in terms of graphs and discussion. Following questionnaire and interviews were conducted in the Russian language. This author has translated them into English for the purposes of this thesis.

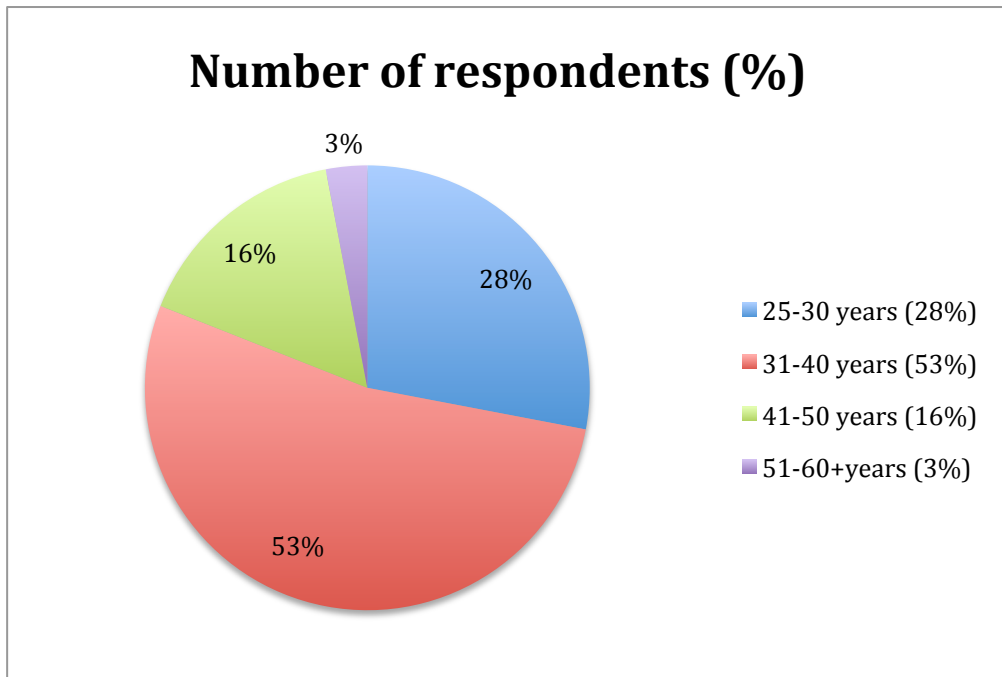
The questionnaire consists of multiple-choice questions, and open-ended questions. The multiple-choice questions helped to collect general data about respondents, such as gender, age, in which collective works participant. Open-ended questions aimed at understanding whether gender stereotypes are really as a main barrier for their career development, as well as to know how respondents characterize collectives, which professions are considered as a male, female or unisex. All questions are related to stated hypotheses mentioned at the beginning of the diploma thesis.

The respondents were dividend into two groups, for the participant of first group was prepared questionnaire and survey was provided with workers of lower position as administrative, accountant etc. The second group focused exceptionally on leadership, face-to-face or telephone interviews were provided with male and female executives from various department of Tatneft company and other smaller companies. In this section we will try to draw a portrait of the modern successful women leaders and to compare it with the portrait of men executive.

7.2. Analysis of the results

In this chapter author evaluates gathered results of questionnaire (see Appendix 1. Questionnaire). All the collected data was analysed, described and showed in particular graphs.

Graph 2. *Age of respondents*



Source: own elaboration based on the research

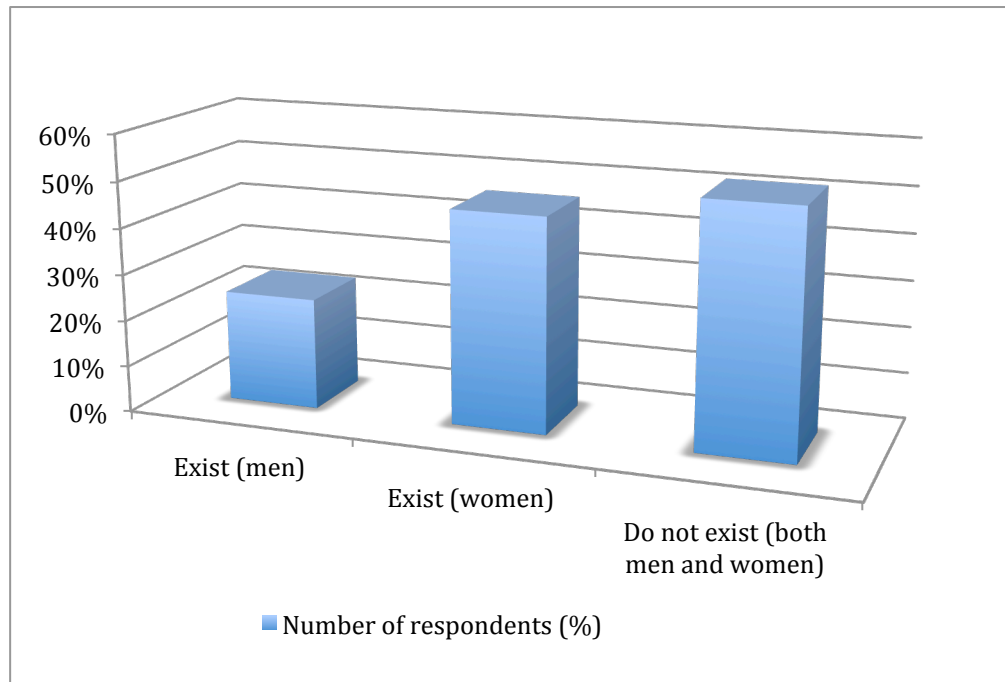
As you can see from the following Graph 2. the major part of respondents are up to 30 years old. On the second stage are younger respondents from 25 to 30 years old. Next option is age category from 41 to 50 years, and the last and the oldest respondents have 51 years and more. It can be concluded that majority of participants are at the age from 30 to 40 and according to Russian measures it is the age when men has enough of practice and experience.

It should be also noted that gender proportion of surveyed participants in this research was equal.

7.2.1. Research of gender stereotypes in career development

By studying gender stereotypes in the profession we expected to find out whether there exist differentiation by gender in the workplace of respondents, how they are struggling with these stereotypes, and find out their relationship to these stereotypes.

Graph 3. *Whether exists separation of employees by gender in their workplace?*



Source: own elaboration based on the research

The fact that these stereotypes exist is shown in Graph 3. mentioned 24% of men and 46% of women. The result of women is not surprising since stereotypes have a negative impact basically on them. Other part of respondents does not consider that such differentiation in the workplace exists, in total share 52% of both men and women.

To the following question: *“How is shown this differentiation?”* 14% of men have answered the response options: *“for man is easier to move up the career ladder,”* other popular response was *“the most prestigious and well-paid positions are occupied mainly by men”* - 12% of respondents. Half of surveyed men with total share of 22% believe that the employer is serious about men than to women.

On the same question from a female point of view are the following possible responses, 46% of them answered that *“working at the same job as man, a woman may get*

lower wages," the same share 46% mentioned: "the most prestigious and well-paid positions are occupied mainly by men."

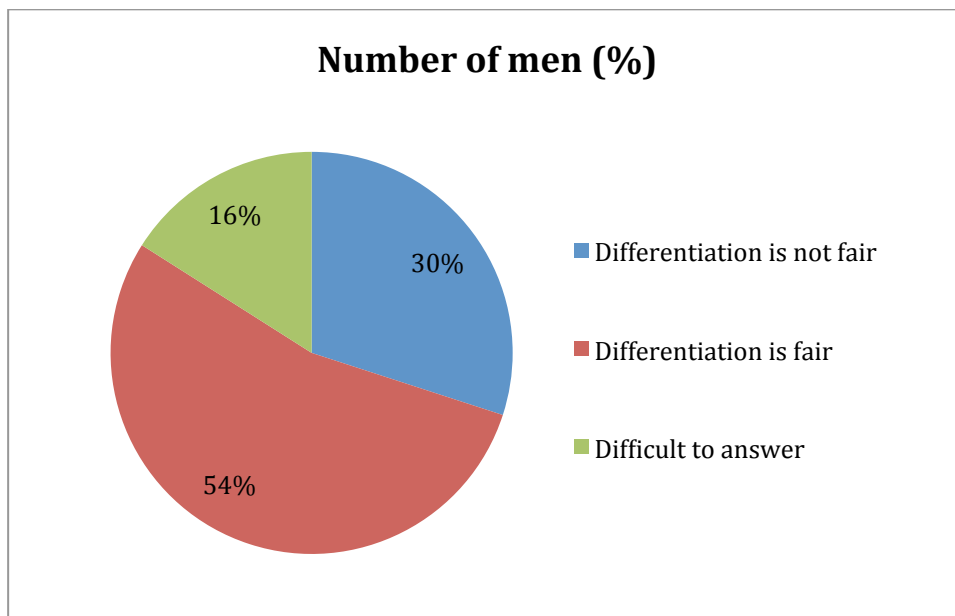
In the opinion of men in order to cope with existing stereotypes:

- initially women should self-recommend as a competent staff (50%);
- the second most popular response among men: "in this situation it is better quit the job" (30%).

The most commonly mentioned answers by women:

- at the beginning need to establish that she is an experienced employee (70%);
- all of women who feels that they have gender stereotypes in the workplace, noted the answer: "better doing job" (66%).

Graph 4. Whether this differentiation by gender is fair?

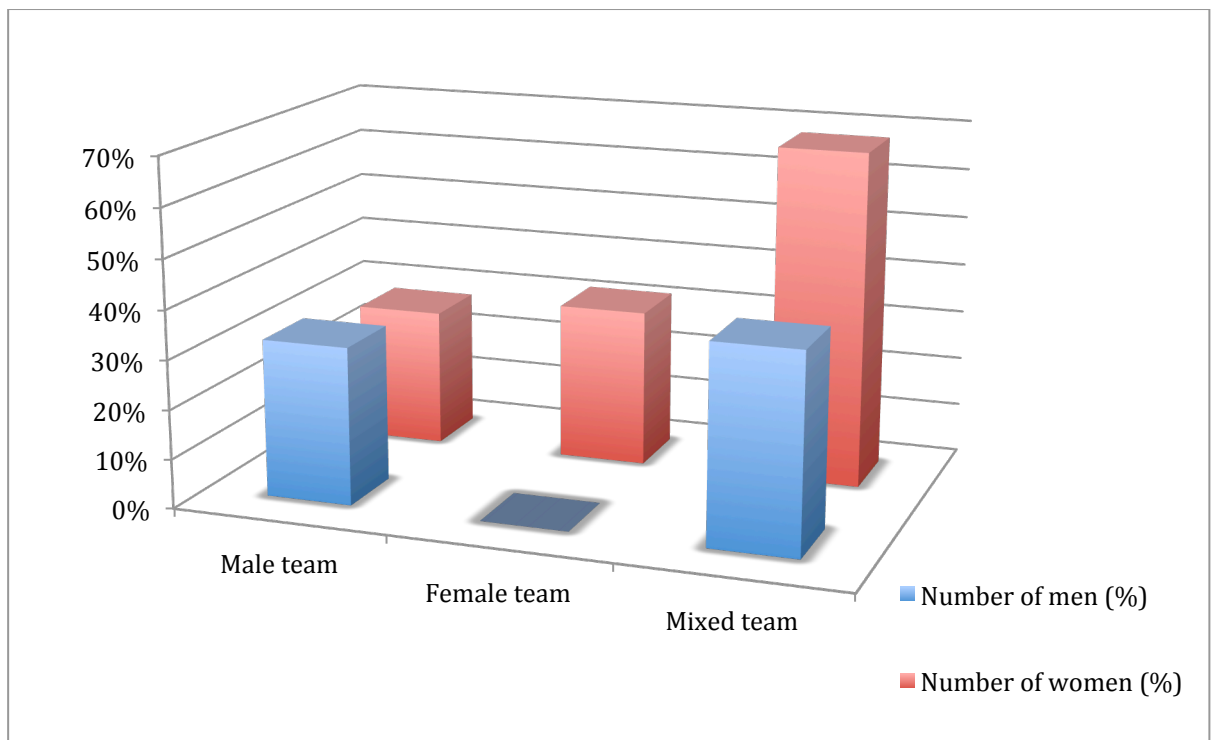


Source: own elaboration based on the research

From the Graph 4. you can see that almost 54% of respondents found difficult to answer on this question. Only 30% of men found themselves to be solidary with women in this issue and agree that differentiation by gender is not fair. About 16% of men believed that differentiation is fair. Following Graph 4. has no information about women's results due to the fact that 98% of them responded that stereotypes are out-dated and differentiation is not fair mentioned only by 2% of women.

Following section introduce you research results and answers by both genders to the questions connected with working teams. In which teams works men and women see Graph 5. We tried to find out by which attributes respondents themselves determine this or that collective see Graph 6. If they are satisfied with mixed teams or prefer work just in female or male collective, as well as formed relations in this collective.

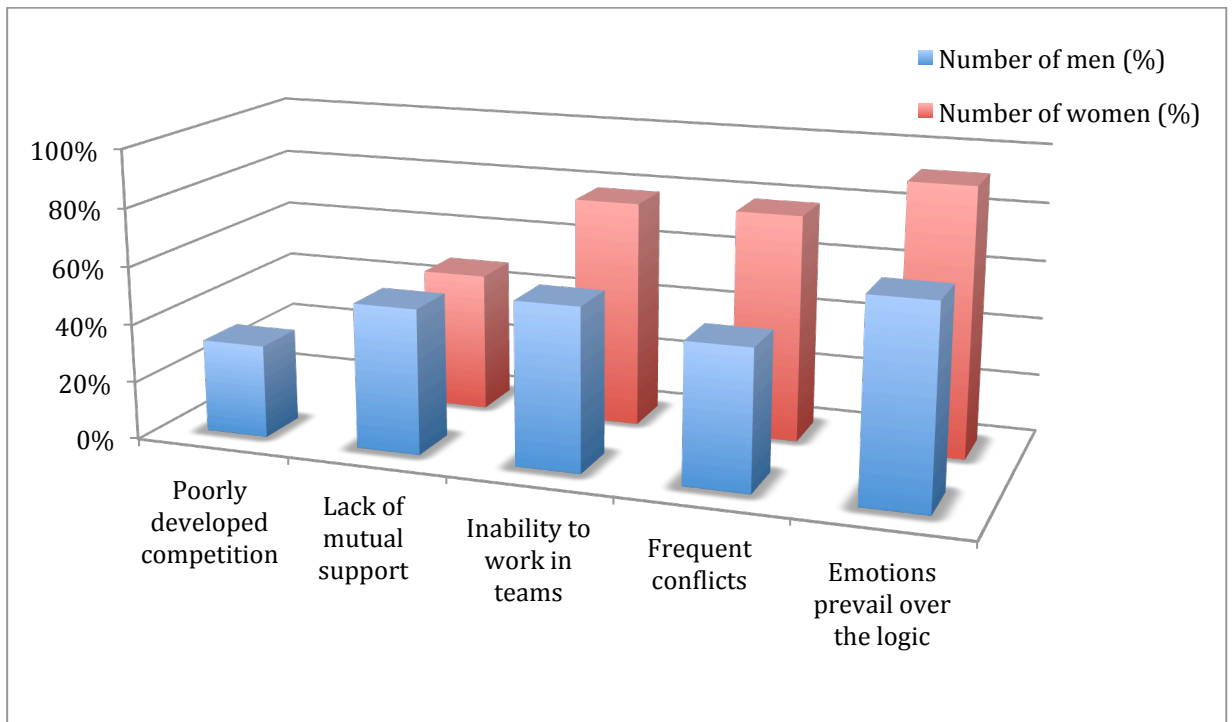
Graph 5. *The respondents were asked to answer, in which team they are working.*



Source: own elaboration based on the research

The result on the following question is shown in Graph 5. in male teams are only 32% of men and 28% of women. Female team occupies only 32% of women and no men. The most interesting is mixed type of team, where the majority of respondents are women 60% and only 40% of men. As is registered from Graph 5. despite gender stereotypes female occupation in teams is still higher.

Graph 6. *Characteristics of female team.*



Source: own elaboration based on the research

Then respondents were asked to correlate indications with female, male or mixed teams. Following Graph 6. shows how both genders characterize female teams.

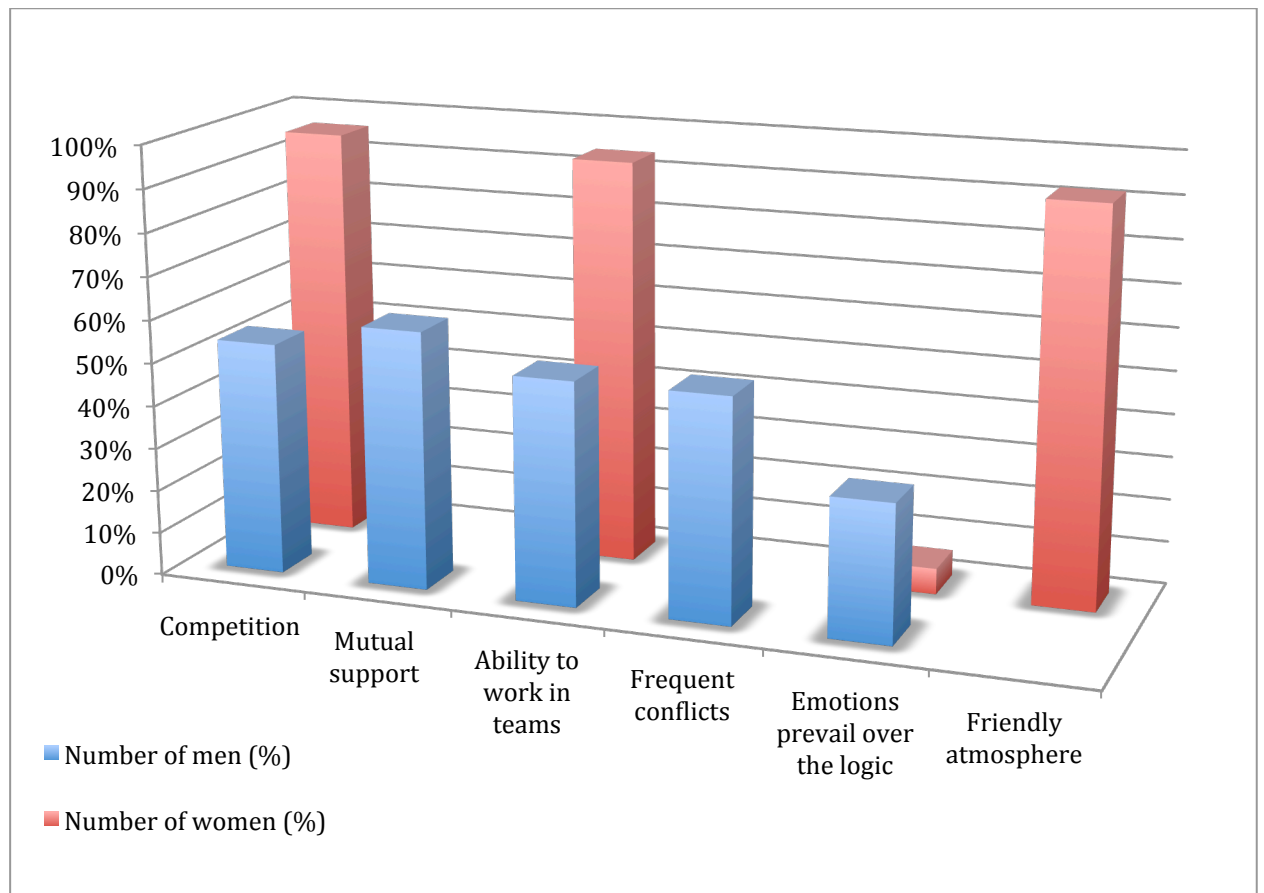
The most of female respondents 94% are absolutely agree that their emotions prevail over the logic, as well as the fact that female collective sometimes have problems with working in team noted 78% of women. The same percentage of respondents confirmed conflict presence, and only 48% of women mentioned about lack of mutual support, while exactly the same responded women say that they have good and friendly relations in the collective.

The option where *emotions prevail over the logic* noted 68% of men, 56% of male respondents answered *inability to work in teams*, compared to results of women is much lower, almost half of respondents 50% think that female team has *no mutual support*, and noted the *presence of conflicts* 48%. Based on analysed result we can conclude that men noted the most stereotypical opinions about women, besides no one of them working in a women's collective.

The interesting thing is that *logical thinking prevails over emotions* in male teams have been noted by genders, 64% of men and 66% of women respectively. Also 48% of

respondents believe that is inherent in man's collective *ability to work in a team*, and 40% of them agree with *the presence of mutual support*. 32% of women also noted that in male teams *prevails strongly pronounced competition*, from the female point of view there is no *mutual assistance* (30%). Thus, we can see that men characterizing their own male collectives with positive indications, and women in general often mentioned negative aspects in both collectives.

Graph 7. *Characteristics of mixed team.*

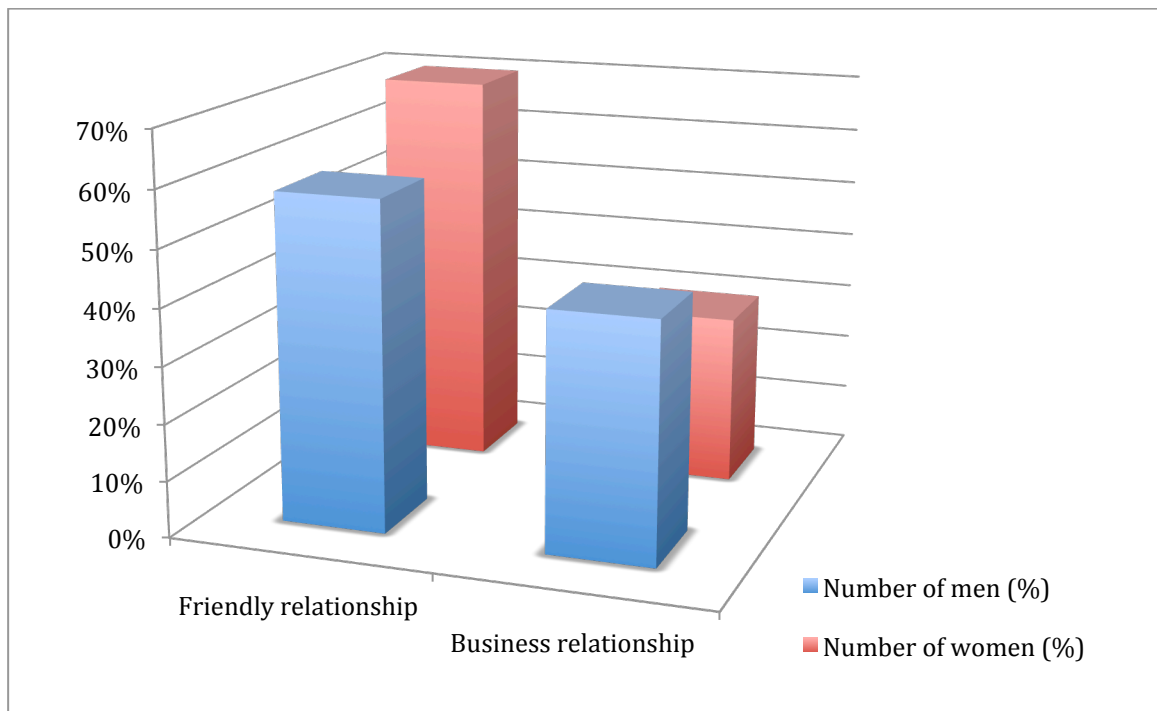


Source: own elaboration based on the research

According to analyzed results mixed collective is considered as the most positive. 96% of females mentioned that in the mixed team is poorly developed competition, but 54% of men noted opposite meaning that in the mixed team is clearly expressed competition. Female part of respondents (94%) is absolutely agreed with ability to work in mixed team rather than male part with 52% of respondents, see Graph 7. Surprisingly 32% of men think that emotions prevail over the logic and on the contrary only 6% of women

are supporting following option. Regarding to the atmosphere in the collective 92% of respondents (women) characterized it as friendly in comparison with men, 54% of them answered that in such team are frequent conflicts.

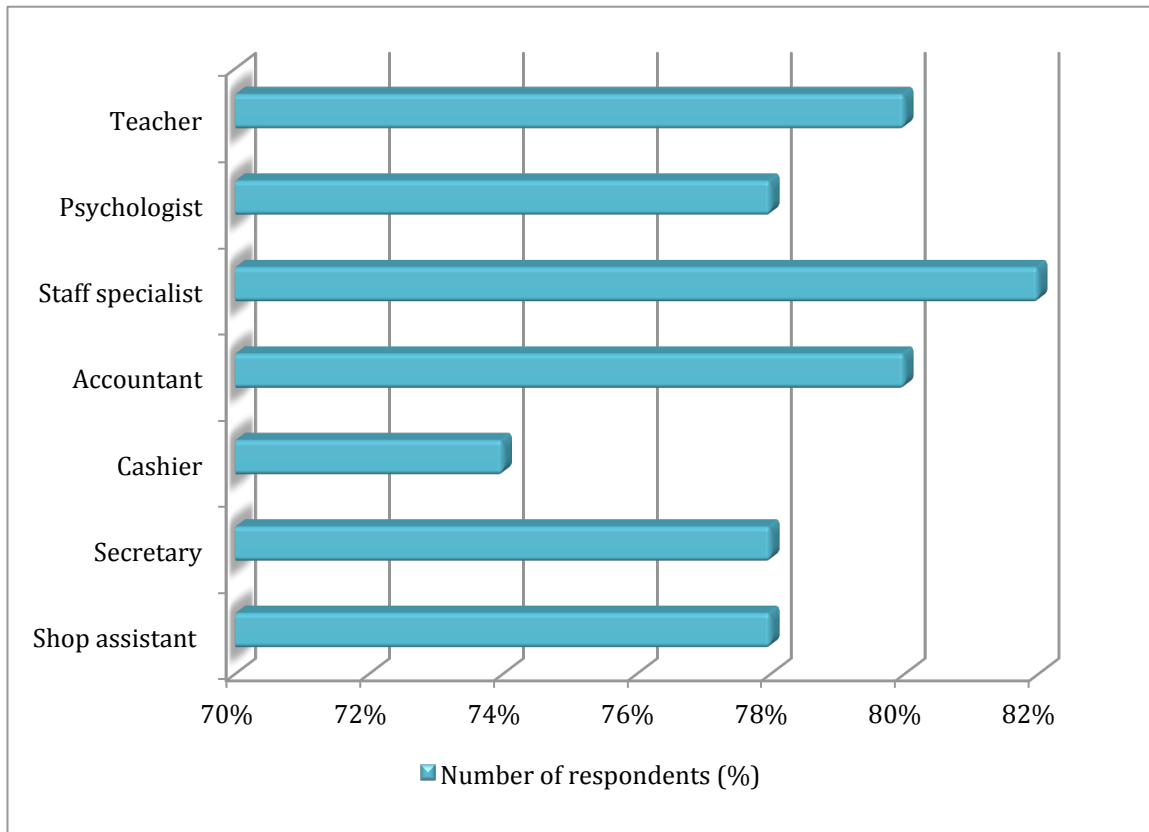
Graph 8. *Relationship in the mixed team.*



Source: own elaboration based on the research

From the following Graph 8. we see that good or friendly relationship with employees has 64% of respondents, of them 58% men and 70% women. Mainly business relationship with employees has only 36% of respondents, 42% of them are men and 30% of women. It is noteworthy that none of the respondents said their relationship with employees as tense or conflict.

Graph 9. *The most frequent female professions.*



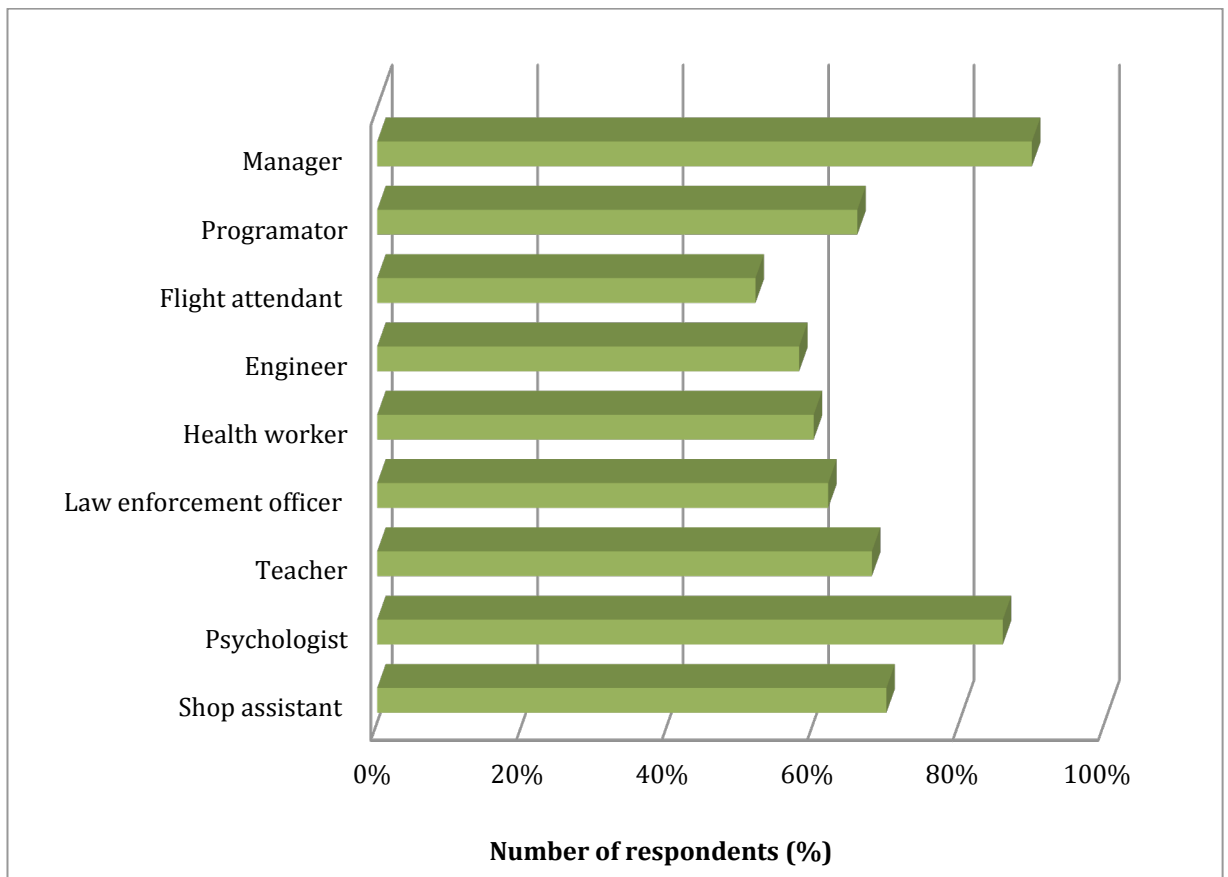
Source: own elaboration based on the research

Including the career development of a staff member, depending on its gender can be assessed adequately (woman can not even be regarded as a really good professional, and reasonably get a raise). Also on the career development of a particular gender affects the industry in which the organization operates. There are known as “male” industries (oil and gas industry, metallurgy, machine building) and obviously “female” (education, light industry, banking). It affects our perception of work by employees and the image created by people. For example, the big surprise is the man cosmetologist or a woman mechanic.

Regarding to the vision of professions by respondents of both sexes is shown in Graph 9. we can conclude that male profession is considered as, security guards or bodyguards, work where is dominated physical force, oil industry workers, miners. Such profession as a driver more likely is mentioned as a male 58% of respondents rather than female, despite the fact that mentioned share of women drivers is relatively high 22%, it is not surprising because quite often we can see on the roads women-drivers, whether a taxi or public transportation.

It should be noted that only 30% of men said that shop assistance is a female occupation. Indeed as we can see nowadays more and more men are going to work on this occupation.

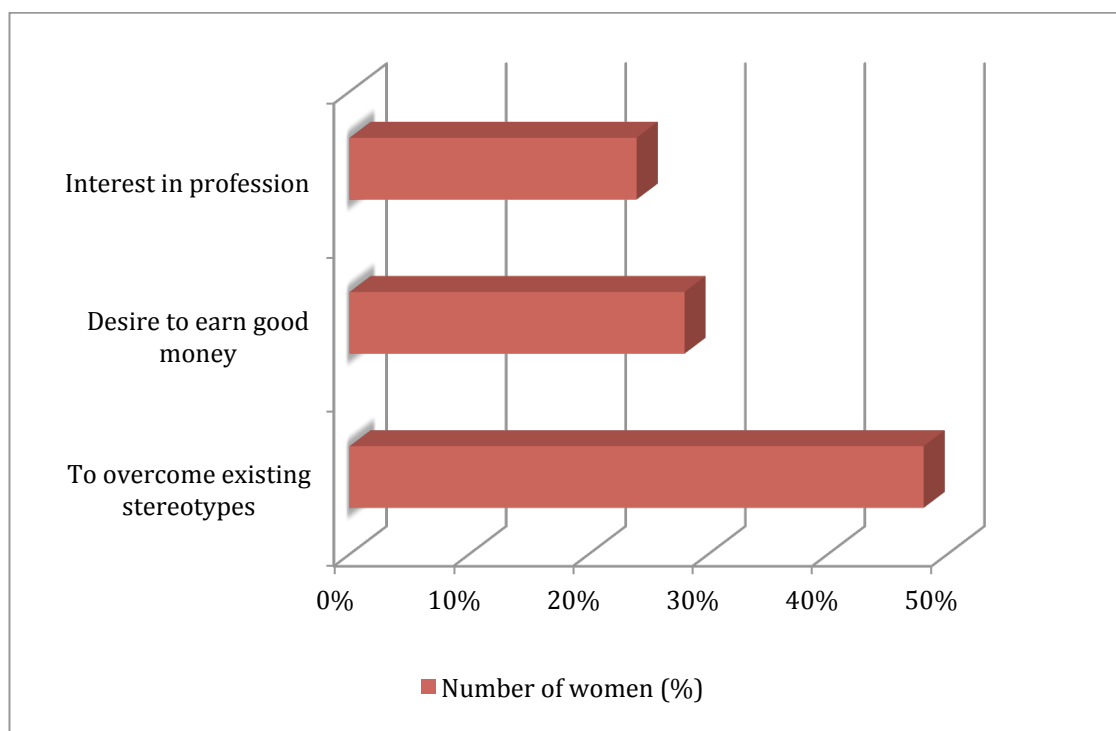
Graph 10. *Professions considered as male and female.*



Source: own elaboration based on the research

It is surprising that in this question 58% of respondents answered engineer as unisex profession, very often it is familiarized more male than female. Women, in addition to the already selected professions also noted the flight attendant (52%) and programmer (66%).

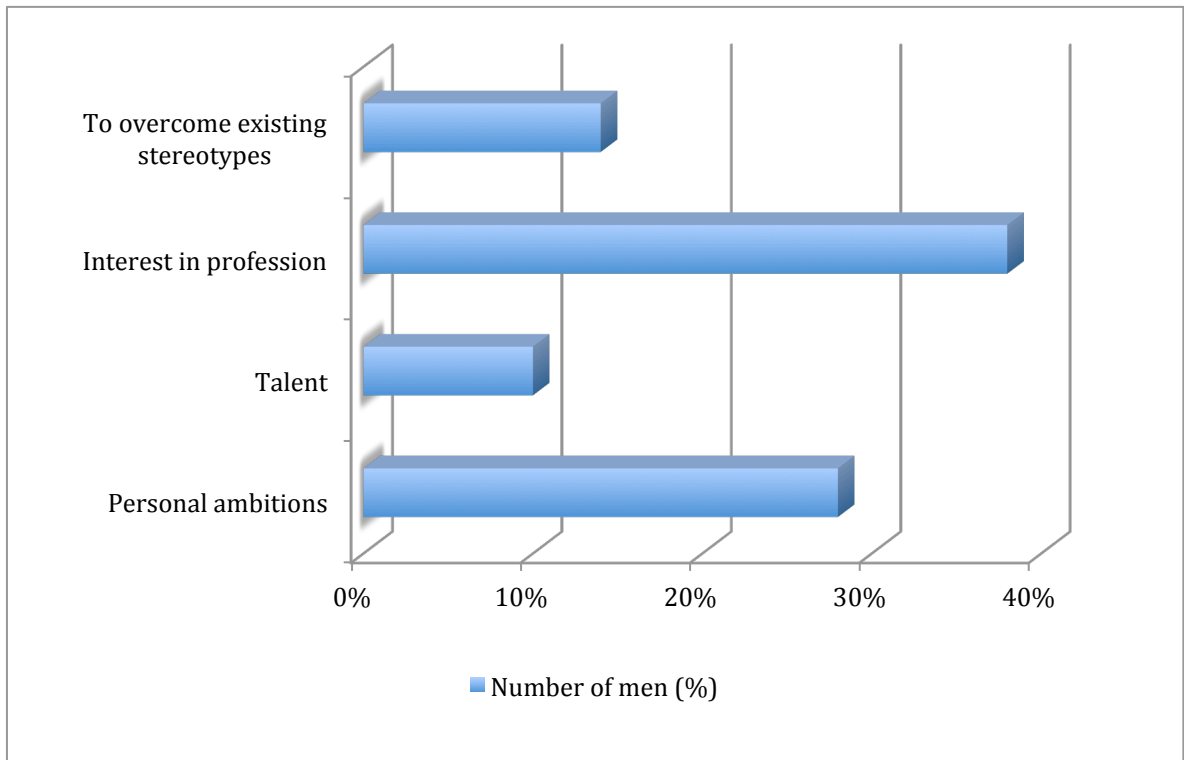
Graph 11. *Why do woman occupy male positions? (female)*



Source: own elaboration based on the research

Analysing results of questionnaire, author found out possible reasons for women occupation in male professions. Eventually it was expected that majority of women will respond to the question regarding male profession as an interest in this profession, but following Graph 11. shows noticeable difference, surprisingly this reason is only for 24% of respondents. The second main reason is higher salary, this option has 28%, and 48% of women working in a male occupation due to overcome existed gender stereotypes.

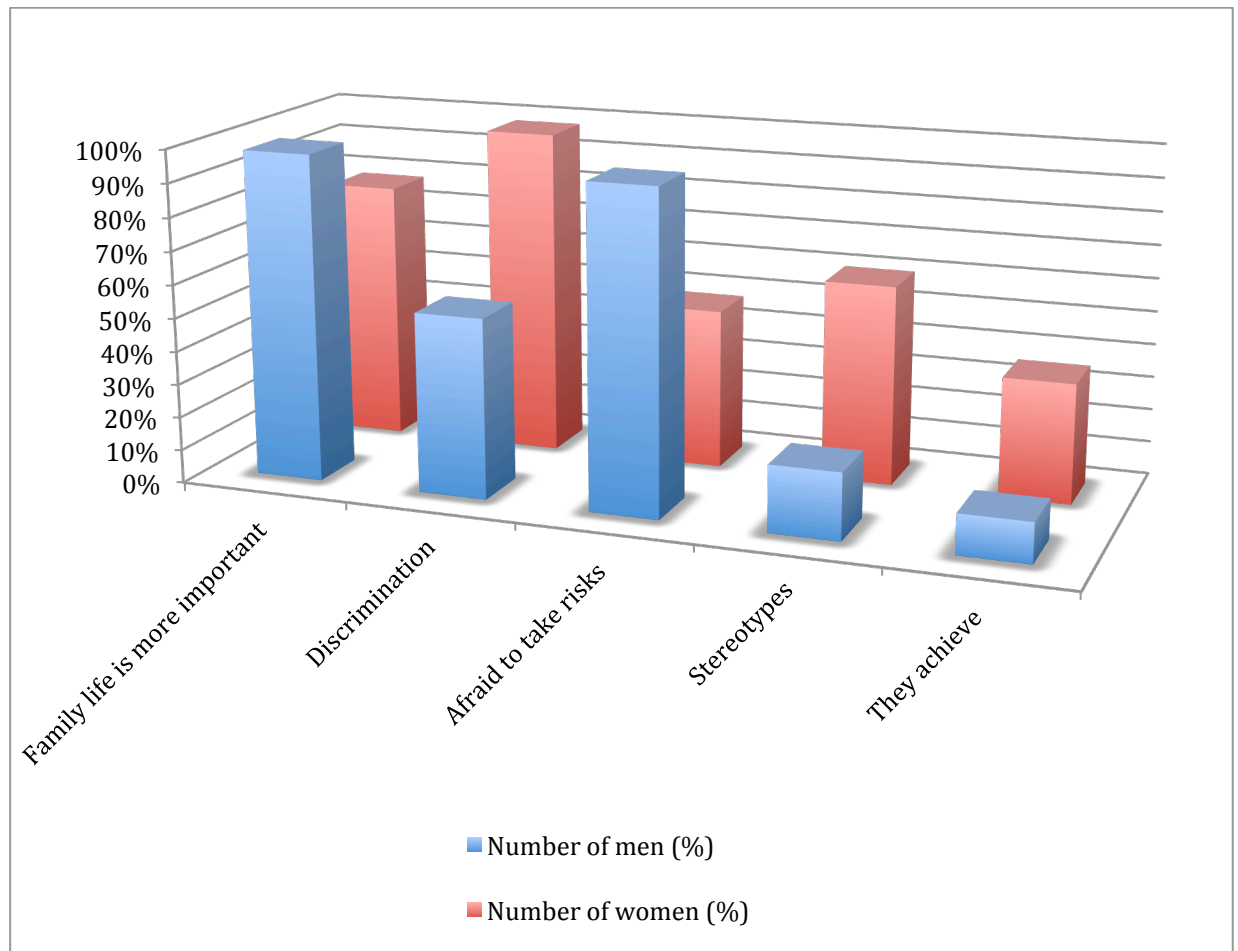
Graph 12. *Why do woman occupy male positions? (male)*



Source: own elaboration based on the research

Following Graph 12. shows results by male respondents, fewer of them 14% think that women works in a men's occupation due to overcome existed stereotypes. 38% of respondents noted as a main reason an interest in that profession, here we can assume that the opinions of men are still quite different from the views of women themselves. Also, men have mentioned personal ambition 28%, and only 10% of men noted talent. Thus, we can conclude that women goes to the men's professions in order to overcome existing stereotypes, as well as confirm hypothesis that existing gender stereotypes influence career choice and its development.

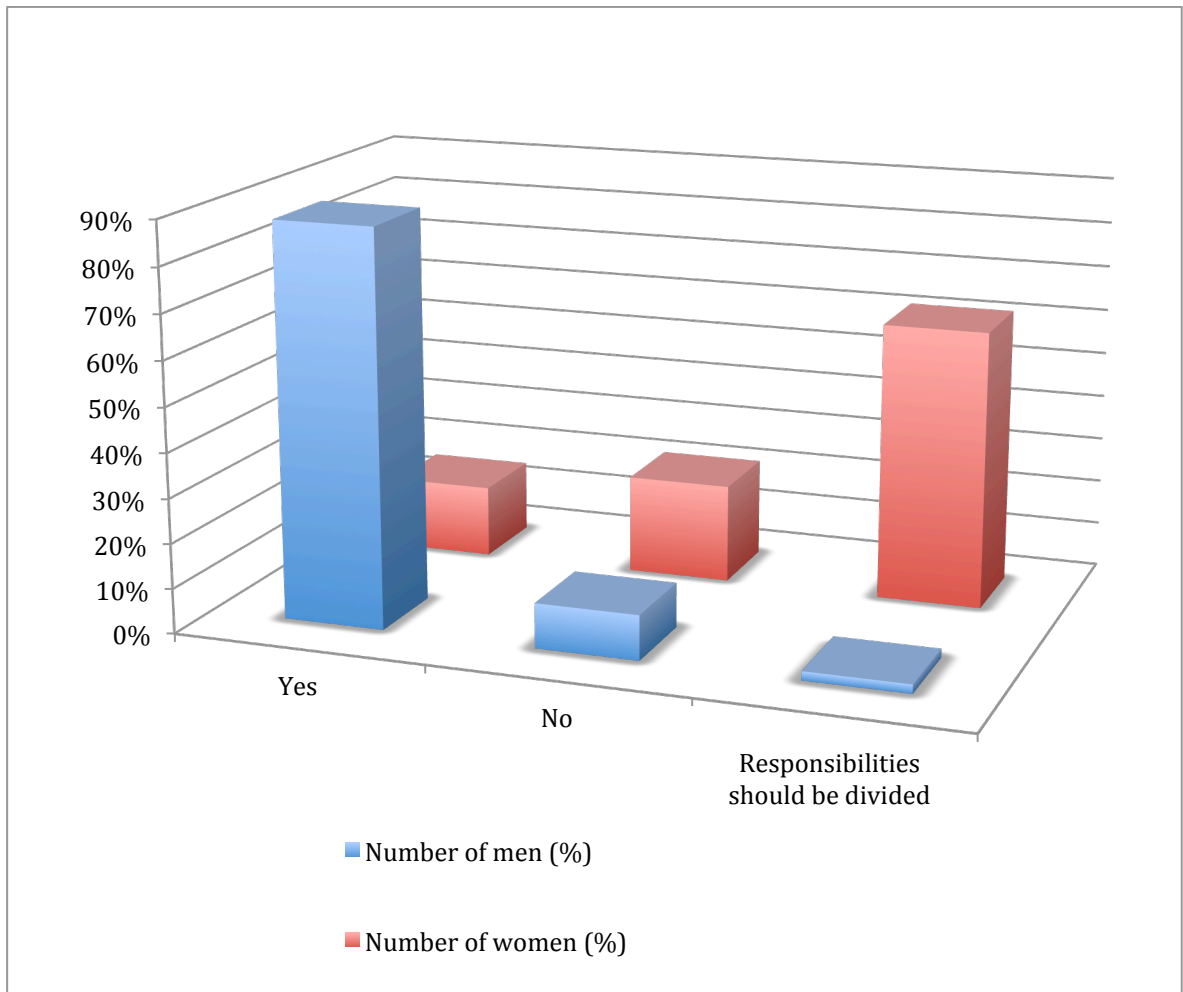
Graph 13. *Women in their careers do not achieve high positions as men, why?*



Source: own elaboration based on the research

Based on the analysed results see Graph 13. we can conclude that the main barrier in career development from a female point of view is discrimination answered 98% of women, on the contrary this fact proved 54% almost more than half of male respondents. According to men the most important is for women family life rather than career, the most world spread stereotype absolutely confirmed by 98% of men and 88% of women are agree with that as well. The fear of risk is third popular option among surveyed men, noted 96% of them, on the contrary mentioned about it 48% of female respondents. 60% of women answered that due to stereotypes they aren't able to move up the career ladder, and only 20% of opposite sex chose these options. About 12% of men think that women achieving high positions in their career, and according to women they are achieving high positions mentioned 36% of respondents.

Graph 14. *Cooking, cleaning, carrying for children should women, and men should earn money, right?*



Source: own elaboration based on the research

The last question of this section is directly connected with the most popular stereotype about career and family life. The Graph 14. shows that 88% of men are absolutely agree that women should do housework and taking care for children as it was expected, on the contrary with female part of respondents, only 16% of them confirmed that. 62% more than half of women think that responsibilities should be divided, only 2% of men like this possibility. 22% of women answered that they shouldn't be engaged with housekeeping, in this option they were supported by 10% of men.

7.2.2. A portrait of modern leader in gender perspective

In this section we will try to draw a portrait of the modern successful woman leader and compare it with the portrait of leader man. Gathered results of our research will help us to bring together successful women leaders of modern Russian society.

As a result of face-to-face interviews with executives from various departments and workshops, the majority 62% of them made a conscious career, and only 22% were on promotion by force of circumstances (the answers of men and women on this question are identical). Therefore, money and financial well being had not always the key motive in the career building, and in many cases perceived as a complement to the formal recognition of professional achievements. The financial interest as aspiration to the wealth have mentioned 61% of respondents, while such motives as “freedom and independence as a professional” and “focus on self-realization”, noted the 92% and 91%. The executives of different departments believed that the most important for career building was:

- *the professional quality;*
- *personal characteristics;*
- *sense of purpose;*
- *as well as the level of education.*

Almost all executives who participated the survey are highly educated, while 23% of them have two or more higher education diplomas. The proportion of men with two or more diplomas is higher than women. It is expected that the formation of executive positions needs higher requirements exceptional for women.

The absolute majority of executives (69%) recognize that education and the diploma presence is a significant factor in career development. And frequent response among managers and other occupations that lack of education is a one of main barrier to career building. In the interviews among women executives are indicated that mainly education, in-depth knowledge and continuous professional development is a great extent help to move up the career ladder and to confirm its status as a leader.

In response to the question “*Do you occupy leading positions in this department, how did you go for it?*” 69% of men and 73% of women reported the following prompts in the questionnaire: “*I am a leader by nature, and always sought to achieve a high position in career.*” According to this type of answer we could follow that the leadership qualities inherent in both women and men equally. They perceive their career as a result of their

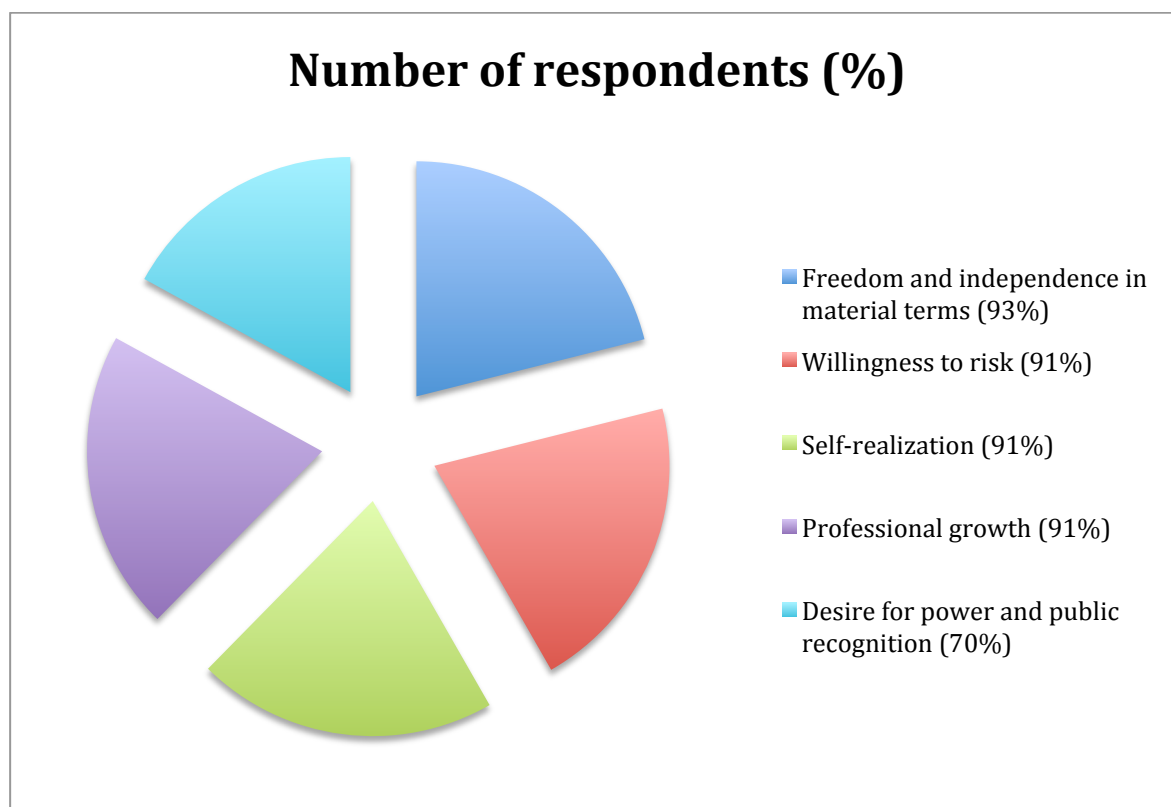
own aspirations and actions. The leadership phenomenon is explained by their primordial instincts, personality traits, which are given by “nature itself.”

“I think it is all about genes. You cannot wake up one day and want to be a leader. You have to aspire during the studying and you spend more time for it. When someone goes to the disco, and you - to the library. It is inherent in the character; a person must have some kind of leadership qualities as well as charisma should be. Is it is impossible to develop, everything should be inherent in the nature of man.” Said the executive of economic department of Tatneft company in Almetьевsk.

Indeed, scientists, psychologists, beginning with Maslow, proved that self-realization or self-actualization, which is expressed in an effort as much as possible to use their talents, abilities and opportunities inherent in human nature, regardless gender, it is a potential that is given to many people from birth. (Peel, 1992). However, this potential is losing or blocking during the progress of human cultural socialization. We can add that, as will be shown below, more often culture, family and society blocking self-realization of women identity.

Women leaders more often than men leaders are driven by the desire to realize their leadership skills and satisfy their business ambitions. Desire for leadership and management noted 76% of women and 60% of men, the desire to gain respect and recognition from others (81% versus 66%).

Graph 15. *The main motives of leadership in career building and career development*



Source: own elaboration based on the research

Following Graph 2. demonstrates what is the most significant motive in career building and career development, 93% of interviewed respondents are for freedom and financial independence, next options as professional growth, willingness to risk, and self-realization are significant for women leaders and men leaders as well. Part of respondents noted that public respect and desire for power are also important incentives for them. In addition major incentives in career development for respondents of both sexes were interest, desire to influence the business processes, self-fulfilment and implement their ideas.

The analysed results of surveyed executives from companies which currently operating in Russia is agreement with theoretical conclusions made on the basic qualities and characteristics of leader personality. As it was identified by Russian and foreign researchers the indispensable attributes of the leader's personality are: the willingness to risk and growth, openness to new, denying the boundaries set by others; relatively high level of confidence, helping to overcome barriers; independence and a willingness to resist stereotypes of society; energy, openness and a sense of humour (Balabanova, 2002).

Thus earlier conducted this issue and our research showed that the characteristics and motivations of men and women who have made a career have more in common than differences, their leadership aspirations and achievements depend more on personal qualities rather than on the sex.

Major gender differences in motivation to build a career are largely due to social expectations. Men are inclined to explain their motivation by appealing to independence, which gives the leading role, the greater responsibility, professional interests. However, among the important motivators for men, which they do not say directly, are power ambitions, the desire to manage people and to influence the processes in the company. From a female point of view, a man tends to make a career because there is “no other way”. Moreover, it is practically the only way to prove to everyone and to himself own success.

At the same time women are not limited by the social expectations, so she do not try to progress into better position. And her career aspirations are more flexible, she can afford to make not only vertical career, but also to expand her competence within a horizontal career. Moreover, almost all the interviewed women leaders for this research noted that successful career advancement was largely due to flexibility, the ability to not “get hung up” on career development, and to use those chances offered by situation.

“Women manage their career intuitively. From the one hand they use all the possibilities, but on the other hand the selected target is not so impetuously achieved. In front of man is only one goal - career. And he realizes that if he achieves this goal up to 35 years old, so there is nothing that prevents it after 35 years to perform rest of the goals, such as having a family. And for women social expectations assumes a large variety of purposes: to have a family and give birth, and even somehow realize as a professional.” (Commented general director of the clothing store.)

“Exist many alternative options for women rather than for men. This is her competitive advantage. At a certain moment she could say: “Well! I’m tired of all! I want be just a mother. And according to the society it is considered as a quite worthy choice. And if a man stays without highly paid work it destroys him as a person,” added the head of the IT department of oil company.

The following paragraph is introducing the results of the most widespread gender stereotypes mentioned during the interviews by respondents of both genders:

- the majority 45% of interviewed respondents are agree that for women compatibility of happy family life with business is unreal;
- 36% of respondents think that business women losing their femininity on the path to success;
- 31% of respondents confirmed that man leader is a frequent phenomenon, but a woman leader is rather an exception;
- women are not ready to take risks in decision-making added 18% of surveyed.

The views about the male and female roles in business, and its distribution in the society affect decision-making not less than women who are not confident in their own leadership potential. In our research every fourth female executives and entrepreneurs said that relatives and friends did not approve of their lifestyle and do not support the career aspirations. Most of these women reported that they feel themselves guilty, also consider that the time they spend at work they take away from their children. Thus, in this case the social pressure is combined with the inner conviction that makes the setting particularly strong. Interviewed respondents fully confirmed the existence of these stereotypes in Russian society.

8. Conclusion and recommendations

Gender stereotypes in career or career development are often related to the woman's professional life not man. Over the past decade in the world has considerably increased the number of workingwomen. They began to occupy a more prestigious position than before. Women have become real competitors men and women-head possible to provide a stable situation in the most difficult situations, management and administration.

In many cases the approval of the inability of women to hold leadership positions in society is just a stereotype used to artificially keep them from trying to achieve power. Therefore, women are rejected as possible candidates for high positions and may not hold positions above a certain level in their corporate hierarchy.

Women in organizations initially excluded from the structures and the activities that provide access to power, because they are not available to the informal men's social relations, where the exchange of important information and which are an important source of social support. It is also important that men prefer to hire for positions of direct subordinates representatives of their same sex. Well as restrictions are going from the women leaders who look negatively on the achievement of the first roles in corporations. Many women have fear of some leadership or fear of success - the fear of negative evaluation by men, self-doubt, low self-esteem, supplemented with lack of necessary professional pride, lack of sufficient number of examples to follow. And the fear of leadership is inherent not only for adult women, but even able talented girls. As a result women do not have the power and shall not be considered as worthy contenders for leadership position. On the one hand this has a negative impact on the economy as a whole and to the individuals as well, a woman cannot use her full potential, but on the other side because of barriers and the obstacles encountered in her way of career development is an incentive. Women have in life active position, and they manifest themselves in business and politics. We can conclude that the pressure of stereotypes women-leaders feel each day by interacting with colleagues, subordinates and partners. The hypothesis (1H) is confirmed.

After analysing the scientific literature on gender issues, we can conclude that gender stereotypes are not so harmless as it seems at the first sight, and they are well-established traditional concepts of “femininity” and “masculinity.” On the basis of these ideas formed public opinion about “male” as fundamental, dominant, bossy; and the “female” as a secondary, subordinate, powerless. As a result there was gender inequality, manifested in the fact that women do not have equal rights with men of legal, social, economic and political rights. Access to resources, to the economic and political opportunities, representing the interests of her community greatly limited for women. All this has led to uncertainty in their abilities and capabilities, to weakening attitudes of women and of inability to improve their lives in certain socio-economic conditions. It should be taken into account that the company can get the opposite effect as a negative impact on productivity, and the company's image.

Also results of the research that we have analysed, brings together opinion which confirms our hypothesis (2H) introduced at the beginning of this diploma thesis that existence of gender barriers to professional growth and career development of women. Firstly, the recognition that the labour market is characterized by gender inequality, based on existing mass consciousness of gender stereotypes that are ruinously impact careers of women leaders. Secondly, gender inequality is the main reason of discrimination existence and occupational segregation in employment on grounds of sex.

These factors demonstrate on the need for additional government measures to address the existing gender asymmetry in the field of labour and employment. The inclusion of a gender component in the process of regulation of social and labour relations should help to solving the key socio-economic problems: employment, wages and income distribution, to overcome mass poverty, improving reproductive health, the accumulation of educational potential, increase the level of insurance protection, and of course increase the role and participation of women in the national economy.

It is high time to realize that gender stereotypes are out-dated, they do not correspond to today's reality, not only interfere with the achievement of gender equality and development of human capital for both men and women, but also hinder the processes of democratization and socio-economic development of the country. Each staff member is

an individual, regardless of sex possesses a certain personal and professional qualities. There is no need to compare who is better and who is worthy or who can manage organization: a man or woman. As among women and as well among men exist personalities born to be leaders. They become leaders because of their nature, and their special abilities. Exactly they both women and men achieve success in career, destroy gender barriers or pass through them, reaching heights. There is no weak or strong sex, because personality is always above the sex.

Summarizing all the above in spite of quick development, Russia is still a quite traditional country, with strong family bonds. Modern world community generally influenced by gender stereotypes, and these stereotypes are found in many areas, including employment. Thus, we can conclude that in the current situation in Russia and in our city gender stereotypes still play an important role in spite of their beginning of the transformation.

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11. Appendices

Appendix 1. Questionnaire

Part 1

- 1) Your age ranges between:
 - a) Up to 25
 - b) 25 – 30
 - c) 31 – 40
 - d) 41 – 50
 - e) 51 – 60+

- 2) Your gender is
 - a) Male
 - b) Female

- 3) What is your highest educational background obtained?
 - a) High School
 - b) Specialized Secondary education
 - c) BSc.
 - d) MSc.
 - e) Ph. D
 - f) Other

- 4) Does exist separation of employees by gender in your workplace?
Who is answering? Male Female
 - a) Exist
 - b) Do not exist

- 5) Whether this differentiation by gender is fair?
Who is answering? Male Female
 - a) Fair
 - b) Unfair
 - c) I don't know

- 6) In which team you are working?
Who is answering? Male Female
 - a) Female team
 - b) Male team
 - c) Mixed team

- 7) Characterize female team.
Who is answering? Male Female
 - a) Friendly
 - b) Poorly developed competition
 - c) Emotions prevail over the logic
 - d) Exist conflicts
 - e) Other variant: _____

8) Characterize mixed team.

Who is answering? Male Female

- a) Friendly
- b) Emotions prevail over the logic
- c) Exist conflicts
- d) Exist support
- e) Other variant: _____

9) The most frequent female professions.

Your answer: _____

10) Professions considered as male and female (unisex).

Your answer: _____

11) Why do woman occupy male positions?

Who is answering? Male Female

- a) Personal ambition
- b) To overcome existed stereotypes
- c) Interest in that profession
- d) Other variant: _____

12) Women in their careers do not achieve high positions as men, why?

- a) Family life is more important
- b) Discrimination
- c) Stereotypes
- d) They achieve
- e) Other variant: _____

13) Cooking, cleaning, carrying for children should women, and men should earn money, right?

- a) Yes
- b) No
- c) Divide responsibility
- d) Other variant: _____

2 part.

Face-to-face interviews with executives.

- 1) Do you occupy leading positions in this department, how did you go for it?
- 2) What are main motives of leadership in career building and career development?
 1. Freedom and financial independence
 2. Self-realization
 3. Professional growth
 4. Other variant: _____
- 3) Could you tell the most common stereotypes about woman leaders?
- 4) What is important for successful career development?
- 5) What is your highest educational background obtained?