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THE GENDER LEADERSHIP AS AN ASPECT OF MANAGING EFFICIENCY IN MEDIA COMPANIES

Abstract. The article deals with the theory of gender performativity by J. Butler in respect to gender leadership. The interpretation of this phenomenon offered by Guy Debord shows the results and stereotypes aimed at undermining the female potential of leadership. Gender inequality is particularly striking in the areas of business, management, and security and military services. Despite the fact that many media workers are women, most of them are against the ideas of equality, cooperation and integration. These and other problems are expressed by different viewpoints by both academics and prominent politicians. They stress that women's access to key positions in companies, the management hierarchy, and the government of the country should be changed. Nevertheless, many questions remain unanswered, like «who is the 'real' democratic leader?»; «what characteristics do women leaders distinguish?»; «why is neither the neoliberal capitalist nor liberal social ideal adequate but functioning nowhere?»; «During the time of Ukrainian independence, these issues have not been resolved yet.

At the same time, the comparison of the share of women in the total share of employers in different countries of the world shows that their share is increasing (for example, in Ukraine, this share is 31—40%). We conducted a study on the effectiveness of women's labor in different countries. The figures are based on the share of female workers in the total structure of workers and the income generated by one woman on average. In the context of, for example, the Ukrainian economy, these indicators have declined substantially in 2008—2018, against the backdrop of a global upward trend in these indicators. Compared to Singapore, the gap between the revenue index increased by 33.4% in 2008—2018. Of all the countries cited, the worst income growth results are only in Ukraine. At the same time, the labor market of Ukraine has the following characteristics: employment of women in managerial positions in 2017 is 41.1%; the employment rate of middle and upper management women is 42.4% in 2016; the share of women in the total number of employers in 1991 was 33.1%, and in 2018 — 36.92%. Thus, gender leadership in the media sphere in Ukraine shows discrimination against women and demonstrates the impossibility of productive and effective work as a manager. However, gradually these issues will, in the context of the proposed solution, be comprehensive and will change the relationships within such companies for the better.

Keywords: gender, leadership, identity, management, media.

JEL Classification J16, M12, M51

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ГЕНДЕРНЕ ЛІДЕРСТВО ЯК АСПЕКТ УПРАВЛІННЯ ЕФЕКТИВНІСТЮ В МЕДАКОМПАНІЯХ

Анотація. Розглядається теорія гендерної перформативності Дж. Батлера стосовно гендерного лідерства. Інтерпретація цього явища, запропонована Гаєм Дебордом, показує результати і стереотипи, спрямовані на підрив жіночого потенціалу лідерства в управлінні. Особливо показовим явище гендерної нерівності є у сферах бізнесу, управлінської діяльності, силових структурах. Попри те, що багато працівників медіа — жінки, більшість із них виступають проти ідей рівності, співпраці та інтеграції. Про ці та інші проблеми виказують різні погляди як окремих науковців і фахівців у цій сфері, так і видатних політиків. Вони наголошують на тому, що повинні бути змінені підходи доступу жінок на ключові посади в компаніях, управлінській ієрархії, уряду країни. Тим не менш, багато питань залишаються без відповіді, як-от «хто є» справжній «демократичний лідер?»; «які характеристики відрізняють жінку-лідера?»; «чому ні неоліберальний капіталістичний, ні ліберальний соціальний ідеал не є адекватним, але ніде не функціонує?». За незалежності України вказані питання досі не вирішені.

Водночас порівняння питомої ваги жінок у загальній частці роботодавців у різних країнах світу свідчить про підвищення їхньої частки (наприклад, в Україні ця вага становить 31—40 %). Ми провели дослідження ефективності використання жіночої праці в різних країнах світу. За основу використано показники частки працівників жіночої статі у загальній структурі працівників і дохід, що генерується однією жінкою в середньому. В умовах, наприклад, української економіки ці показники за 2008—2018 роки суттєво знизилися на фоні світової тенденції росту цих показників. Порівняно з Сінгапуром розрив між показником доходу зріс на 33,4 % за 2008—2018 роки. З усіх наведених країн найгірші результати зі зростання доходу тільки в Україні. У той же час ринок праці України має такі характеристики: зайнятість жінок на керівних посадах 2017 року становить 41,1 %; зайнятість жінок середнього і вищого керівництва 2016-го становить 42,4 %; частка жінок у

загальній кількості роботодавців 1991 р. становить 33,1 %, а 2018-го — 36,92 %. Таким чином, гендерне лідерство в медіасфері в Україні показує дискримінацію щодо жінок і свідчить про неможливість плідної та ефективної роботи на посаді менеджера. Однак поступово ці питання в руслі запропонованого вирішення проблематики матимуть всеосяжний характер і змінять взаємовідносини усередині таких компаній на краще.

Ключові слова: стать, лідерство, ідентичність, управління, ЗМІ.

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ГЕНДЕРНОЕ ЛИДЕРСТВО КАК АСПЕКТ УПРАВЛЕНИЯ ЭФФЕКТИВНОСТЬЮ В МЕДИАКОМПАНИЯХ

Аннотация. Рассматривается теория гендерной перформативности Дж. Батлера относительно гендерного лидерства. Интерпретация данного явления, предложенная Гаем Деборд, показывает результаты и стереотипы, направленные на подрыв женского потенциала лидерства. Особенно показательным явлением гендерного неравенства в сферах бизнеса, управленческой деятельности, силовых структурах. Несмотря на то, что многие работники медиа женщины, большинство из них выступают против идей равенства, сотрудничества и интеграции. Таким образом для обеспечения равного доступа к лидерству, выступления в СМИ и зрелища должны применять более тонкий подход к процессу управления эффективностью в таких компаниях.

Ключевые слова: пол, лидерство, идентичность, управление, СМИ.

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Introduction. In modern society, the boundaries of identity become moving. Among the factors influencing the perception and demonstration of identity in the media are the predetermined choice of identity (society forms in each sense of necessity to define its own identity); different attitudes of different generations to gender, orientation, etc.; role of media models of behavior; crisis of masculinity; diversity of sexual behavior; media influence against influence of audience; internal contradictions of the media. People define the identity of others as friends or enemies, judge about the past and dream about the future largely under the influence of media. As we see, the

gender is one of the most important aspects of identity in the «equal society of the gender leadership».

Many issues can be solved from the position of the efficiency of the use of female labour. This aspect has a major role in the media companies.

Analysis of research and problem statement. Among the works of domestic scientists dealing with gender issues, there are the publications of V. Sukovata, I. Zherebkina, E. Zdravomyslova, et al. The gender aspect in media, although not being the main focus of the media research, takes a rather important place that is increasingly relevant in the context of feminist postmodern philosophy, on the one hand, and search for identity, on the other. Gender stereotypes in mass media are reviewed in the publications of N. Anikhina, O. Voronina, E. Zabadykina, B. Misozhonkova, T. Ryabova, et al. E. Aleksandrova analyzes of the news text; N. Sidorenko studies gender dominance in the Ukrainian media; T. Roveskaya, N. Zhgikhina in the Russian press of different times; A. Sosnovskaya, L. Gromova «female appearance» of journalism. Nevertheless, many questions remain unanswered, like «who is the ‘real’ democratic leader?»; «what characteristics do women leaders distinguish?»; «why is neither the neoliberal capitalist nor liberal social ideal adequate but functioning nowhere?»

Enterprises globally recognize the imperative of having a gender diverse workplace, including the integral benefits of having women in top decision-making positions. Mounting evidence shows that achieving gender balance and diverse management teams at all levels deliver positive business outcomes [1].

Unsolved aspect of the problem. The key method for achieving the identified research objective of the specified subject area in the presented study is the analysis and synthesis method. At the same time, on the basis of an in-depth study of the positions of researchers, as well as consideration of the subject of research, a rational approach to the applicability of existing approaches to understanding the essence of gender leadership in a media performance, as well as identifying areas for their improvement, was synthesized.

We would like to point out that, among other things, democracy presupposes the presence of informed voters who exercise their choice; in turn, the capitalist economy suggests improvement through competition; liberalism and neoliberalism also arose from the philosophy of a «free man» and free choice. The assumptions and speculations covered by these concepts interfere in paying attention to details and differences. Like blind belief in short-sighted economic and state systems, stereotypes in social thinking are often detrimental to, restrain and simply opposed to freedom.

We consider gender leadership in the context of different models of social development, the formation and prospects of each is increasingly influenced by the media. The situation is complicated by the fact that in the conditions of globalization media consolidation is equally matched by its scope and influence of the sphere of social relations. Because of this consolidation and professional-oriented media business, hetero-normative elements of society are perpetuated in their functions to entertain and bring pleasure to the viewer.

The questions of the efficiency in different works are not shown enough. Thus we need to research these problems in our paper. Also we want to find answers for the following questions: «what is the share of female labour in general labour resources?», «what is the efficiency of female labour?» and others.

The purpose of the article. The main purpose of our research is to suggest more to characterize the influence of different media companies to provide equal access to gender leadership as an aspect of the management of the efficiency of the female labour of such companies.

Research results. T. Adorno and M. Horkheimer treated mass media as a «cultural industry» in the eponymous essay from the book «Dialectics of Enlightenment» [2] by showing its nature as a well-functioning machine producing entertainment products to make a profit. The mentioned representatives of the Frankfurt School avoided the notion of «mass culture» because they believed that culture was not produced by the masses, but went down as the cultural industry. It is not an art, but a duplication of the same thing, reflection of the values of the dominant system. According to famous media critic David Gauntlett [3], the media product concerns the feelings of

ordinary people «from the moment they left their enterprise in the evening and turned on the clock in the morning. Some programs can have educational or political significance, but they do not change the main thing: we are all people who consume TV» [3]. In his book «Media, Gender and Identity» [3], Gauntlett analyzes what the media message for today’s audience is about gender and what its effect is. Another media researcher, American culturologist John Fiske advocates the ability of the audience to interpret media texts and determine their popularity.

If we compare how many women as a share of total employers and we understand that their influence constantly growing. It’s an evidence the gender equality is rising in the most part in the world (Fig.).

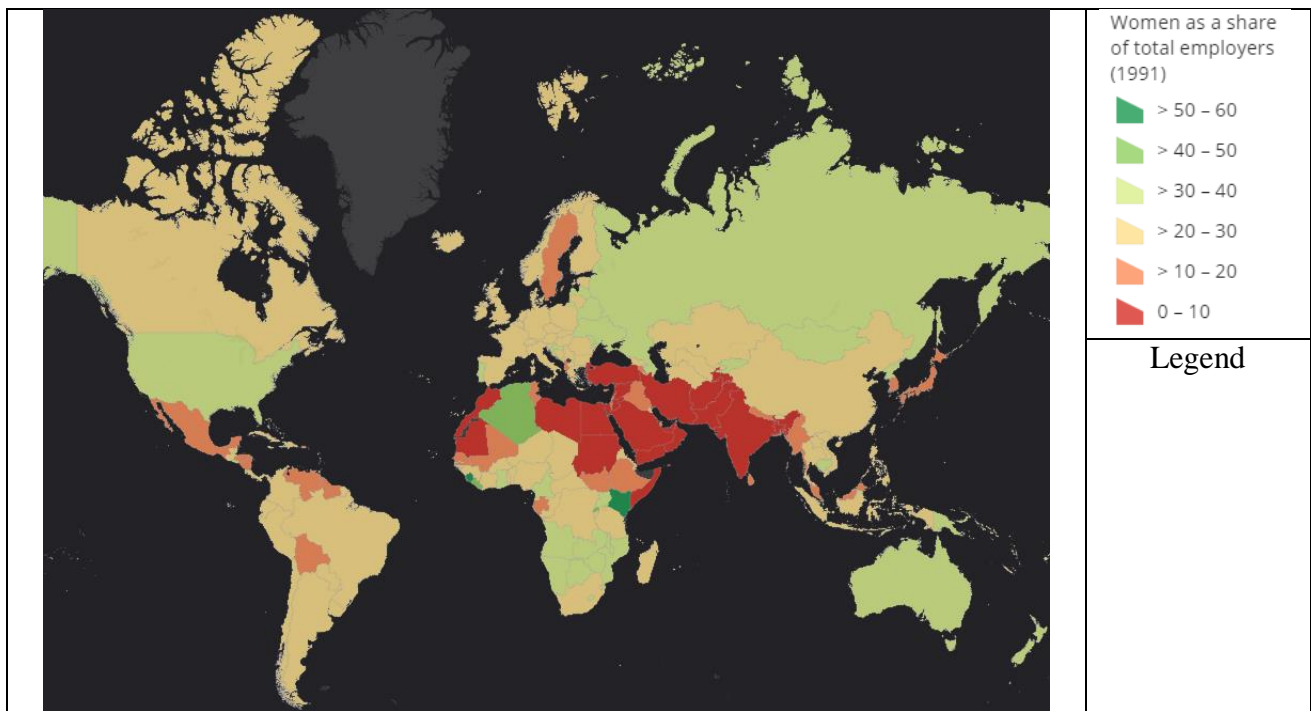


Fig. Comparison of women as a share of total employers in different countries in 2018

Source: [4].

We are interested in the issue of gender leadership in mass media in the context of the Debord’s «society of spectacle», and in this issue, apart from the famous book of Guy Debord [5], we rely primarily on the works of E. Giddens, M. Foucault and J. Butler. The material for the analysis is, in particular, the media representation of German Chancellor Angela Merkel and American Secretary of State Hillary Clinton. The purpose of the study in this context can be defined as identifying the nature of media representations in which we see the blessing of the media to manipulate gender differences under a disguise of the liberal and educational ideal of a free democratic society.

The stated topic combines, from our point of view, the important moments of the ideology of the twenty-first century and opportunities for women’s leadership. We affirm that while women are gaining greater priority in the media space, the mass media, with their language, images, conclusions and comments, continue using any differences and transgressions that call into question the performance of the women exercising any government or leadership role. The liberal social discourse of freedom, responsibility and initiative within the framework of capitalist meritocracy obscures the desperate attempts of women to break beyond stereotypical roles, their efforts for legitimizing themselves as power persons, their struggle for meaning and significance in different gender characteristics.

The members of the media saturated society use the leadership performativity to encode and affirm themselves as appropriate leaders. Signs and styles of representation define the boundaries of gender identity and contribute to stabilization of concepts of power and leadership. We state that there is a link between leadership and gender in that both are socially conditioned, culturally

dependent and rely on a series of seemingly unified acts in an attempt to justify their importance and legitimize power hierarchies. These power hierarchies are integrated into a patriarchal and heteronormative social and political context, full of spectacular media products and modes of information dissemination.

As to the performativity, we mean, first of all, the theory of repetition of performative, by Judith Butler; the latter, as we know, treated the performative (Lat. *performs*) as «a statement that is equated with action, act. The performative is part of the context of life events that creates a social, communicative or interpersonal situation entailing certain consequences (for example, declaration of war, declarations, wills, oaths, apologies, administrative and military orders, etc.)» [6]. According to Butler, the gender is a reconstruction and re-experience of a set of meanings that have been already social established. This also applies to the performance of leadership. The leadership rituals are constantly performed, as the leader is «constructed» as a consistent subject within the media spectacle, and nevertheless, this leadership construction is always inconsistent and internally split. Despite its apparent clarity, gender is constantly destabilized as well. According to Butler, the gender roles are performed over and over again, they are defined as «natural» and not based on any authenticity. Presumably stable gender identities should be performative to maintain their influence and dominance; the «actors» realize their gender and leadership over time, and the «scenario» of gender predetermined behavior and characteristics persists. The gender-relevant stylization and signs constitute the performance of leadership, since the leadership is a gender-based social role. The repetition of this masculine role in media representation is to restore specific leadership qualities that are considered masculine, such as strength, steadfastness, determination, dispassion, and even combat or aggressive individualism.

We researched the performance of female labour in different countries and used two main indicators for it (*Table*).

Table

Female labour force participation rate and GDP growth, 2008 and 2018

Country	Somalia	Vietnam	India	Ukraine	China	Mexico	Russia	Japan	The USA	Singapore
2008										
labor force participation rate, % (female aged 16—54)	18.0	78.2	33.4	61.5	70.7	45.5	68.6	62.1	68.2	62.5
Income, GDP \$ ths/capita	0.62	4.09	3.79	8.74	7.95	16.0	24.0	36.3	50.4	66.0
2018										
labor force participation rate, % (female aged 16—54)	19.3	79.4	28.5	60.5	68.6	47.6	69.0	68.7	66.1	68.9
Income, GDP \$ ths/capita	0.63	6.55	6.89	8.33	16.0	17.3	24.8	39.1	54.9	83.9

Source: [7].

We see that the lowest income per person had Somalia (0.62 and 0.63 GDP \$ ths/capita). It's 106 (in 2008) and 133 (in 2018) times lower than in Singapore. Thus we can make a conclusion that if in such way both countries develop further the gap just will rise more and more. What are the factors that influence it? Firstly, it's the level of corruption and bribery. Such countries cannot attract the investment and the grade of performance level remains low.

Ukraine is one of the countries where the labor force participation rate (-1.5) and Income (-0.41) have become lower from 2008 till 2018. So we can assume safely that Ukrainian economic has a trend of degradation. And it's has no connection with the management of the efficiency of the female labour.

At the same time Ukrainian labour market has the following characteristics: female employment in managerial positions in 2017 is 41.1%; female employment in middle and senior management in 2016 is 42.4%; women as a share of total employers in 1991 is 33.1% and in 2018 is 36.92% [2].

In that same time, globally, only 16% of women are chief information officers. And those numbers have continued to remain low in technology and IT companies, from the executive leadership to overall headcount [8].

Women are perceived by their managers – particularly their male managers – to be slightly more effective than men at every hierarchical level and in virtually every functional area of the organization. That includes the traditional male bastions of IT, operations, and legal [9].

The performance of leadership is provided with the developed scenario of gender and heteronormative components. In the public spectacle, the actors use previous body styles, personal style, jewelry style, and other visual, physical and rhetorical lines. In managing the performance of leadership, a leader can draw what appropriate signs use to legitimize his position out of the historical and cultural precedents. Although we think that the types of leadership are changing, the disciplined repetition of certain signs and stereotypes is supported through the media spectacle. Butler describes how «the disciplinary production of gender affects the false stabilization of the sex in the interests of heterosexual design and regulation of sexuality within the reproductive area» [10]. While the regulation of sexuality persists in the Butler's heterosexual matrix, the disciplined acceptance of gender roles and norms is to reproduce leadership as masculine. «The illusion of the gender core» is created by the performance. The gender performance of female leadership contrasts with the performance of leadership that requires the male gender performance as the leadership schemes while becoming increasingly flexible remain historically referenced to the classical notions of (paternal) authority and military involvement. The general assumption about leaders is that they must have inherent characteristics and talents that confirm their right to lead others. These characteristics change in the context of liberal social ideals and neoliberal economic system that has made certain narratives of life and success more visible through the international mass media spectacle. Since the gender is believed to have visible signals that indicate a (sexual) identity of a person, an important point of performativity in this context is that the gender is not naturally determined by differences between people. According to Butler, the gender is «a kind of doing, continuous activity carried out, in particular, without own knowledge» [11]. A woman leader, her presence and roles, both problematic and desirable (in terms of the state-level policy of diversity and transnational gender policy based efforts), embody the paradox of the feminine gender body at a high level of power.

As a leader, women (and some men) once again give themselves certain signs to message about their capabilities, personalities and what unites their style with the previous leaders. In particular, women use the burden of leadership to exercise power within the (western) political and corporate context. Using the concept of burden, we rely on what we consider as a link and informative relationship between two performances, the way in which they are normalized, materialized and represent a support for power relationships. The criticism of these performances can weaken the monolithic character of the set of signs and spectacles that the performative of leadership still uses through a mass spectacle. In addition, the burden of leadership functions in the same way as the burden related to gender, according to Butler: «In gender imitation, the burden implicitly reveals the imitation structure of the gender itself, as well as its conjugation... between the sex and gender in the context of cultural configuration... which is supposed to be natural and necessary» [10].

The gender-specific imitation indicates its performativity and «configuration» of activities, positions and performances. Often a leader talented and gifted by nature appears and functions as a

legitimate acceptance and embodiment of leadership. We are interested in what makes some kinds of mock repetition in the media spectacle particularly destructive, truly disturbing, and what repetitions become habitual and recirculating.

Although the performativity of leadership recognizes the illusion of consistency and stability of leaders in their performances and subjectivity, encoding the leadership as masculine puts the performance within the framework of tradition, not performative, naturalized masculinity. The lexicon of signs commonly adopted (not only political, international, but also local leaders, and also used in business and economic contexts) only emphasizes their non-declared masculinity. J. Halberstam writes about the «non-performative nature of masculinity» and conditionally considers it as «only» the infinite being, «nonsense», and not the imitation. Thus, masculinity and everything that is associated with it «refer «naturally and unavoidable» to men.» [12]. That is why the results of this invisible masculinity and hetero-normative bases of leadership in the political and social field are rarely considered in Anglo-American and European mass media and public discourse.

We think it is useful, using Guy Debord's theory of the spectacle and society, to channel the Debord's analysis to the field of gender, applying it at the same time to the media performance of creating a political leader. Since the leadership is a performance and a minor variation of previous styles, we consider it useful to refer to the performance of women policy-makers and critically to consider their representation, circulation of images and expectations of the audience. The Debord's gender-neutral analysis is useful in deconstruction of the function and the phenomenon of today's media [5].

Zenger J. and Folkman J. have researched the women's leadership effectiveness. They used data that includes 40,184 men and 22,600 women. In this case the work of women had more efficiency after 57 years old than men [9]. So summing it up we can suppose that it's one of the main problems for using the potential of women.

The Peterson Institute for International Economics completed a survey of 21,980 firms from 91 countries and found that having women at the C-Suite level significantly increases net margins. «A profitable firm at which 30 percent of leaders are women could expect to add more than 1 percentage point to its net margin compared with an otherwise similar firm with no female leaders,» the report notes. «By way of comparison, the typical profitable firm in our sample had a net profit margin of 6.4 percent, so a 1 percentage point increase represents a 15 percent boost to profitability» [13].

The performance of leadership works, as well as the performance of gender, within a certain cultural context. The object of our analysis is the post-industrial, democratic and (post-) capitalist «West». Within this framework, «the spectacle is both the result and the content of the existing method of production... This is the cornerstone of the unreality of real society» [5]. The spectacle builds the «realities» of human lives within the capitalism (manipulation and propaganda permeate new media) and presents them back to the viewer / audience. The perception of media news and representations is the observation of the spectacle which is orchestrated by various actors (scientists, writers, producers) through the identification of public interest and public surveys, and depends on the resources available to the news source. The telling logic incorporating entertaining spectacle and maintaining its existence by accumulating self-generated images, turns the leader into a simplified and stereotypical star. According to Debord, «the actor of the spectacle put on stage as a star is opposed to the individual, he is his enemy, both as himself and as everybody who becomes like he» [5]. This individual «throws away all his individual traits in order to identify himself with the general law of subordination to the existing order» [5]. Here Debord describes the abandonment of himself in favor of a public figure, especially leaders.

And women in order to accept this «law of subordination» of the model of leadership at the same time deny and use their gender in this spectacle. Public figures in senior positions use this designation system to (re-)create their image in the media, while the media (re-) presents the performances of the leaders in the spectacle. These exciting representations also pay homage to these models or stereotypes, and also play on feelings of foreboding of the audience. Examples of leadership from the twentieth century provide «ample evidence that [shifting responsibility to a

leader] can be a powerful tool in the age of mass society, formal freedom, and sometimes catastrophic economic failures» [12]. The leader must present the spectacle by adopting the model of leadership and becoming with this model as a «spotlight of glory».

The media characteristics of women leaders constitute the part of the presentation of the already recognized importance. With the help of visual and linguistic choice, the media presentations form the leader; Debord states that «the choice [exists] has been already made in the sphere of production... [and] serves as a general justification for the conditions and objectives of the existing system. Further alienation of the viewer occurs by imitation of «external» gestures of the actors of the spectacle; «gestures of the individual are no longer his own, but rather someone's else who represents them to him» [12; 14]. Here Debord can refer us to the performativity of leadership; the «individual» figure in the spectacle being the embodiment of success and endurance who through this alienated performative dictates viewer the gestures of this success.

This media spectacle permeates the society and through repetition of images of seemingly coherent leadership (power) recreates gender assumptions about leaders. The images of female leadership are often sensational to the fullest extent, while the men still dominate in the political leadership. For example, an exceptional example of a female leader in the forefront of international politics (German Chancellor Angela Merkel) is successfully «integrated» into the mass media spectacle, her status as a leader is both actual (she stands on an equal with other leaders at the G8 summit) and impossible and incredible (she does not fit into the system). Her performance is impossible in her embodiment as a leader; her existence as a leader is justified and analyzed in terms of her gender. At the same time, numerous normative (male) leadership qualities are realized by a female leader with varying degrees of visual, diplomatic, and political success.

The novelty and exclusivity of the female leader is used again and again in the media spectacle in an effort to enchant the audience. A tangle of state priorities and traditions and myths of gender leadership with mass media spectacle depends on the economic and state system that uses gender stereotypes and division of labor to restore seemingly unnatural female leadership. In addition, according to Debord, «the celebrity is not a human being, but a muddled image, a representation within the spectacle» [5]. Thus, the representation of personalities, such as Clinton or Merkel, simultaneously requires portraying them and reproducing assumptions about «female» leadership.

The spectacle as «the ruling order», its «most attenuating tenuous manifestation» is provided by the mass media as the «endlessly discoursing itself». This «endless» process is correlated with the endless repetition of gender performances necessary to legitimize the image of a leader. Debord writes about the pervasive «discourses» of the spectacle: «Fetishist, clearly biased representation of relations within the society of the spectacle brazenly hides the fact that they are actually the relations between people and classes: it seems that the second nature with its inevitable laws has subjugated our world» [5].

Conclusions. Due to the sociocapitalist obsession with the efficacy of the gender politics the consumer's pseudocyclical time corresponding to the consumption of images is one of the reasons for making the women (and men) leaders as the personalities basking in stereotypes, and the drama of the media environment appeals to the already existing gender axioms.

Studies have shown that the effectiveness of women, compared to men increases closer to 60 years. Therefore, the dominance of men in all levels of management is being traced. However, women's professionalism and potential are indicative of positive trends in the world. The per capita income of women employed in the operation of the company is constantly increasing, which also increases the importance of women's work.

It should be noted that the underestimation of female executives can adversely affect the company's performance in the media field. Thus, a company that employs 30% of women leaders can add 1 percentage point to net profit compared to other similar companies where they are absent. If a media company has a profitability of 6.4%, an increase of 1 percentage point will lead to a profit increase of 15%.

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