

# The Features of Female Managers' Personality Traits in Organization

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The relevance of the "female" management features study is driven by the active penetration of women to management in various fields and the emergence of a new social category "Business-women". The article contains the results of a study aimed to identify the features of personal properties and structure of low-level, middle-level and top-level female managers. The theoretical basis of work is the main provisions of activity approach, according to which personal characteristics of managers were examined in accordance with the accounting requirements of the performed activity. Significant differences between selected personal characteristics and their structures in men and women managers were revealed, which were the basis for differentiated gender-based approach to their research. The results show that as a result of the special nature of the requirements to different levels of leadership, there are differences in expression and structural organization of basic acmeological characteristics of female Managers in different stages of their career success, which may be regarded as components of acmeological resource of a woman-manager personality. The article will be useful for academics in preparation of future Managers in the departments of management and psychology, and for human resources managers in organizing and conducting events for purpose of professional selection and vocational guidance to leadership positions.

*Keywords:* manager, levels of management hierarchy, career growth, basic personal traits of the Manager, the relationship of personality traits, comparative, correlation and divergent analyses

## INTRODUCTION

### Relevance of the subject

One of the main criteria of Managers' professional success is moving up the career ladder, in connection with which this aspect of professional growth is the focus of many researchers (Rosin, 1991, Secaran, 1990, Levadnaya, 2001; Papadopoulou & Yirci, 2013; Sahin, 2014).

In Russian psychology, great attention is paid to the study of professionally important qualities of managers, as acmeological factors contributing to career growth. This is the topic of a great number of works made in the framework of acmeology, which include the works of J. V. Andreeva (2002), A. Derkach (2002).

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Personal-subjective factor (along with socio-environmental and organizational-activity) is considered as the most significant factor of leader's personal and professional development. They stated the necessary set of leadership as a personal resource, allowing the manager to be successful.

Active penetration of women in management in various fields and the emergence of a new social category of "Business-women" have identified the relevance of the research on "female" peculiarities of management. At first, the psychological studies is devoted to the study of psychological peculiarities of female managers, the attention of researchers was focused on the possibilities of their career growth. The theoretical and methodological background to highlight women's career in psychology as a new scientific direction (Levadnaya, 2001; Semenova, 2001; Chirokova, 2000; Hosgorur & Apikoglu, 2013; Khokhlova, 2001; Schwartz, 1989; Symons, 2005; Kartal, 2016; Rosener, 1990) were created.

## **Problem statement**

Despite the large number of studies that reveal the relationship of gender and career (Il'in, 2003), analysis of scientific literature on this subject shows that when studying women' career success, as a rule, it is limited to the description of psychological characteristics of the female management and the style of management. Thus, practically, there are no works dealing with the structure of the personal characteristics of female managers of different levels of managerial hierarchy, which determined the problem of this study, which is important for the psychology of development and acmeology, because it allows the expansion of understanding about the characteristics of a person of Mature age, which is manifested in the process of career growth.

Given the specificity of professional activity and the nature of the requirements for managers at different stages of management hierarchy, it is logical to assume the existence of special features in expression and structure of personal characteristics, components of psychological and acmeological resource to the personality of female managers in connection with the level of their career.

This study is devoted to the proof of this assumption through theoretical and empirical analysis of personality traits and their patterns in women-managers at different levels of management hierarchy (low-level, middle-level and top-level of management).

## **METHODS**

### **The goal and tasks of the research**

The aim of this study is to identify specific personality traits and patterns of female-managers in low, middle and top-levels of management. In accordance to that purpose and nominated by the hypothesis, the following theoretical and empirical objectives of the study were performed: it was based on the analysis of Russian and foreign literature to highlight the personal characteristics that contribute to career success of managers; to justify the need for a differentiated approach to the study of the personality of male and female managers, therefore, to identify sex differences in the severity and structural organization of personality traits that define successful career managers; figure out the severity and peculiarities of the structural organization of personality traits that contribute to career development of female managers of low, middle and top-levels of management hierarchy.

## The theoretical and empirical methods

Research methods included: theoretical analysis of the problem, methods of collecting empirical material (diagnostics) (Fetiskin, 2002 et al), methods of processing and analysis of statistical data (methods of descriptive statistics, comparison of mean values using t-criteria of Student, correlation and divergent analyses). There are 152 persons used for the diagnosis by using the 11 methods, the analysis included 47 indicators, presented in Table 1.

## Stages of the research

There were two stages of the research:

The purpose of the first stage was rationale for differentiated gender-based approach to the study of Managers' personality. It was found that there are sex differences in the severity and structural organization of underlying personal characteristics determining the success of career growth of managers, and the most important personal characteristics of successful women managers were identified. The second stage is devoted to the features of severity and patterns of personality traits of female managers in connection with the level of their career.

## The description of research

The first stage of the study was a comparative analysis of the structures of personality indicators, which have shown so large number of differences between the structures of personality indicators of career-successful male and female managers that have made a definite conduct of a separate analysis of the samples, selected on the criterion of sex. In that paper, the object of research is a personality trait of female managers.

**Table 1.** Investigated indicators

Nº	Indicator	Nº	Indicator	Nº	Indicator
1	Competitiveness	17	Resistance to information overload	33	The internality in health and disease
2	Communicative propensity	18	Resistance to physical overloads	34	Personal orientation
3	Organizational propensity	19	Resistance to monotony	35	Collectivist orientation
4	Masculinity-femininity	20	Resistance to the isolation (loneliness)	36	Business focus
5	Positive relationships with others	21	Resistance to specific threat situations	37	Motivation of success and fear of failure
6	Autonomy	22	Resistance to everyday stressors	30	Involvement
7	Management of others	23	Resistance to unexpected stressor	39	Control
8	Personal growth	24	Resistance to duration and frequency of stressor	40	Risk taking
9	Purpose in life	25	Scale L-Scale sincerity	41	Resilience
10	Self-acceptance	26	Certainty is uncertainty	42	1-low level 2-middle level 3 - top-level
11	Willingness to take risks	27	The total internality	43	Experience (in years)
12	Common psychological resistance to stress	28	The internality in the field of achievements	44	age (in years)
13	Resistance to negative social evaluation	29	The internality in the field of failures	45	Married/unmarried
14	Resistance to negative self-esteem	30	The internality in family relations	46	Number of child
15	Resistance to uncertainty	31	The internality in the field of industrial relations	47	Level of education: 1-Average, 2-CP.special, 3-Highest
16	Resistance to lack of time	32	The internality in the field of interpersonal relations		

The most informative personality traits of successful female managers WERE selected: competitiveness, communicative and organizational inclinations, androgyny, psychological well-being, personal willingness to take risks, resilience to stress, self-confidence, internality-external host, personal orientation, motivation for success and fear of a failure.

The next stage of empirical research devoted to the study of the severity and interdependence of selected personality traits of different career growth levels in female managers.

Basically, the analysis included differences between quantitative values of the indicators which are reliable at the significance level of  $p \leq 0,001$ .

As we can see from the Table 2, among the data samples there are not so many significant differences. The significant differences at the level  $p \leq 0.01$  was founded in such characteristics as acceptance of responsibility for what is happening in their lives (Ind. 27), the control of their informal relationships with other people and actively shaping their circle of friends (Ind. 32), more developed women of the low-level of management. In another words, women who are at the low level of professional career, keen to take responsibility for everything that happens and for their subordinates in their hands, to control the situation on the production, to actively participate in the formation of their circle of friends.

Distinguishes middle managers from others (at the level of  $p \leq 0,001$ ) having more children (Ind. 46). Female managers – women of middle-level higher (at the level of  $p \leq 0.01$  and  $0.05$ ), the values of measures of personal competitiveness (Ind. 1), organizational inclinations (Ind. 3), autonomy (Ind. 6), the experience (Ind. 43) and education (Ind. 47). They are much more adapted to work in a situation of a competition, they formed more needs in organizational activities, they orient themselves in difficult situations more quickly, really well-behaved in a new team, initiative, make independent decisions, defend their opinions and making their decisions.

As for the comparison of mean values of the studied indicators of female middle level managers and low-level managers, it should be noted that between these samples revealed more differences than when comparing the lower to middle-level (Table 3).

**Table 2.** The comparison of the mean values of indices of the sample of female managers from low-level and middle-level management

№ indicator	Samples				t-criteria of Student	The confidence level of the compared values
	Low-level managers	%	Middle-level managers	%		
1	108,5	72,33	116,23	77,48	-2,831	$p \leq 0,01$
3	11,94	59,7	14,31	71,55	-3,211	$p \leq 0,01$
4	0,73	36,04	0,31	15,30	2,581	$p \leq 0,05$
6	51,22	60,97	54,77	65,20	-2,373	$p \leq 0,05$
13	13,16	65,8	12,17	60,85	2,154	$p \leq 0,05$
14	13,28	66,4	11,63	58,15	2,771	$p \leq 0,01$
18	11,88	59,4	9,69	48,45	2,745	$p \leq 0,01$
36	31,31	52,18	28,06	46,76	2,566	$p \leq 0,05$
40	18,94	63,13	16,23	54,1	2,049	$p \leq 0,05$
43	13,75	38,19	18,11	50,30	-2,061	$p \leq 0,05$
<b>46</b>	<b>1,03</b>	<b>34,33</b>	<b>1,77</b>	<b>59</b>	<b>-4,372</b>	<b><math>p \leq 0,001</math></b>
47	2,69	89,66	3,00	100	-2,671	$p \leq 0,01$

Note: the table includes the indicators, with significant differences between them. The names of indicators were given in Table 1. Bold indicators whose values are different at the confidence level  $p \leq 0,001$ .

**Table 3.** The comparison of the mean values of indices of the sample of Female managers at the middle and top management levels

№ indicator	Samples				t-criteria of Student	The confidence level of the compared values
	Middle-level managers	%	Top-level managers	%		
1	116,23	77,48	120,39	80,26	-2,067	p≤0,05
2	12,77	63,85	15,55	77,75	-3,437	p≤0,01
<b>5</b>	<b>63,46</b>	<b>75,54</b>	<b>71,39</b>	<b>84,98</b>	<b>-4,766</b>	<b>p≤0,001</b>
6	54,77	65,20	59,73	71,10	-3,037	p≤0,01
7	58,71	69,89	64,67	76,98	-3,324	p≤0,01
10	60,26	71,73	64,15	76,36	-2,131	p≤0,05
<b>11</b>	<b>16,20</b>	<b>81</b>	<b>5,76</b>	<b>28,8</b>	<b>-3,676</b>	<b>p≤0,001</b>
<b>12</b>	<b>159,54</b>	<b>66,47</b>	<b>176,06</b>	<b>73,35</b>	<b>-3,503</b>	<b>p≤0,001</b>
<b>14</b>	<b>11,63</b>	<b>58,15</b>	<b>13,91</b>	<b>69,55</b>	<b>-3,588</b>	<b>p≤0,001</b>
15	10,69	53,45	11,82	59,1	-2,092	p≤0,05
16	11,00	55	12,30	61,5	-2,540	p≤0,05
17	11,54	57,7	13,55	67,75	-2,916	p≤0,01
18	9,69	48,45	11,79	58,95	-3,078	p≤0,01
<b>21</b>	<b>10,57</b>	<b>52,85</b>	<b>12,42</b>	<b>62,1</b>	<b>-3,999</b>	<b>p≤0,001</b>
<b>22</b>	<b>10,91</b>	<b>54,55</b>	<b>13,79</b>	<b>68,95</b>	<b>-4,870</b>	<b>p≤0,001</b>
23	10,94	54,7	12,52	62,6	-3,411	p≤0,01
24	12,34	61,7	13,42	67,1	-2,012	p≤0,05
<b>27</b>	<b>19,29</b>	<b>14,61</b>	<b>35,67</b>	<b>27,02</b>	<b>-4,261</b>	<b>p≤0,001</b>
28	5,60	15,55	9,24	25,66	-2,047	p≤0,05
<b>29</b>	<b>2,14</b>	<b>5,94</b>	<b>7,94</b>	<b>22,05</b>	<b>-4,485</b>	<b>p≤0,001</b>
<b>30</b>	<b>2,14</b>	<b>7,13</b>	<b>7,18</b>	<b>23,93</b>	<b>-3,861</b>	<b>p≤0,001</b>
<b>31</b>	<b>2,69</b>	<b>8,96</b>	<b>10,27</b>	<b>34,23</b>	<b>-5,669</b>	<b>p≤0,001</b>
33	2,14	17,83	2,94	24,5	-2,114	p≤0,05
34	32,80	54,66	27,91	46,51	3,218	p≤0,01
35	27,77	46,28	31,79	52,98	-2,227	p≤0,05
<b>37</b>	<b>13,09</b>	<b>65,45</b>	<b>15,61</b>	<b>78,05</b>	<b>-5,373</b>	<b>p≤0,001</b>
38	36,00	66,66	40,06	74,18	-2,722	p≤0,01
39	29,57	57,98	33,58	65,84	-3,335	p≤0,01
40	16,23	54,1	18,55	61,83	-2,156	p≤0,05
<b>41</b>	<b>81,80</b>	<b>56,41</b>	<b>92,85</b>	<b>64,03</b>	<b>-3,789</b>	<b>p≤0,001</b>
45	1,14	57	1,36	68	-2,141	p≤0,05
<b>46</b>	<b>1,77</b>	<b>59</b>	<b>0,91</b>	<b>30,33</b>	<b>5,034</b>	<b>p≤0,001</b>

Note: the table includes the indicators, with significant differences between it. The names of indicators were given in Table 1. Bold indicators whose values are different at the confidence level p≤0,001.

In that case, the analysis also exposed the significant differences between indicators, correct at the level of p≤0,001.

The performed comparison shows that the studied qualities such as: positive relationships with others, willingness to take a risks, common psychological stability of a person to stress, resistance to negative self-esteem, resistance to the situation of a specific threat, daily stressors, attitude towards achievements, failures, family

relations, industrial relations, motivation for success and fear of failure, resilience in the sample of top managers is presented and is stronger than that of the middle level management. It can be assumed that these qualities are the basic in achieving the career growth of women managers, as they clearly demonstrated women of the top level management.

The exception is the index number of children (Ind. 46), which are more representative in a sample of middle level management. Apparently, the female Manager with two or more children is less able to pay attention to its professional growth; increased focus on family values, does not contribute to their motivation to build a career. In addition, according to the survey, it was shown that an average professional career is sufficient for most women managers, which may also be a significant factor reducing the motivation to progress up on career ladder.

Overall, the results of the comparative analysis of the severity of personality traits show that it is important for professional growth and career success (basic acmeological) qualities of female managers, namely: communicative and organizational aptitudes, motivation, success, vitality is most clearly manifested at the level of senior managers. In a sample of women managers from the middle level of the management hierarchy, the personality of a Manager is less pronounced. Because of the majority of women surveyed as managers of this level, it is sufficient in their professional career, they are not required to connect additional reserves from the structure of acmeological resource person. Thus, this study allows highlighting the personality traits that can be considered as components of "acmeological resource personnel management". In the transition from the low to the middle management level, it is the actualization of communicative and organizational aptitudes, as well as personal growth. Necessary to achieve a high level of career ladder for female managers are as communicative and organizational aptitudes, motivation of success and resistance to everyday stressors.

Further correlation analysis revealed the structure of the investigated personality traits. To identify the characteristics that differentiate these patterns, the analysis of divergent (tab. 4) was carried out, according to which the greatest number of differences was found between the correlation matrices of female middle managers and low-level managers. The divergent analysis results confirm the conclusions obtained in the study of organization structures, carried out by calculating the indexes of coherence and divergences (Karpov, 2006). It was shown that the structure of personality traits of top-level female managers are more integrated, particularly in comparison with the structure of women managers at the middle management level. At the middle level of management it is formed by the relationships between the indicators of personality traits structure which is more "loose" and its connections are weaker. The less integrated structure of the basic personality traits that form acmeological personality resource of a manager shows the unwillingness of female middle managers for their future careers. As it was noted above, this may be due to the fall of motivation for further career advancement, which is a consequence of several reasons, including marital status, level of education, unwillingness to engage in responsible and stressful activities with non-standard work schedule.

Thus, a comparative study of the severity and structural organization of personality traits of female managers and the allocation of structural indicators has revealed a number of differences between the values and the character of interrelations of indicators of personality traits of low, middle and top level female managers.

**Table 4.** The pairwise comparison of correlation matrices formed by the indicators of a female managers' personality of different management Hierarchy Levels

Pairwise comparison of the correlation matrices of indicators of structure of the personality structure of female manager of low-level (R1) and middle-level (R2)			
R1	R2	T $\Phi$	X-Y
0,66***	-0,13	3,606***	1-24
-0,70***	0,10	-3,763***	2-4
-0,67***	0,15	-3,730***	4-11
-0,51**	0,31	-3,456***	5-31
0,45**	-0,27	2,958**	5-37
-0,70***	0,31	-4,640***	11-19
0,58***	-0,27	3,652***	12-39
-0,19	0,67***	-3,904***	17-20
0,69***	-0,16	3,458***	24-37
0,80***	-0,18	4,966***	24-39
-0,56***	0,30	-3,365***	33-44
Pairwise comparison of the correlation matrices of indicators of the personality structure of female manager of the middle-level (R2) and top-level (R3)			
R2	R3	T $\Phi$	X-Y
0,36*	-0,66***	4,636***	4-30
-0,19	0,63***	-3,644***	4-35
-0,43*	0,83***	-6,453***	4-37
-0,26	0,59***	-3,737***	4-39
-0,35*	0,53**	-3,749***	5-46
-0,30	0,68***	-4,521***	6-43
-0,17	0,61***	-3,453***	6-44
-0,46**	0,49**	-4,085***	8-22
-0,31	0,65***	-4,256***	8-24
-0,27	0,56***	-3,565***	8-29
-0,16	0,61***	-3,456***	8-35
0,01	0,72***	-3,506***	8-17
-0,20	0,65***	-3,862***	15-46
0,06	-0,69***	3,548***	19-27
-0,08	0,87***	-5,566***	21-25
-0,49**	0,58***	-4,697***	22-39
-0,15	0,65***	-3,673***	22-41
0,25	0,89***	-4,492***	28-33
0,15	-0,64***	3,551***	29-36
-0,18	0,62***	-3,553***	29-41
0,26	-0,56***	3,565***	40-45

TF - is the ratio of differences between the pairs of indicators. The asterisks indicate the significance level of the coefficient differences which are  $p \leq 0.05$  (\*),  $p \leq 0.01$  (\*\*),  $p \leq 0.001$  (\*\*\*). R1 - correlation coefficients of the sample of female low-level Managers. R2 - correlation coefficients of the sample of female middle-level Managers. R3 - correlation coefficients of the sample of female top-level Managers.

## RESULTS

During the first phase of the study, it was shown that the gender differences in basic personal qualities and structures of their career-was the successful male and female leaders, that was the justification for separate analysis of samples selected by the criterion of sex.

In the second stage of the study, there were identification of features of severity and structural organization of basic personality traits of female managers of

different levels of management hierarchy. On the low level of the career structure of personality traits of female managers, it is quite dense and integrated, which can be explained by the intensity of the activities, the need to comply with the many requirements, the transitions from one performer to another. Less integrated structure of personality traits of female middle-managers describes middle management as an intermediate stage between the initial level of professional activity and the top of the career development of female Manager. The less the rigidity of the structure, characteristic for the sample of female middle-managers, the more the creation of a certain "readiness" for reform that could contribute to special targeted training of middle-level managers to transition to the highest level of management. The basic acmeological personality traits of a sample of female managers of higher level of management quantitatively more pronounced, the structure of the interrelations of personal characteristics is the most integrated. "The mutual support" of woman's formed basic personality traits which provides top-level manager the opportunity to cope with intense speed and sheer volume of work.

It can be said that with the promotion of quantitative values and the relationship of personality traits of female managers are undergoing significant changes, acquiring the features characteristic of the corresponding management level. The psychological and acmeological resource of personality of a low-level female managers are: engagement in activities and acceptance of a risk. The middle-level management women is referred to as reduced willingness to take risks, resistance to negative social evaluation and low business orientation. The top-level female managers are distinguished by well-developed communication and organizational aptitudes, androgyny, stress tolerance, desire for personal growth, the ability to take responsibility for the working process, high resilience.

## **CONCLUSIONS**

The study gave concrete meaning to the idea of psychological-acmeological resource of female Manager personality traits in accordance with the level of her career growth. Common for the basic structure of acmeological personality traits, regardless of the level of the management hierarchy, is the importance of stress and individual performance. As a result of the special nature of the requirements of management in different levels of management hierarchy, there are differences in the structural organization of basic acmeological personality traits of female managers at different stages of their career success. For female low-level managers, a characteristic feature, besides the mentioned special position in the structure of personality indicators of stress is the intensity of the relationship between resilience and psychological well-being that depend on experience, age, number of children and level of education. For women managers of middle level of management is characterized by loss of stiffness of the structure of acmeological properties. The severity of the relationship of indicator of the externality factor of the locus of control and low levels of business orientation of the individual is due to reduced responsibility for making production decisions that are the prerogative of top managers. The structure of female top managers has a greater rigidity, which is reflected in the close linkages of indicators of psychological well-being, stress, locus of control, orientation of a personality. At the highest level of management hierarchy of the structure of all indicators of a female Manager's personality it is becoming more integrated and perfect and can serve as a "reference model" structure of acmeological personality traits of a Manager.

## **RECOMMENDATIONS**

The results of research allowed us to formulate the following practical recommendations:



- When organizing and conducting activities in purpose of professional selection and vocational guidance for management positions it is recommended that the implementation of diagnostics of basic personality traits, components of psychological and acmeological resource personnel management, is allocated respectively to the levels of management.

- Due to high importance of indicators of the stress for the female managers of different levels of management, it is advisable to organize the training events, allowing to coping with the most common stressors, with the specifics at the each stage of the management ladder.

- In the training of future managers in the faculties of management and psychology at the universities it is important to include a special course "Psychology of women's careers".

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