

**UTILITY OF THE GENDER MANAGEMENT SYSTEM IN THE PROCESS
OF SOCIAL DEVELOPMENT AND MODERNIZATION –
IN SEARCH OF POLICY OF GENDER EQUALITY
AND EQUAL OPPORTUNITIES FOR WOMEN AND MEN**

Justyna TOMCZYK

Uniwersytet Pedagogiczny im. KEN w Krakowie, justyna.tomczyk@up.krakow.pl,
ORCID: 0000-0002-1194-0677

Purpose: to present the role and importance of the Gender Management System as a set of procedures, standards and instructions used at various stages of management (planning, implementation, motivating, steering, organizing, controlling, evaluating, improving), which are aimed at equalizing the opportunities and possibilities of both sexes and elimination of sexual differences. It is a strategic process consisting in optimizing the management of an organization by constantly striving to increase its effective functioning, multiply its resources (primarily human, but also financial, market, information, and material), and maximize the potential value for stakeholders.

Design/methodology/approach: an overview of original articles, programs and strategies on the Gender Management System. Presentation of the state of the art and possible further implications.

Findings: GMS is a tool for activating women in development processes, effective use of their personal resources, including by offering access to the management and life-shaping of organizations for women, recognizing the full impact of women on the content, pace and course of social change and modernization processes, creating an organizational culture by women that grows out of the values they recognize as key, and incorporating these values into the official management style.

Practical implications: conducting a systematic and in-depth literature review (with conclusions) will improve research on the Gender Management System. On this basis, attempts can be made to effectively implement the main assumptions of the GMS and correct previous mistakes in the field of gender equality management.

Originality/value: there are no publications dealing with this issue, especially in Polish management science.

Category of the paper: review article.

Keywords: Gender Management System, resources, social development, modernization, women.

Gender equality is the goal that will help abolish poverty that will create more equal economies, fairer societies, and happier men, women, and children, Graça Machel

Introduction: Gender Management System - theory and practice

Gender equality is one of the fundamental principles of the adopted legal system (expressed in legal norms and interpretations) and of the organizational system (used by bodies or organizations that implement and enforce the above-mentioned rights). This means that there are institutionalized procedures, measures, and instruments that can bring real changes in the functioning of an organization - both in its structure (with particular emphasis on hierarchical systems, access to the highest positions, and promotion opportunities) and in the organizational culture related to values, foundations programming, assumptions and goals, behavioral, cognitive and linguistic artifacts (Schein, 1995). Achieving and implementing the principle of gender equality is a complex and broad process - it covers various segments of the organization, takes place at all management levels (top management, middle management, lower management) - in the operational, coordination, and strategic fields. It must also be a continuous, constantly renewed procedure, monitored by specially appointed agencies. As long as the postulate of gender equality will not be fully incorporated into the areas of organizational activities and practices, as long as management is ineffective, flawed, or worse, it causes a leadership crisis, obstruction of decision-making processes, professional burnout, and accumulating conflicts. Therefore, it seems necessary to introduce innovative solutions and progressive models focused on equality, democratization, and human rights, the acceptance of which is achieved through formal and official management activities and external evaluation. This is complemented by support networks, building community resources, increasing socio-cultural capital, shaping human resources, and increasing human potential.

One of the paths of change towards gender equality is the Gender Management System (GMS). This is a set of procedures, standards, and instructions used at various stages of management (planning, implementation, motivating, steering, organizing, controlling, evaluating, and improving) aimed at equalizing the opportunities and possibilities of both genders and eliminating gender differences. It is a strategic process consisting in optimizing the management of an organization by constantly striving to increase its effective functioning, multiply its resources (primarily human, but also financial, market, information, and material), and maximize the potential value for stakeholders. The concept of GMS was created in the 1990s in Great Britain as part of the gender mainstreaming policy, becoming not only an important theoretical recommendation but also an indispensable action bringing real profits for the organization - for its internal and external environment. This concept was presented by the Commonwealth Secretariat - the intergovernmental, supreme institution of the Commonwealth of Nations, responsible for the process of policy formulation and consulting, dissemination of innovative solutions and good practices, implementation of effective strategies and programs for sustainable development, democracy, and fair governance. Although the implementation of this concept may differ from country to country (in different geopolitical and

socio-cultural areas), the main axis around which sub-strategies and actions are designed is the recognition that the interests, aspirations, and talents of both genders are equivalent. The distribution of goods, setting priorities, creating policies should be made based on clearly and precisely indicated criteria of equal opportunities and non-discrimination - when women and men are provided with identical conditions for personal and professional development. It is also about transforming knowledge and power systems in such a way as to be able to identify instruments that effectively eliminate all gender inequalities and obstacles to full equality. The pursuit of full equality is seen as a condition of sustainable development, intergenerational solidarity, modern democracy, and civil society. According to the proposed program, all efforts should be focused on creating the following vision of the world:

"a world in which women and men have equal rights and opportunities, and in which women are respected and valued as equal and able partners in establishing values of social justice, equity, democracy and respect for human rights. Within such a framework in collaboration and partnership to ensure people-centred sustainable development for all nation" (Commonwealth Plan..., 1995).

Adopting such an approach requires the use of mechanisms, processes, and applications that guarantee and maintain gender equality in various areas of the public sphere (politics, banking, finance, education, healthcare, cultural sectors). GMS is based on gender differentiation, which should be taken into account in the management process and the system of social relations. Gender plays a fundamental role in the structuring of reality - it defines socially generated characteristics and attributes assigned to gender, creating the social identity of women and men. This, in turn, determines the place of the individual in society - it affects the access to goods and services, mobility in the social structure, and the realization of interests and values. Gender is processual in nature - it is constructed and reconstructed in action, in the course of interaction, as well as through social and political institutions such as family, labor market, and the welfare state. Therefore, the category of gender should permanently enter the mainstream of politics, economics, and management, as it is a necessary condition for maintaining the horizontal principle of gender equality. This is accompanied by the belief that it is impossible to effectively and reliably manage and build the potential of an organization without treating both sexes equally and subjectively, without fully involving women in decision-making processes, without taking into account gender differences in creating the organizational environment. GMS is therefore not only an opportunity, but even a necessity - it is of key importance when strengthening the resources and potential of an organization, promoting diversity, maintaining integration and organizational cohesion, and meeting the requirements of the equality directives proposed by the European Union.

Including gender in the areas and methods of management requires taking steps to build the organization as an environment free from all forms of discrimination, especially in the field of budget planning and implementation, benchmarking, and strategic analysis. These activities should be undertaken by all actors that are within the organization, have an impact on it, or care

for the well-being and flourishing of the organization. Affirmation of gender equality is also done by expanding the partnerships of stakeholders in cooperation with civil society, the business sector, and the government (Kurebwa, 2016). It is a project activity, thanks to which it is possible to prevent depreciation, marginalization, or exclusion of any gender, and women and men can participate in the decision-making, information, and executive processes on an equal footing. The overarching goal is to transform masculinistic models of management, to sensitize to gender differences, and to include women in the mode of creating conditions, arrangements, and rules according to which the organization lives and develops. If this process is successful, then there is a change in the management paradigm - towards an egalitarian model that implements and consolidates the principle of equality and realizes the right to equal treatment regardless of sex, age, degree of disability, ethnic or national origin, class affiliation, etc. this is how the Gender Management System is created, under which regulations, directives and procedures are created that are obligatory and universally applicable, and entities are appointed to guard them. The administration of gender equality requires standardization, so there should be a set of institutionalized principles as a basis of reference - guaranteeing equal, broad, and cost-effective participation and access for all sexes to goods and profits. The Gender Management System should be treated as a fruitful investment - it is an integral element of the organizational culture that serves to achieve goals, promote value, create an image, attract talents, raise financial indicators. This system should work at all levels of organizational culture - that is, in terms of artifacts (language, objects, technologies), the system of norms and values (mission, valued and desired properties, management style, hierarchical systems, image, and brand), interpersonal relations within the organization, and also between the organization and the environment (Nogalski, 1998). The main goal of GMS is to introduce organizational changes in all organizational structures in which gender inequalities or discrimination occur. In the opinion of Catherine Atthill, Tina Johnson, Suzanne Williams, a favorable environment for these changes is created by: an appropriate administrative and legal framework, well-selected and prepared human resources, properly calibrated financial resources, political will, active civil society, women holding decision-making positions and functions. Such a formed environment determines both the activities of organizations and markets, but also the dynamics of events and trends that form the foundation of the company's existence. In this environment, GMS structures, processes and mechanisms are also created that evoke social change and development. The structures include organizations and institutions responsible for introducing and maintaining gender equality: Gender Equality Commission or Council, Parliamentary Gender Caucus, gender focal points or inter-ministerial steering committee, lead agency, gender management team. On the other hand, the processes that take place within these structures relate to: designing GMS instruments, developing and implementing a strategy of actions supporting gender equality, highlighting the issue of gender equality in individual ministries and economic sectors. All this can take place through special educational and psychosocial mechanisms, including: diagnosis and gender training (aimed at

raising awareness), management information system (aimed at transparency and effectiveness of communication), performance evaluation system (<http://oasis.col.org>). GMS is therefore a tool for deep changes in contemporary management processes, organizing policies within the organization, eliminating distribution conflicts, and relations with the environment. The institutional policy created in this way, shaping gender relations and systems of gender hierarchies, directly influences the economic system as a whole. This is because the existence of special socio-economic programs; building social agreements through consensus, dialogue, or deliberation between employers' organizations, trade unions, and the government decides about macroeconomic stabilization and leads to strengthening the position of the state thanks to building a social base, protection from the welfare state, properly planned and distributed public expenditure, increasing the purchasing power of the underprivileged population (Tridico, 2007, p. 112).

At the same time, it should be emphasized that the changes evoked by GMS require not only deep structural transformations, but above all the identification and revision of the norms of thinking, perception, action, or even social identity and personality. The main aspirations are the realization of gender equality as well as fair distribution and access to goods, services, and their control. It is also about promoting values such as equality, consensus, dialogue, understanding, fair treatment, proportional division, and distribution of goods or capital (not only financial but also cultural and social). These programs include a series of institutionalized instructions and recommendations designed to improve the social, political, and economic situation of all citizens, with a particular focus on women. The focus on women results from the fact that in management systems they are a disadvantaged group, despite the anti-discrimination legislation in force and the existence of institutions that can enforce respect for human rights. The implementation of GMS assumptions requires the strengthening of the institutional infrastructure in the field of distinguishing human, organizational and material resources, which are adequate and sufficient to shape social relations according to the newly introduced standards and rules. In this case, normative transformations are also necessary - it is about recognizing gender equality as the guiding principle of management, as well as about a new type of mentality that will reorganize the social order and initiate an egalitarian orientation. Institutions and values should be a reference point for any axionormative regulations, because "shaping a sense of justice or injustice is anchored in both values and interests, because both spheres are important to people" (Morawski, 2001, p. 23). The development process will run according to the assumed scenario only if the operation and strength of the institution are initiated in organizational values, their compliance with egalitarian aspirations, and equality distribution mechanisms.

Gender in development and gender equality as a pro-development factor

Social, political, legal, and economic equality can be considered a qualitative criterion for development and modernization. Achieving this equality, using appropriate instruments and equalization mechanisms, should be the main aspiration of institutions and organizations, regardless of their mission or specialization. It should also be implemented in the course of social activities - because these activities create and recreate institutions; while the institutions regulate the actions. Inequality disturbs the functioning of the community, causing their polarization, moreover, it slows down economic growth, inhibits progress, and generates conflicts and tensions. As Richard Wilkinson and Kate Pickett argue, "it is known that inequality affects so many dimensions of life and on such a broad spectrum of society. The transformation of society is in the interest of all its members. Greater equality is the gateway to a society capable of making everyone's life better and a significant step forward in building a sustainable economic system" (2011, p. 250). Socio-economic development is accelerated not only by new technologies and products but also (perhaps primarily) by an axionormative system that should be integrated with the system of knowledge, innovation, design, and creative solutions. Thus, while the old theories of social development oscillated mainly around the economic axis (employment growth, enrichment, economic recovery, GDP growth, prosperity, finding outlets, improving competitiveness), the modern approach to development assumes compatibility of development with other areas of life, such as health, family, education, the justice system, politics, culture. Civil rights and freedoms began to be recognized as an important element of development, and gender equality became an important pro-development factor. It is about equality of women and men in terms of rights, duties, realization of needs and interests; as well as for equal opportunities to be present and participate in the public sphere, to derive benefits and profit, and to build status. At the same time, gender equality is the lack of any discrimination achieved through equal treatment, abandoning stereotypical social roles ascribed to the sexes, and negating attitudes that create or perpetuate inequalities.

Gender equality is not only an attribute of every organization, but also an inalienable and unchanging component of its functioning, despite the constant evolution and flexibility of both the organization and its environment. All social actors should be involved in the design, promotion and promotion of gender equality. It is "the indispensable foundation of a peaceful, prosperous and sustainable world", the importance and importance of which is signaled in the documents regulating the directions and aspects of development (including: the Lisbon Strategy, the Millennium Development Goals, the Europe 2020 Development Strategy). Gender equality should therefore become a new paradigm for managing an organization that aims at increasing the quality of services provided and goods produced, creating new policies, awakening related values, and respecting and guaranteeing human rights. To highlight and

estimate the importance and impact of this equality on development processes, the Gender Inequality Index (GII) was introduced - as one of the most important elements of the Human Development Report (2010). The GII reports to what extent global gender inequalities result in losses in terms of achievement, gains, and benefits in the following three areas (taken together). The first area is labor market participation (measured through the participation of women in the labor force, taking into account paid and unpaid work as well as active job search). The second is empowerment (level of education, percentage of women in parliament). The third is reproductive health (maternal mortality rate, number of teenage mothers). GII allows to determine the position of women in a given society, shows the source and scope of gender inequalities - on this basis, it becomes possible to create intervention and preventive programs that will minimize or eliminate the indicated problem. According to Pasquale Tridico, in order for social development to follow a set pattern and result in the achievement of social equality, apart from GDP growth, the following conditions seem necessary: effective conflict resolution mechanisms, fighting inequalities, stimulating economic activity (2007, pp. 96-98). The implementation of these assumptions is fostered by the efficient and effective operation of institutions that have adequate personal, organizational, and material resources to recognize and meet social needs, with particular emphasis on the fight against discrimination and unequal treatment.

Due to feminist criticism, gender has become a central component of development theories - on the premise that full economic development can only be achieved through equal division and distribution, global justice and gender egalitarianism. To achieve this, radical restructuring and re-planning of development processes in terms of policies and practices that create them seem to be necessary (Momsen, 2019). Gender equality turned out to be a necessary condition for modernization, and at the same time its desired effect - it is a component of a great cultural change, the consequence of which is the decline of industrial societies (Alexander, 2007; Inglehart, Norris, 2003) and the diffusion of roles typical of these societies (Apter, 1965). The influence of modernization is visible - as Ronald Inglehart and Pipa Norris write - on two levels of cultural transformations. Firstly, modernization made women work professionally, became a paid workforce, and gained economic independence, which at the same time changed the hierarchical structure of the family and reduced the birth rates. Moreover, the literacy rate of women decreased - they learned to read and write, began to educate themselves, acquired electoral rights, entered the path of political participation. Secondly, women, having appropriate education and competencies, gained managerial positions and significant political influence, perform freelance professions, and strive for equality. The two levels described above are closely related to further social changes (transitions): from traditional and religious values to rational and secular values; from values conditioning survival to free expression (which was manifested in gender equality). The resulting reforms and women's rights have brought about significant changes in culture, while the change itself is not sufficient to make gender equality universal and pervasive (2003,

p. 20). It seems necessary to constantly strive for equality and emancipation, pointing to their constitutive nature, and loud and emphatic cry for them. In his book *Freedom Rising*, Christian Welzer points to the rapid expansion of rights and freedoms because people clearly demand them - regardless of whether they live in a democratic system or outside of it. Although Western civilization is the cradle of these values, the demand for these values arises in authoritarian regimes. People want universal "emancipatory values" and "existence free from domination" because this desire has the driving force - it is the basic motivation for human empowerment and autonomy (Welzer, 2013, p. 2). Therefore, a social change is necessary - that is, "broadly understood non-cyclical transformation of institutions, norms, culture or social structure" (Sztompka, 2005, p. 437). Changes in thinking and valuation (especially a reevaluation of the ideological assumptions of the social order) evoke structural changes, favor the emergence of institutions and procedures that uphold these values, and the accompanying systemic organizational solutions.

Changes leading to modernity, towards an optimal model of society, must be successively carried out in various areas because modernization is a multi-faceted and complex process, stimulated by factors of various origins and steered by various agendas. Firstly, it is about changes in the economic sphere - especially in the field of the market economy (existing economic entities, production method, rational management), changes in contemporary labor markets, technological and scientific development, knowledge, and information transfer. Secondly, these are changes in the political sphere, including political changes, the shape of foreign policy, democratization, and direct state investments. Thirdly, they relate to the socio-cultural sphere - with particular emphasis on cultural patterns and cultural rules (norms and values, discourses, and the language of reality description). Affirming gender equality in society and continuing activities for egalitarian sexual relations is the current and relatively new ideological and axiological foundation of all progressive processes oriented towards modernity and progress. This is because the theories of modernization actually until the 1970s ignored the importance of gender in creating a modern society, assuming that development is not determined by gender or the gender of the entities that initiate this development, lead it, or are its architects. Modernization was seen as a cycle of change or a series of stages designed and supervised by men. Women had a limited influence on the direction and dynamics of development processes that took place beyond their participation, control, and knowledge, usually without taking into account women's needs, aspirations, and interests. Regardless of the framework in which modernization is understood, it can be concluded that morphogenesis (Archer, 1988), structuring (Giddens, 2003), and becoming a society (Sztompka, 2005) are thoroughly androcentric - defined by the male vision and interpretation of reality; shaped by knowledge and power systems belonging to men. Modernization was mainly based on male models and patterns that could not be applied to the world of women in a 1:1 ratio - so it did not guarantee an equal distribution of goods, benefits, and social benefits. Therefore, an alternative development and modernization program should be created, which should be

based on a conscious policy conducted by reformed institutions operating according to equality standards and procedures. This policy should focus on reducing deviations from the originally assumed version of sustainable development, as well as allowing interventions by the state, business, and non-governmental organizations. So that the effect of development is a planned change in the sectors in which it was approved and assumed (Pepe Roberts, 1979, pp. 60-66). Subsequently, complementary measures should be taken, focused on the strengthening and full implementation of the newly established normative practices that will create lasting relationships and interpersonal systems.

Feminist criticism, questioning the theory of modernization adopted so far, began to emphasize the gender factor in the theories of development, pointing out that the achievement of measurable and perspective benefits is possible only through "gender sensitization", i.e. redirecting the development process to such paths that will take into account the interests and aspirations of women and strive for their autonomy and empowerment. It is about "radical restructuring of the development process" in terms of policies and practices (Momsen, 2019). In this way, as early as the 1970s, the Gender in Development approach was born, aimed at including women in the processes of sustainable development, integrating gender with current global trends, implementing equality programs into the ongoing economic processes, and creating new types of behavior of economic system entities. Elliot describes this integration strategy as the Revised Development Model (1977, p. 4). The inclusion process involves taking into account gender relations in planning, management, the anticipation of modernization directions, shaping public policies, and long-term strategic thinking. As Duflo points out, "gender empowerment can favor development if women make decisions that are better for long term growth" (Duflo, 2012, p. 3), which largely depends on the behavior and decisions made within households run mainly by women. Development is the result of individual and rational decisions of producers and consumers made in basic management units, which focus on meeting the needs of members. Household activities take place in a specific cultural context. It is therefore also about examining this context and indicating its impact on the labor market, medical care and public health, the education system, housing, ecology, low crime rate, and improvement of the quality of life.

In view of the above, it is worth asking the question: what place do women occupy in social and economic development? As noted by Ester Boserup in the pioneering work *Woman's Role in Economic Development* (1970), the role of women in development was initially ignored or treated superficially - especially when it comes to the negative impact of development on the situation and place of women in society, about which she writes from the perspective of an economist (Beneira, Sen, p. 279). Boserup points out that economic development and macroeconomic policy are sexually determined - both men and women exert a different kind of influence on them, participate in them differently, and to varying degrees are their beneficiaries. Boserup emphasizes the role and importance of women in the structural transformations characteristic of modernization in industry and agriculture. She emphasizes that women and

men played different roles in development processes and shaping developing economies, and therefore their contribution to development should be differently qualified and assessed. The domination of capitalism was not as beneficial for women as it was supposed to be, because capitalism neglected the need to equalize access and relatively equal opportunities to meet needs. Based on empirical data, Boserup highlighted the main (previously known and still valid) problems and pathological mechanisms: women were used as "cheap labor" - receiving low wages, working excessively in very difficult conditions, coping with the use of blunt tools and non-specialized techniques and thus significantly contributed to the accumulation of capital and land, which then became the property of men. Although women achieved tangible profits as farmers and systematically increased the productivity of farms, the successive stages of development meant that women lost access to land, which lowered their status and position in the community. Boserup says: "When sales of land increase women are at a disadvantage, because they usually cultivate subsistence crops for the family, while men cultivate cash crops or work for a wage. Therefore, it is the men who have money and can purchase land. Thus the possession of land is likely to pass gradually from women to men, even in tribes where women have the right to inherit land" (1970, p. 47). The increased participation of women in the labor market and the feminization of professions have led to a widening of the scope of female paid labor. However, at the same time, it has had numerous negative consequences for women - such as: employing them in unskilled jobs, in less prestigious, underpaid, and secondary sectors, often deprived of social security and other benefits. The creeping job insecurity additionally weakened the subjectivity and agency of women as social actors who could shape development processes. There is a vicious circle in this situation. For when jobs in the profitable and dynamically developing industry, trade, and administration are occupied in the absolute majority by men, diametric differences arise between the male and female perception of the world and their everyday functioning. As at the time when self-catering was replaced by commercial farming, men then had modern tools while women operated with old, primitive methods. As the mentioned economist writes, "two successive steps in economic development can be seen; in the first step, subsistence activities for family use are replaced by commercial production for sale, and small scale market trade and services. In the second step, this type of activity is replaced by employment in modern factories, offices, modern shops and modern service industries" (1970, p. 166). Progress has proved beneficial and fruitful for men, while for women it has been neutral, and at times disadvantageous and disruptive, due to the increased competitiveness that results from the fact that modernized male enterprises have an advantage over traditional ones run by women. As a result, the income gap widens even more, and gender inequalities have further negative effects (Tan, Toulmin, 2007, pp. 4-7). Gender is the first and fundamental factor in the division of labor, regardless of the degree of development and organization of a given community or society: „Even at the most primitive stages of family autarky, there is some division of labor within the family, the main criteria for the division being that of age and sex... Both in primitive and in more developed communities, the traditional

division of labor within the family is usually considered 'natural' in the sense of being obviously and originally imposed by the sex difference itself" (Boserup, p. 15). Thus, the division of labor, as an economic category, sustained the developmental diversities in the world economy.

Ester Boserup, as an "interdisciplinary visionary of sustainable development" (Turner, Fisher-Kowalski, 2010, p. 1), created a new framework for the theory of development and modernization. Describing the models and stages of modernization (also in the context of historical changes), she also gave instructions on actions that would accelerate this modernization. The main thesis of Boserup was the call to rebuild and strengthen the status and potential of women, which was weakened by development processes initiated by the West (Turner, Fisher-Kowalski, 2010, p. 3). The developmental change was long-lasting and extended in time, it was of an endogenous nature, and therefore it depended on internal resources and potentials. In the course of change, social structures that "change under the influence of other structures are of great importance, although they may be resistant to such changes for a shorter time or longer periods, and they only change when the pressure is strong or persistent" (Boserup, 1995, p. 508). In this case, class affiliation, divisions, and classifications resulting from gender stratification, which - according to the socioeconomic assumption - regulate the articulation and realization of interests as well as access to goods, are of significant importance. Thus, women, but also poor men deprived of power and tools of domination, are in a similar, disadvantageous situation (Turner, Fisher-Kowalski, 2010, p. 6). For the change to become possible, new configurations and reconfigurations of structural connections within social roles and positions should be allowed, which will lead to the emergence of new (previously unknown or not practiced) hierarchy and power systems. Boserup's position laid the foundation for the so-called "Women in Development" (WID) approach, which then evolved into "Women and Development" (WAD) and finally into the aforementioned advanced analytical "Gender and Development" (GAD) approach. It is worth emphasizing that in these three approaches, the change was exogenous, determined by external factors and influences - especially those resulting from globalization and geopolitics.

WID, WAD, and especially GAD, perceive women in subjective categories - as social actors capable of carrying out a social change and setting the direction of social development, actively participating in the course of modernization. Gender - treated as a framework for interaction and institutionalization of social relations - defines the mode and dynamics of change in two aspects. First, the individual represents gender, is "entangled" in a set of roles, statuses, attitudes, functions, or dispositions assigned to that gender. On the other hand, gender is a modified social construct, the existence, and image of which are constructed by society and culture - based on myths, beliefs, attitudes, collective imagination, norms, and values prevailing in the community. It is a processual construct that can be transformed and reorganized in time and space. Gender determines the roles, positions, and statuses of all genders in society. Consequently, "the organization of women in changing their roles is a central issue in development. Modernization inequalities must be solved through structural changes, especially

political ones, because institutions that discriminate against women may be insensitive or highly resistant to economic development" (Turner, Fisher-Kowalski, 2010, p. 8). A necessary condition for the change is therefore the introduction of institutionalized instruments and activities and the design of complete institutional systems that will be a stimulus or accelerator of this change, and they will also coordinate and promote this change. In this context, it is possible to indicate a positive dependence of this process with economic growth, as "development is growth achieved thanks to institutional changes" (Fadda, 2003, p. 15). Development is going beyond or going beyond the previously considered natural and commonly practiced rules and introducing innovative approaches in their place; it is overcoming the obstacles and "resistance of the whole complex of established interests and values" (Kuznets, 1965, p. 30) that block or maintain this development in the old framework. The reformed institutional structure should be oriented in such a way as to maintain adaptive efficiency - perceived as the central component of economic growth, which assumes flexibility of the course of this growth in the long term (Boehlke, 2009, p. 96). Thanks to adaptive efficiency, a new management system is created based on innovation and creativity, in which the way of reacting and responding to the growing demands of the environment and the speed of adjusting the offer to the changing needs of customers are maintained at a high level of effectiveness. In addition to institutional transformations (taking place within state or business sector institutions), the WID, WAD and GAD approaches require the initiation of informal processes, understood as development support, in the field of care, guidance, counseling, psychotherapy, coaching - all those aimed at strengthening and expanding the network of contacts and interactions, building partnerships and support groups, facilitating access to qualified and helpful tutors or mentors who will show you how to plan a professional career, how to fight stereotypes, how to protect yourself from discrimination, how to solve gender-related problems (e.g. violence), harassment, feminization of poverty), how to shape your (female) model of work, organization, and management.

As Caroline Moser points out, the most important GAD tools include 1) gender role recognition, 2) diagnosis of the needs of each gender; 3) abandoning the stereotypical division of resources in the household; 4) balancing the rights and obligations. All this requires gender planning in development processes and placing women in positions adequate to their education, experience, and commitment, giving them their rightful places and a voice in the public sphere (Moser, p. 1993). Although at the conceptual level this approach seems to be overall beneficial, it raises some doubts in terms of specific social practices. Firstly, the assumption of achieving holistic well-being and universal (available to all) benefits becomes impossible, because it is impossible to satisfy everyone due to the limitations of certain goods and due to individual differences in terms of psychological, social, and biological characteristics (Roberts, 1979). Secondly, there is an ambiguity in the concept of integrating women in the development process which has made it difficult to achieve this goal from the very beginning. Women are rightful participants in all processes of social change" (Papanek, 1977, p. 15). This lack of uniformity

or conceptual consistency stems from an overly generalizing approach to the vision of including women in development processes and deciding on their behalf about issues that should be the subject of their autonomous choice. Moreover, modernization is not an egalitarian process - contrary to the hope placed in it, it will not cause the modernization of enterprises to translate into benefits for all participants in this process and that all will benefit similar or identical.

Including women in the development process requires a rational state policy through reformed and egalitarian-oriented institutions and organizations that remain in constant dialogue, understanding, and cooperation with the social side and business circles. Feminization of development and modernization also requires the successive involvement of donors in the creation of social policies aimed at ensuring and maintaining gender equality. Thanks to the dissemination of equality programs and projects, they can strengthen the position and status of women in society, which is especially important and useful in poor countries or masculinized sectors. These activities are totally transformative because by reducing gender inequalities in strategic domains, they lead to women's empowerment and overall social progress (Grown, Addison, Tarp, 2016, p. 312). Most often, these activities are carried out in two ways - in parallel, they include direct investments and affirmative actions for girls and women, and the implementation of specific elements of gender mainstreaming in donor plans, strategies, and initiatives (Brouwers, 2013). While the programmatic assumption of this approach seems to be right and effective, it can also show shortcomings or weaknesses. Internationally recognized experts in the field of gender in development indicate that the accusation against the donors was the failure to undertake advanced activities or the failure to apply innovative solutions in the field of capital and human resources multiplication. In addition, the points indicated were inadequate to the needs of financing or subsidies, and the lack of systematic monitoring and evaluation that could contribute to introducing improvements. These allegations stem from the fact that gender equality has many dimensions and meanings that cannot be included in a uniform and universal system of equalization. In addition, identifying gender differences requires specialist knowledge as well as competencies and tools to effectively counteract unequal treatment and discrimination. Monitoring and evaluation also seem problematic, thanks to which it becomes possible to track the course and importance of procedures helpful in reducing gender inequalities in particular areas of development - also those that are stereotypically considered masculinized (most often donors offered their help in the field of health and education, excluding business, banking, energy, communications, mining, and industry). The multidimensionality of gender also causes numerous difficulties in the daily allocation of resources. Therefore, donors do not know to what extent their involvement is needed and sufficient to achieve equality goals; it is also not known whether the donor's contribution is embedded in the current political rhetoric and has a chance to be constituted in this rhetoric (Grown, Addison, Torp, 2016, p. 312). The problems and inaccuracies specified in this way become an argument for GMS to be understood in the broadest possible way, which will take into account the heterogeneity of the organization and become an open application formula.

Gender Management System in social development - so that unnoticed women become visible

Feminist critique of liberal modernization theory clearly emphasizes the need to replace or supplement androcentric approaches and theories - treated as paradigmatic implications for public policies. In the feminized approach, economic growth is conditioned by an increase in gender equality. Modernization is a successful and complete process only if it takes into account the equality of participation, decision-making, and governance in the public sphere for both sexes. This is especially important because for a long time the position and role of women in management seemed to be secondary or latent. The visibility and visibility of women were weakened by many factors - not only those of institutional importance, resulting from legal legality, but also non-institutional ones shaped by assimilated cultural patterns, environmentally established habits, habits, symbols, customs, and other informal significant elements that become a permanent element of an individual's social personality that they define the type and scope of activities undertaken by him.

As Caroline Moser points out, there has been a gradual change in the place of women in management processes and the structures of the organization. This change is the result of new rules: planning, creating concepts, implementing intentional solutions that are aimed at equalizing opportunities and opportunities. It is about "proposing a new planning framework that can effectively help achieve the goal of women's emancipation through strategies to challenge and overcome oppressive roles and relationships" (Moser, 2019, p. 67). Such targeted actions should become a permanent strategy of organization and evaluation, through which women can build their image as autonomous entities capable of influencing development to the same extent and scope as men. Even though women are key actors in the economic system, their long-term neglect in development processes has failed to exploit their potential and disregard for the contributions they have made to social development (see Overholt et al., 1984, p. 3). The waste of female talents, capital, knowledge, and competencies is a consequence of not only planning or organizing inability but also of entrenched institutional barriers, for example, "glass ceiling," "sticky floor," "leaky pipeline." The influence of women on the economic sphere is limited or treated as secondary, and the gender gap is deepening. Therefore, the formation of a GMS requires a thorough knowledge of the entire organization (environment, structure, culture, power systems, and dependencies), and in particular, it is about the precise identification and naming of the main problems of the organization (their etiology and their effects), while designing projects pilot and comprehensive strategies to eliminate these problems, taking into account possible specific characteristics of the organization. It seems advisable to use the help and support of external experts (social scientists, economists, financial analysts, and others). Only a multilateral view of this matter will enable the adaptation of the organization's environment to the implementation of GMS operating rules and procedures and their subsequent enforcement. Stephen A. Matlin defines the GMS as an interconnected and interdependent network of procedures and structures that have been put into the institutional

framework to monitor and guide the process of gender and mainstream cultural integration, as well as aligning policies to achieve the goal of gender equality and equity in division and distribution in the process of sustainable development (www.un.org). By adopting the GMS perspective and treating it as a strategy and management style, you can orient and reorient the directions of changes, development, and modernization, the course of which is stimulated both by internal factors of the organization (intellectual, capital), but also by external factors resulting from the environment, depending on the factor human, environmental stimuli.

Depending on the economic sector, GMS has different assumptions and rules against which the management process runs, including: planning, organizing, motivating, and controlling. However, in each domain there are numerous barriers that must be identified and named on an ongoing basis in order to be able to eliminate them through specially designed tools and programs optimizing the management process. They are presented in the table below.

Table 1.

Characteristic of GMS in selected sectors (finance, public service, trade and industry)

SECTORS	PRELIMINARY ASSUMPTIONS	BARRIERS
FINANCE	<ul style="list-style-type: none"> - Macroeconomic management and coordination of fiscal policies. - Investment analysis and balance of payments. - Liberalization of credit policy, open access to microcredit. - SWAP contracts and transactions. 	<ul style="list-style-type: none"> - Lack of permanent guidelines for creating financial policies in the context of globalization changes and economic liberalization. - Lack of understanding of the importance of gender in shaping financial policies. - Lack of favorable institutional structures. - Lack of opportunities for women's organizations to engage in macroeconomic policy debates.
PUBLIC SERVICE	<ul style="list-style-type: none"> - Management of public service personnel by introducing clear criteria (in terms of: employment conditions, promotions and nominations, improvement of professional qualifications). - Eliminating problems in the work environment, such as: discrimination, sexism, harassment, gender gap. - Equal treatment in employment of employees, balanced participation of women and men in decision-making processes. 	<ul style="list-style-type: none"> - Institutional and bureaucratic resistance. - The belief that gender equalization mechanisms collide with the rules of meritocracy. - Gender stereotypes and prejudices that generate discriminatory attitudes.
TRADE AND INDUSTRY	<ul style="list-style-type: none"> - The constant pursuit of gender balance in staffing. - The use of incentives and benefits so that the private enterprise sector applies the principles of gender equality. - Equal access to resources and goods. - Introducing administrative and legal solutions aimed at maintaining the principle of gender equality. - Granting loans, grants and additional financing. 	<ul style="list-style-type: none"> - Gender stereotypes and the maintenance of traditional gender roles, which makes it difficult to access specialized training in management, trade and business development. - Limited technical competences of women, lack of experience and resources necessary to perform managerial functions and create business environments. - Limited qualified staff of women to manage the enterprise. - Women working in the household and fulfilling family responsibilities. - Stakeholder activity to eliminate gender inequalities.

Source: Created by the author based on: <http://oasis.col.org>.

GMS seems to be an effective tool for visualizing and activating women in development processes, and for the effective use of their personal resources. In view of gender differences, the task of the organization is to develop concepts of diversity management, productive use of resources in the process of designing solutions, and creating development and modernization perspectives. There are at least six specific objectives for this system. First, offering access to the management and life-creation of organizations for women, which is made possible by developing their leadership and leadership opportunities. Second, recognizing the full influence of women on the content, pace, and course of social change and modernization processes, with particular emphasis on women's discourses, interests, and needs. Third, for women to create an organizational culture that grows out of the values they recognize as key, and to integrate these values into their official management style. Fourth, continuing flexible forms of responding to change so that they can adequately respond to the needs of each gender, and then creating instruments for eliminating gender differences and fields of discrimination. Fifth, maintaining a gender balance in access to lucrative goods and services, as well as a balance in the political, educational, scientific, and business system - wherever women are a marginalized minority. Sixth, create partnerships and networks that foster cooperation and increase opportunities for influence and influence. The aforementioned goals should guide all social institutions: family, community, market, state, employment institutions, etc. The task of these institutions is to establish and enforce laws concerning the equal treatment and fair distribution, and to ensure equal rules of the social game for the sexes.

Gender inequalities, which result in the underrepresentation of women in the public sphere, impede social life in the sense that institutions or organizations supervised by men do not take into account women's needs and ambitions in their activities, which in turn results in apathy, discouragement, and lower productivity. The Gender Management System is used to enable women to participate in decision-making processes, increase their visibility in key organizational areas, make their voice heard, important, and socially valued.

Conclusions

The article presents the theoretical assumptions and paths of practical implementation of the Gender Management System - a set of concepts, mechanisms and procedures that enable the incorporation of gender into the mainstream of politics, culture, social organization - in effect, it is about gendering strategic sectors (e.g. finance, public services, market and industry). The adoption of the GMS is a condition for gender equality achieved by equal opportunities, capabilities, choices, knowledge and power for all sexes. The GMS is essential to: 1) enable women to participate equally and equitably in planning, designing, and managing social and political change; 2) strengthen women's leadership, subjectivity, influence and

decision-making in various institutional fields; 3) create an organizational culture that values gender equality and is based on lateral thinking and inclusive management styles. GMS covers the following activities: consulting and support, effective communication, building motivation and managerial competences (in particular: planning and division of work, human resources management, eliminating conflicts), multiplying intellectual capital, knowledge transfer, professional socialization and shaping employee attitudes.

The usefulness of GMS is wide and brings real benefits in social development and modernization transformations. GMS optimizes operational, financial and investment activities of enterprises – it is a key factor in increasing creativity, innovation and efficiency. In the process of GMS implementation, organizational, communication, financial and ideological barriers may appear, which result from the lack of knowledge about the role of GMS in organization and management, as well as the lack of conviction about its necessity in development processes. GMS is an element of the social responsibility of the organization, so the implementation of this system must be coordinated and monitored by competent and specialized entities. GMS is a dynamic concept, which means that it should react flexibly to changes in the environment and harmoniously adapt to the requirements of the community.

GMS guarantees the effectiveness of introducing emancipatory changes, which may often require radical changes in the structure and culture of the organization. Therefore, the GMS needs courageous and decisive leadership, openness to new ideas and process of reform. Historical experience shows that GMS is a type of strategic management without which a contemporary and modern organization cannot exist.

References

1. Alexander, A.C. (2007). *Empowering women: The role of economic development, political culture and institutional design in the world's societies*. University of California, Irvine: Center for the Study of Democracy. <https://escholarship.org/uc/item/4974t33n> 2018-04-13.
2. Apter, D.E. (1965). *The Politics of Modernisation*, Chicago: The University of Chicago Press.
3. Archer, M. (1988). *Culture and Agency*. Cambridge: Cambridge University Press.
4. Beneira, L., Sen, G. (1981). Accumulation, reproduction and women's role in economic development: Boserup revisited. *Signs*, 7, pp. 279-298.
5. Boserup, E. (1970). *Women's Role in Economic Development*. London: George Allen&Unwin.

6. Brouwers, R. (2013). Revisiting gender mainstreaming in international development. Goodbye to an illusionary strategy. *ISS Working Paper Series/General Series*, 556, pp. 1-36.
7. Duflo, E. (2012). *Gender equality and Development*, https://www.ces.econ.uni-muenchen.de/ces-munich-lectures/fruehere_ml/ml_2012_d/ml2012-duflo-lect1.pdf.
8. Fadda, S. (2003). *Economic Development and Institutional Change: Towards a New Frame for Analytical and Policy Purpose*. Provisional Draft. Roma: University of Roma Tre.
9. Giddens, A. (2003). *Stanowienie społeczeństwa*. Warszawa: PWN.
10. Grown, C., Addison, T., Tarp, F. (2016). Aid for Gender Equality and Development: Lessons and Challenges. *Journal of International Development*, 28(3).
11. *Human Development Report* (2010). <https://hdr.undp.org/en/content/human-development-report-2010>.
12. Inglehart, R., Norris, P., Welzel Ch. (2002). *Gender equality and democracy*. *Comparative Sociology*, Vol. 1 (3–4), pp. 321-345.
13. Kurebwa, J. (2016). Development of a National Gender Management System for Local Government in Zimbabwe. *Research Journal of Social Science & Management*, Vol. 6(3).
14. Kuznets, S. (1965). *Economic Growth and Structure Selected Essays*. London: Heinemann Educational Books.
15. Momsen, J. (2019). *Women and Development*. London: Routledge.
16. Morawski, W. (2001). Sprawiedliwość społeczna a transformacja systemowa. In: B. Cichomski, W. Kozek, P. Morawski, W. Morawski (eds.), *Sprawiedliwość społeczna. Polska lat dziewięćdziesiątych*. Warszawa: Scholar.
17. Moser, C. (1993). *Gender planning and development. Theory, practice and training*. London/New York: Routledge.
18. Nogalski, B. (1998). *Kultura organizacyjna. Duch organizacji*. Bydgoszcz: Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego.
19. Overholt, C., Anderson, M., Could, K., Austin, J. (1984). *Gender Roles in Development*. West Hartford, Connecticut: Kumarian Press.
20. Papanek, H. (1973). *Development Planning for Women, Women and National Development: The Complexities of Change*. Chicago: The University of Chicago Press.
21. Roberts, P. (1979). The Integration of Women into the Development Process: Some Conceptual Problems. *The IDS Bulletin*, Vol. 10(3), pp. 60-66.
22. Schein, E.H. (1992). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.
23. Sztompka, P. (2005). *Socjologia zmian społecznych*. Kraków: Znak.
24. Tan, S.F., Toulmin, C. (2007). Introduction. In: E. Boserup, *Woman's Role in Economic Development*. London: Routledge.
25. Tridico, P. (2007). Rozwój społeczny i wzrost gospodarczy w gospodarkach w okresie transformacji: rola instytucji. *Zarządzanie Publiczne*, No. 1(1), pp. 95-124.

26. Turner, B.L., Fischer-Kowalski, M. (2010). *Ester Boserup: An interdisciplinary visionary relevant for sustainability. Proceedings of the National Academy of Sciences, No. 107(51)*.
27. Welzer, Ch. (2013). *Freedom Rising Human Empowerment and the Quest for Emancipation*. Cambridge University Press.
28. Wilkinson, R., Pickett, K. (2011). *Duch równości. Tam gdzie panuje równość, wszystkim żyje się lepiej*. Warszawa: Czarna Owca.