



## Labour Economics and Human Resource Management

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### Female talents in the labour market: barriers to achieving success

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**Subject.** The need to rethink the work within each employee category has been driven by the transformation of the natural and migratory movement of the population and the new values of younger generations who are no longer inclined to be tied to an employer. Accordingly, female talents, among others, come into a focus of the research activity, thereby highlighting the need to study the definitions of this category, barriers and professional success factors, with due consideration of gender-based segments of the personnel.

**Objectives.** The article makes an effort to provide insights into the evolution of the scientific idea in regards to the category of “female talent” in an organisation and the specific features of their employment, with allowance for fulfilment of the need to combine their work and private life.

**Methodology.** The analysis and synthesis are applied to gain a new understanding of how an organisation develops talents in gender terms. The table and grouping methods are used to show the barriers to the development and fulfilment of employed women’s talents and possible ways of overcoming such barriers in the labour market.

**Results.** The article sets forth provisions promoting a scientific idea of the need to form a cohort of female talents in the labour market, to revise their role in the family, and to provide them with an opportunity to choose between alternative lifestyles; and classifies a number of barriers to the development and fulfilment of employed women’s talent by groups.

**Conclusions.** In the context of the complicated demographic situation and a shortage of personnel, a dual concept of talent has been developing; it does not disregard the “divine power” in endowing employees with talent, but it substantiates the possibility of its “artificial cultivation”, without relying on the innateness. The article systematises scholars’ views on gender segregation with consideration of I. Kant’s motto, Sapere aude! (Dare to know!) as the only code to the way out of self-suggestion and immaturity. The article draws conclusions on the current state of scientific views on females in the organisation. It systematises international legal documents on the protection of women’s rights in the labour market.

**Key words:** emancipation, gender, barriers.

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## Introduction

The simplistic concept of talent management as hiring people with the skills required to do necessary jobs has been continuously changed to more advanced versions and scenarios which include new content-related elements and describe specific features of the subjects involved in the process (Capelli, 2008). Although it may seem obvious at first glance that talent management is about the supply of employees with the relevant skills for jobs, Gutmann & Gatzke (2018) point out that talent management is much more than just vacancy filling or replacement.

Up until now, the scholarly discussion on talents has focused, among other things, on defining the term “talent” itself. The word is of Greek origin and derives from “talanton”, a unit of weight in ancient Greece to mean 16.8 grams of gold. Initially, the word referred to representatives of the “Gold Fund” who had innate outstanding gifts. Enauch & Henrich (2011) point to the fact that the long-standing use of the term to refer to that particular population segment gave rise to barriers against the inclusion in it of those who did not possess such a gift. The “Eastern” mindset has been accustomed to hearing the argument that talent is most likely an innate ability and if it is not God-given, then it is unlikely to remedy the situation. In a certain sense, it is still in discord with the “Western” concept of the category.

The introduction of the talent management function into the human resources management practice of Western organisation has been most likely driven by their long-term operation in the market economy environment and the need to adequately and promptly respond to changes in product or service consumers’ requirements, thereby holding their competitive advantages in a particular sector of the economy. It became necessary for business entities to have workers who are distinctive from others by the high level of professional expertise and skills and who are confident in their performance and are success-oriented.

By qualifying such workers as talents, scholars do not disregard natural gifts, but they show

that in the context of a shortage of personnel, the “artificial cultivation” of talents is possible, even without relying on their innateness. For example, in his book, Gladwell (2008) defines a talent as the triad of components – complex formation and reinforcement of capabilities, emerging opportunities, and randomly occurred advantages. This definition is, first and foremost, about the process in which a worker develops their potential to a level that would enable them to find effective and non-standard solutions to challenges which go beyond the current issues (Durakova, 2023a). The “emerging opportunities” and “randomly occurred advantages” are important but still minor components of the process and act as a catalyst.

In the context of the diversity and diversification of teams within organisations, it became appropriate for research papers to obtain a detailed understanding of personnel as to defining “talents”, including by demographic characteristics, in particular, gender and age. For instance, when describing innate qualities, G. V. Segalin (1925) points to their manifestation at an early age. Examples may include W. Mozart, G. Handel, L. Beethoven, J. Haydn, M. Glinka, J. S. Bach, A. Rubinshtein, and P. I. Tchaikovsky. In the period from three years to 12 years old, these composers had already created significant and still well-known musical compositions. With a focus on the age, the researchers note that the composers fall into the homogeneous gender group, and come to a conclusion that “no musical genius manifested itself” in girls.

Accordingly, the following question arises: if musical abilities manifest themselves largely in males, what about organisational talents in females. Are there specific features of talent formation in women?

### ***“Sapere aude!” (“Dare to know!”) and signals of the evolution of scholarly ideas about genders in the working process***

The scientific knowledge of new trends in the labour market enables an employer, first, to assess its chances against competitors and, secondly,

to develop the tactics of up-to-date positioning that make it possible to stay a step or two ahead of them and hold its positions in the traditional segment or a new one. Researchers had captured a signal of the emerging trend of the gender-based interpretation of talent several centuries before it was heard and accepted by practitioners.

The term “emancipation” (derives from the Latin “*emancipatio*”) means a refusal from social dependencies and, in respect of women, the achievement of gender equality in their working, social, and private lives. According to the existing version, it is the Enlightenment that triggered the women’s breakaway from the exclusive role of a wife or mother in Europe. In his essay *Answering the Question: What is Enlightenment?*, I. Kant defined it as man’s emergence from his immaturity, that is the inability to use one’s understanding without guidance from another (Kant, 1784). According to Kant, immaturity, or self-imposed incompetence, is a phenomenon the cause of which lies not in a lack of intellect, but in a lack of resolution and the courage to use it without another’s guidance. Further elaborating on his thought, the philosopher refers to laziness and cowardice as the reasons why people do not want to think for themselves and about their position, ambitions, and goals, or to assume responsibility.

From the age of Enlightenment, representatives of the both genders were called upon not to perceive their own affairs as God-given and not to accept affairs as dictated by others, but they were urged to take decisions and act by themselves. Kant referred to Horace’s motto *Sapere aude!* (it can be translated from the Latin as “dare to know”) as a code to the way out of self-deception and immaturity. The philosopher gave Horace’s motto a new meaning interpreting it as an imperative of man, for him to have the courage to use his own understanding and reasoning and dare to be wise. Nonetheless, calling for such a transformation of the behaviour, Kant allowed its implementation based on the gender segregation stating that even for men it’s hard to take a step towards maturity, and for women who are not endowed with the will to surpass

the immaturity, it is very dangerous at that. According to Kant, there always are guardians who take on the supervision over them.

Considering the environment of the time, the philosopher did not regard the paternalistic model of guardianship of a woman as something outrageous stating that she is unavoidably dependent on the will of her husband. There is an opinion that being a great philosopher, Kant was a bachelor and hardly a profound connoisseur of women. However, it is difficult to disagree with Becker (2016), who stated that women are less emancipated than men and are treated as an addition to the man according to his will and therefore, their role in society is unsatisfactory.

At the stage of scientific views regarding liberation from the restrictions established by the outdated social order, paternalism of the church and state power, the motto *Sapere aude!* was developed in the ideas of male researchers. J.-J. Rousseau (1762) substantiated the idea of forming a new society through the education of children in special educational institutions and in isolation from the external world. Rousseau believed that the main function of a woman is to be a wife and mother, lacking a broad scientific education.

Substantiating the economic liberalism, A. Smith (1776), too, considered reason to be the highest value of the human activity and believed that the world could be transformed based on his principles. His economic and philosophical thought put the capacity for the activity at the forefront of economic rationality, with allowance for creative activities and a variety of ideas, creativity, and talents. Abilities and productivity result from the free play of forces, individual goals and guaranties of freedom secured by the state. In the philosopher’s view, the economic improvement can be achieved through the following mechanism: each individual takes care of themselves using their own reasoning; each individual is provided with a room for personal interests and development. Consequently, the well-being of each individual will increase and the general prosperity will come around. In the spirit of the enlightenment, Smith put the

substantiation for entrepreneurial profit on a par with the participation of labouring people in the company's success.

However, the replacement of the absolutist system with democratic and liberal economic structures was, first and foremost, a male endeavour. Becker (2016) notes that later papers highlighted the contribution that empirical and experimental sciences had made to the demonstration of the world before the Enlightenment and the result of replacement of the belief and superstition with the understanding and reason.

Not for nothing were the scholars' views called "utopia". "No place" (from the Greek "utopia") was the subject of works written by researchers, including those during the industrialisation that, according to K. Marx's studies (1932), began with the impoverishment of frontiersmen. In the age of early capitalism in England, there prevailed the dismaying simplicity at factories: specifically, women disregarded and abandoned their children. The barrack-like discipline was established at shops where the toil of male and female workers of all ages was subject to the process of the uniform movement of working equipment. As it evolved into the full operating regime of factories, it promoted the development of the supervision mechanism and, at the same, the division of personnel into general-duty labourers and supervisors, industrial private soldiers, and officers. The industrial system ruled out the possibility of following the motto *Sapere audi!*, as a degree of freedom and diversity of workers, their freedom and education were fully dependent on its requirements. Those who got free from guardianship, and especially new elites, lacked moral skills to use their own reason for own benefit and for the good of all. Enlightenment, emancipation, and self-responsibility may have seemed cynical to those who, as modern industrial slaves, had no opportunity to develop and no chance of education. Their talents remained undeveloped, and their intellect could not find application. There was not even a hint of emancipation of women.

### ***From signalling trends to the evolution of the demand for women in the labour market***

Signals of the demand for talents, in general, and in the gender-based interpretation, in particular, had arisen before the emergence of the trend but they long remained a weak scholarly notice of possible options: the phenomenon might go out like a kind of utopia or it could become the right direction for the development.

The harmonious combination of the freedom and order and approach to the gender equality could be established in the context of the base determining the superstructure, established new rules and restrictions, and political parties, thereby enabling workers to develop and uphold their rights through the formation of appropriate institutions.

According to one of the scenarios considered by Schobert (2012), it was the restructuring of values and society that caused changes in all spheres of life and made it possible to create a gender balance in job roles.

First, an employed woman has changed her status from being a housewife to a member of the labour force. Employed women regard their work as a life project and link it with the long-term employment to be implemented using their professional education and expecting their needs to be satisfied across almost all of Maslow's hierarchy. The work and basic pay for its performance enable financial independence and extra salary makes it possible to get old age insurance and medical insurance, along with health monitoring and necessary treatment. Communications with superiors, inferiors, colleagues and customers gives an opportunity to satisfy the feeling of being needed and involved (social relationships). Self-esteem and respect in the team can also be provided in the workplace as a result of feedback from successfully accomplished tasks. Furthermore, the work itself or providing a service offers opportunities for the self-expression, development, and determination of one's own long-term roadmap, both within the organisation and in life.

Second, employment and development has triggered the formation of the female personnel's need to change their professional, social, and personal status, which translates into individualism, concentration on their own abilities and capabilities, creativity, independence, and freedom.

Third, the employment of a woman changes her role in the family. The patriarchal family foundations have been replaced with the nuclear model of the shared hearth that enables a spouse's autonomy from their parents and other relatives who once lived under a single roof. The neolocal family implies the possibility of a greater geographical division of family members, thereby strengthening the fundamentals of equality between the men and women in it. As opposed to the version of patriarchal gender relations where the values of the man's world prevail, alternative versions are developing. The egalitarian approach involves a shift from the idea of the minor ("natural and inherent") social role of a woman and the achievement of equal opportunities for men and women by exercising rights and freedoms of each individual, implementing principles and providing possibilities of the free choice of a sphere of activity and occupation (Rimashevskaya et al., 1991; Roshchin, 1996).

Fourth, although it is still a problem for the majority of women to find a balance between family and work, it can, to some extent, be mitigated through the possible choice between multiple options of lifestyle, its formation and

design. This is no longer about the choice between a private life or a professional one. S. V. Yaroshenko (2002) notes that whereas in the past, female employment was regarded as a temporary solution, enabling women to while away their time before getting married or as a source of temporary income adding to her husband's income, in modern society the views of both genders on the need to work are gradually getting closer.

The legal framework and the activity of social institutions, including the International Labour Organizations and the United Nations, have contributed to strengthening the position of women in the labour market (Table 1).

### ***Employed female talent and barriers to its development and realisation in the labour market***

According to the practice, the war for talent is the process of attracting, identifying, developing, engaging and retaining those workers who are of special value, either due to the level of their development enabling them to play key roles in the organisation, or due to a high potential in future.

Talent development should start from the identification of the need in it. Then, the established reason for it shall be followed by the selection of actions towards the goal. In terms of the content, the chain of elements is generally the same for employers and workers. This means that the organisation may win the local war for talents, when there is the agreement between the employer's need in the

Table 1

*International legal documents on the protection of women's rights in the labour market [systematised by the authors]*

| No. | Document Title  | Document Status (Type)                       | Summary   |
|-----|---|--|---|
| 1   | 2   | 3  | 4   |
| 1   | ILO Night Work (Women) Convention No. 41 (revised in 1934) (Geneva, 19 June 1934) | IOT Convention No. 41 (Abrogated Convention) | The Convention regulates the scope of the terms "industrial undertaking" and "night". It also defines a duration period of the night and specifies a procedure for the employment of women during the night |
| 2   | ILO Equal Remuneration Convention No. 100 (Geneva, 29 June 1951)                  | ILO Convention No. 100                       | The Convention regulates the scope of the term "remuneration" and specifies the methods for determining rates of remuneration for men and women for work of equal value                                     |

The end of table 1

| 1  | 2   | 3                             | 4  |
|----|---|-------------------------------|--|
| 3  | ILO Maternity Protection Convention No. 103 (revised in 1952) (Geneva, 28 June 1952)  | ILO Convention No. 103        | The Convention regulates the scope of the terms “industrial undertaking”, “non-industrial occupations”, and “agricultural occupations”.<br>It also establishes a period of maternity leave; the rates and conditions of cash and medical benefits to be provided due to maternity  |
| 4  | Convention on the Political Rights of Women adopted by the U. N. General Assembly in Resolution 640 of 20 December 1952                   | UN Convention                 | The Convention establishes equal political rights of women with men (the right to vote, to be eligible for election, and to hold public office)  |
| 5  | ILO Discrimination (Employment and Occupation) Convention No. 111 (Geneva, 25 June 1958)  | ILO Convention No. 111        | The Convention establishes the scope of the terms “discrimination”, “employment”, and “occupation”. The provisions of the Convention are designed to promote equality of opportunity in respect of employment and occupation, with a view to eliminating any discrimination  |
| 6  | International Covenant on Economic, Social and Cultural Rights adopted by General Assembly Resolution 2200A of 16 December 1966           | International Covenant        | The document establishes that all state parties to the Covenant guarantee that the proclaimed rights will be exercised without discrimination of any kind  |
| 7  | Convention on the Elimination of All Forms of Discrimination against Women adopted by U. N. General resolution 34/180 of 18 December 1979 | U. N. Convention              | The Convention defines the term “discrimination against women”.<br>It determines the measures to ensure the full development and advancement of women for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on the basis of equality with men   |
| 8  | ILO Workers with Family Responsibilities Convention No. 156 (Geneva, 23 July 1981)  | ILO Convention No. 156        | The Convention establishes equal rights of men and women workers with responsibilities in relation to their dependent children, where such responsibilities restrict their possibilities of preparing for, entering, participating in or advancing in economic activity.<br>It specifies the term “dependent child” and “other member of the immediate family” |
| 9  | The Beijing Declaration adopted by the Fourth World Conference on Women, Beijing, 4–15 September 1995                                     | Declaration                   | The declaration establishes the empowerment and advancement of women, including the right to freedom of thought, conscience, religion and belief, thus contributing to the moral, spiritual, and intellectual needs of women and men and thereby guaranteeing them the possibility of realising their full potential in society                                |
| 10 | Sustainable Development Goals elaborated by U. N. General Assembly in 2015 under the 2030 Agenda for Sustainable Development              | Sustainable Development Goals | Goal 5 asserts the achievement of gender equality and the empowerment of all women and girls   |

worker (the demand for talent) and the presence of the relevant competencies and intent to take on the job position demonstrated by the candidate (the offer).

Due to the unfavourable demographic situation and the related necessary diversification of labour teams, in order to retain employees divided into six main groups (ethnicity, age, gender, religion, disability, and sexual orientation), the employer should differentiate their actions to acquire talents according to specific features that each of them has.

A female talent in the organisation is the status of the success-oriented employee whose characteristics, on the one hand, are identical to the key metrics of a male talent. These include a high level of competence and involvement in the labour process and output; long-term demonstration of high performance; the ability to focus their own potential on addressing new challenges which are outside of routine duties; the possibility for a leader to use delegation in managing such a worker. On the other hand, there are differences that result from cultural and ethnic specifics.

Accordingly, there are reasons to suggest that the demand for talent as the initial phase of talent development is blocked by a number of circumstances, or barriers which come from the social policy at the macro-level, an employer, and the family of the employed woman who wants to develop and implement her knowledge and skills at work (Table 2).

### **Discussion of the results**

Following I. Kant's statement, the motto *Sapere aude!* effectively became a key possibility of victory in the continued war for talents (Muchaev et al., 2001) and, to a large extent, became crucial for the adaptation to diversified labour teams, including female personnel. In their paper (2005), Auer et al. further elaborated the scientific idea and formulated it as the necessity of the active labour market policy for the benefit of workers across the world and of social dialogue as a political tool of

vital importance to ensure that the employers' activity in the labour market is flexible. Substantiating the hypotheses that employed women have fewer chances of developing talent than men, scholars propose various assistance programmes that include training, along with balancing their work and private life. At the same time, the position under which talents constitute a separate category does not comply with the inclusion principles that dismiss the exclusive approach to the work with personnel and contravene the movement towards the formation of the ecosystem (Durakova, 2020, 2023b). At the same time, when the issue is considered from the perspective of human resources management, the position of applying two approaches to talent management, exclusive and inclusive approaches, is substantiated (Egorova, 2018). Bergemann & van den Berg (2008) conducted a study on the effects of active labour market policies on individual outcomes like employment and income for adult female individuals without work. The scientific paper considered skill-training programmes, monitoring and sanctions, job search assistance, and employment subsidies. The result of the study showed that job creation programmes proved to be effective for women in countries with a high percentage of females in the workforce, they become employed faster.

### **Conclusion**

The conducted study makes it possible to formulate the following results:

- talent management is a more complex and multi-purpose technology that traditional vacancy filling or replacement, that is, the acquisition of required workers with relevant skills for necessary jobs;

- the introduction of a new function, talent management, into the human resources management practice of Western organisations has been most likely driven by their long-term operation in the market economy environment and the need to adequately and promptly respond to changes in product or service consumers' preferences, thereby holding their

*Some barriers to the development and realisation of employed women's talents and overcoming the same in the labour market*

| Barrier   | Content   | Overcoming   |
|---|---|--|
| Source: Society   |   |  |
| Demand gap (functional differential deficit)                    | Although the established gender segregation is undergoing rapid change, stereotypisation is still in place. The scope of discussion covers, at least, three aspects: <ul style="list-style-type: none"> <li>– the segregation of economic roles in the family, that is, who shall earn and keep the family and who shall allocate a family budget in the right manner;</li> <li>– professional segregation meaning that one member of the family couple has a professional commitment and is included in the middle and top management team of the organisation. The other member is assigned the role of an ordinary employee within the organisation and, if necessary, works part-time;</li> <li>– the family itself where there are main and secondary responsibilities of raising children, cooking, maintaining order at home, controlling deviations from the social norms, such as drug addition, excessive drinking, alcoholism, etc.</li> </ul> | <ul style="list-style-type: none"> <li>– Through a three-phase scientific presentation of the demand gap: an explanation, a transformation, and the political impact that the theory has on society. In the context of the difficult demographic situation and the diversity of labour groups, the channels of political impact of the employment concept on the positive public reaction may include political parties, occupational and other unions, mass media, renowned leaders, businessmen, medical practitioners, and science and culture professionals.</li> <li>The goal of such an impact is to accelerate progress towards inclusiveness and the social ecosystem through the unavoidable stages of exclusiveness, segregation, and integration;</li> <li>– by accomplishing the following goals of society: <ol style="list-style-type: none"> <li>1) the long-term employment of women that is ensured due to the possession of up-to-date knowledge and skills;</li> <li>2) the empowerment of women in their search for jobs and employment in the labour market;</li> <li>3) rational and optimal allocation of labour resources, including the female workforce;</li> <li>4) control over the granting of rights to personal development;</li> <li>5) adherence to the principle of equal opportunities and social mobility</li> </ol> </li> </ul> |
| Source: employer  |   |  |
| Potential gap (labour differential deficit)                     | The lack of relevant up-to-date knowledge and skills caused by the sandwich syndrome and the lack of time to fill the gap in competencies   | <ul style="list-style-type: none"> <li>– The focus on avoiding risks of nonconformance arising from the acquisition of competencies that do not meet the job requirements (mistakes made by the organisation in the learning process). The target reskilling and retraining, with allowance for new remote opportunities;</li> <li>– the usage of the programme designed to overcome the reality shock experienced by those women who resume working after maternity leave</li> </ul>  |
| Communication gap leading to demotivation and emotional burnout | The reasons may include the job content, relationships with immediate superiors and colleagues, recognition, prospects, responsibilities, etc.  | <ul style="list-style-type: none"> <li>– Developing measures to remotivate employed workers by using four stages in human resources risk management: risk identification, risk measurement, immediate risk treatment, and follow-up risk monitoring;</li> <li>– holding an interview with the female worker upon her return to work and planning assistance measures;</li> <li>– developing the mobbing prevention strategy as part of the corporate culture;</li> <li>– assistance in solving the work-life problem by considering three groups of reason: 1) imbalanced time budget because of the priority that one role has over another, 2) excessive work, 3) role incompatibility</li> </ul>  |



competitive advantages in a particular sector of the economy. It became necessary for business entities to have workers who are distinct from others by the high level of professional expertise and skills and who are confident in their performance and success-oriented;

– without disregarding the natural gifts of workers of certain areas of activity, scholars substantiated the view that the “artificial cultivation” of such workers for the real sector of the economy was possible without reference to innateness. This view has been further developed in practice and proved to be relevant in the context of labour shortages in the labour market;

– signals of the demand for talents, in general, and in gender-based interpretation, in particular, have long remained a weak scientific alert to the possible alternative: either the phenomenon is a utopia, or it could become a trend. Some scholars suggest that it was the restructuring of values and society that caused

changes in all spheres of life and gave impetus to the development of the gender role balance in the labour market;

– the legal framework and the activity of social institutions, including the International Labour Organization and the United Unions, have contributed to strengthening the position of women in the labour market;

– gender-oriented talents (female talents) can be developed by removing barriers, the scope of which include a functional differential deficit (demand gaps), a labour differential deficit (potential/capability gaps), and communication gaps resulting in demotivation and emotional burnout.

### Conflict of Interest

The authors declare the absence of obvious and potential conflicts of interest related to the publication of this article.

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## Экономика труда и управление персоналом

Научная статья

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### Женщины-talанты на рынке труда: барьеры в достижении успешности

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**Предмет.** Трансформация в естественном и механическом движении населения, новые ценности молодых поколений, утративших склонность к привязке к работодателю, обозначили необходимость переосмысления работы с каждой категорией трудящихся. В соответствии с этим в фокус научного внимания среди других попадает женщина-талант, что определяет необходимость исследования дефиниций этой категории, барьеров и факторов достижения профессиональной успешности с учетом гендерного сегмента персонала.

**Цель.** В статье реализована попытка сформировать представление о движении научной мысли относительно категории «женщина-талант» в организации, специфике ее занятости с учетом реализации потребности в сочетании работы и частной жизни.

**Методология.** Для получения нового знания о формировании талантов в организации в гендерном разрезе были применены анализ и синтез. Посредством табличного метода и группировок представлены барьеры, препятствующие развитию и реализации таланта занятой женщины, а также возможности их преодоления на рынке труда.

**Результаты.** В статье представлены положения, продвигающие научную идею о необходимости формирования когорты женщин-талантов на рынке труда, перестройки их роли в семье, возможности выбора между альтернативами стилей жизни; сгруппированы некоторые барьеры, препятствующие развитию и реализации таланта занятой женщины.

**Выводы.** В условиях осложненной демографической ситуации и кадрового дефицита развивается дуальная концепция таланта, не игнорирующая «божественную силу» в наделении работников талантом, но обосновывающая возможный путь их «искусственного выращивания» без ссылки на врожденность. В статье систематизированы воззрения ученых на гендерную сегрегацию с принятием во внимание лозунга И. Канта “*Sapere aude!*” («Пытайся учиться!») как единственного кода к выходу из самовнушения и незрелости. Сделаны выводы о современном состоянии научных взглядов на женщину в организации. Систематизированы международные правовые документы о защите прав женщин на рынке труда.

**Ключевые слова:** эмансипация, гендер, барьеры.

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### **Конфликт интересов**

Авторы декларируют отсутствие явных и потенциальных конфликтов интересов, связанных с публикацией настоящей статьи.

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