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I

THE EFFECT OF ORGANIZATIONAL CULTURE TO FEMALE CAREER IN KAZAKHSTAN

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Abstract

This study examines the relationship between gender equality and organizational culture and its impact on company performance. Also, special attention was paid to the peculiarities of the development of a woman's career in Kazakhstan and possible barriers that may be encountered on their way, such as discrimination, stereotypes, inequality in pay, and so on. The problem in question has been little studied so far: many studies examine possible internal factors of gender inequality in the labor market, such as organizational structure and work-life balance, without taking into account external factors using social theories and studying the influence of the media. Using a qualitative method and conducting in-depth interviews with women, it was revealed that females at work are still discriminated against and are not taken seriously by men. It was also found that it is more difficult for women to get a job due to their possible imminent maternity leave. These research results require further analysis and undertaking practical measures to eliminate inequality in Kazakhstan.

Key words: organizational culture, women career, work-life balance, gender discrimination

1. Introduction

In the XXI century at the process of colossal globalization, companies have been experiencing rapid changes as a result of technological breakthroughs in combination with social and political reshaping. One of the main challenges for huge companies is managing human resources effectively across gender-related issues. This implies that Human Resource Management (HRM) who consider company prosperity should be aware of gender situation that influence process work and be ready to adjust their organizational culture to their local environment. In particular, managers should understand the importance of gender diversity and be able to implement into their organizational culture.

The relationship between gender equality and organizational culture improvement had demonstrated that the more culture is diverse the more it shows effective performance (Ledwith S., Colgan, F., 1996). Since the direct influence of organizational culture on the whole environment in the company, it is quite apparent that both males and females experience cultural features differently comparing to each other. One of the most common features in very different organizational cultures is uneven pay. Despite the fact that no one can be discriminated against on grounds of birth, social, official and property status, sex, race, nationality, language, religious attitude, belief, place of residence, age or physical disability, as well as membership of public organizations (Labor Code of the Republic of Kazakhstan, 2015) it can be seen that there is complete inconsistency between law and reality as female workers witness year by year the discrimination in paying salaries. In all regions, women receive lower wages than men: the gender pay gap in the world is 23%, in Kazakhstan 33% (UNDP,2020). Kazakhstan also has a significant wage gap, with 29% in the financial and banking sector and 45% in agriculture (PwC Kazakhstan, 2019). Those gaps may lead to catastrophically low level of job performances, disbalance of organizational system which finally may become precursor to fall of whole economics in all companies.

That is why project aims to better understand the impacts of organizational culture into female`s career. To gain in-depth insight into the benefits of female career development in organizations, qualitative approaches will be used.

A review of recent literature and an overview of the interview of female managers in the organization will contextualize this knowledge.

This research work findings will be important for the organizations for better understanding the role of organizational culture, which directly influence the female manager's career. And it will help organizations to construct the organizational culture strategies, which will be the benefit for organization economy growth.

1.1 Organizational culture

According to (Harvard Business Review, 2013) the term organizational culture means the sum of principles and beliefs that the members of the organization serve as the source of integration and are distinct from every business. The theories related to the organizational culture are written further. Concerning the definition of gender, this term is related to the behavioral, social traits typically associated with one sex (*Merriam-Webster Dictionary*, 2020).

There are one or more of the following 'cultural derivatives' in most anthropological studies: symbols (including language, architecture and artifacts), myths, ideological structures (including ideology), and rituals (Meek,1988). While anthropologists and sociologists continue to explore the 'relevant' uses and interpretations of these definitions, they are approached by most research in terms of what motivates people and groups to behave (Silverman, 1970). The symbol is the most inclusive of the numerous cultural derivatives, not only because symbolism is created by language, ritual, and myth, but also because symbolic analysis is a form of reference, an analysis style in its own right (Pettigrew, 1979). Symbols are traditional meaning codes which include a number of items, such as phrases, stories, symbols, organizational logos or national flags, which provide 'meanings, elicit emotions and inspire men and women to act'

(Cohen,1974). Language is a depiction of the real thing, a sign. The language used by their members will differentiate organizations: scholars use jargon to mystify knowledge, and computer programmers use a language that mystifies all but themselves. The organization itself has been described as being nothing more or less than symbolic discourse patterns (Meek,1988).

The concept of organizational culture was treated in different ways, where the ideas of scientists could be divided into two schools (Smircich, 1983). The first category of scientists considered organizational culture as a variable, that is, it is what is in the organization (Cummings, Schmidt, 1972), and the second category considered that "culture is what the organization is" (Smircich, 1983). Rather than looking at culture as being brought from the wider society into an organization, a second category of scholars believes that culture is the product of symbols and meanings that are shared within a company as a result of social interaction.

In this approach to culture, the researcher does not explore any irrational elements of corporate existence. An understanding of organizational culture must be deeply rooted in the conceptual diversity of the entire social existence of the organization's members. The community should not be seen as the "real intention" of the company as being accidental or out of bounds (Gregory, 1983). If we consider culture as a result of social interaction, then there are obvious consequences of research - to treat it as something that "is" in the company, and not as a variable that can be controlled by management. This also has policy implications. If culture is considered part of social contact, that is, as something that is created and reproduced socially over time, influencing the actions of people in relation to the use of language, technology, laws and laws, as well as information and ideas (including ideas about true ideas, authority and leadership), then it cannot be classified or manipulated mechanically: it can only be described and interpreted (Meek, 1988). Obviously, in order to act in concert,

males and females must have common knowledge: structured work would not be possible if certain meanings, knowledge structures and symbols were not shared by individuals. Most professions operate on the basis that certain systems and certain ways of thinking and responding to traditional circumstances and problems are known to the people who work in them (Becker, 1982).

It still has to identify the 'rules' under which the organization is managed and the organizational members work in order to understand the organizational culture. Mills and Murgatroyd (1991) in their research consider the laws as a metaphor for an organization's comprehension. Monitor, limit, direct and define social action by rules. They can be formal and written, or unwritten and informal. Staff don't have to be actively aware of the laws to obey them in organisations. Employees thus view rules as phenomena whose fundamental characteristic is that social action is typically regulated, restricted, directed and specified (Harlow & Hearn, 1995). They exist in both written and unwritten forms; in formal and informal statements; in legal and moralistic statements; and yet they do not depend solely on their usefulness to be interpreted or understood by each and every member of a particular situation in which they are applied. Without needing to be specifically told, staff know what is expected of them and what would be acceptable behaviour. Without even considering the codes they are following, they will obey these 'codes of conduct.' People may become conscious of the rules at times if, for instance, either they or someone else accidentally breaks the rules. There can follow discomfort, irritation or censure. Taking up the jobs in a new organisation will make the business more aware of the laws regulating and developing corporate culture as they would have to be mastered before they can become full members and that can lead to feelings of discomfort and tension if they do not know the rules. Smircich (1983) argues that it is an omission to interpret culture as rule-guided behaviour. For the author, rather than simply the act of behaviour, it is the thought process behind the rules and rule-following that is

relevant. However, she points out that most research focuses on actions rather than the mechanisms of cognition.

From a gendered point of view, it is they who typically make the rules as men are more commonly those who manage organisations both formally and informally. Mills and Murgatroyd (1991) indicate that this in itself is a rule: that, for example, universities, large private corporations, and the medical profession, men should regulate organizations. Another law is that women should be limited to unique kinds of jobs, such as sewing, cooking and caring, for example. Other principles of organization can include: men should focus all their efforts on work while wives should be supportive. Not only are such laws authoritarian, but they are also irreflective, taken-for-given, and less than fully conscious. In addition, regulations are also based on extra-organizational rules within organizations. Therefore, organizational laws work to affirm broader rules of masculinity and femininity (Harlow & Hearn, 1995).

The research questions:

1. How organizational culture in the company influence career developing of female managers?

1.2 Gender diversity

The features of gender diversity in the organizations as a factor of making the job performance more effective had been widely taken into the consideration of researchers. According to investigations, organizations with equal correlation of men and women demonstrated high job performance and eventually high economic index comparing to those companies, where ratio of men and women was absolutely different (Carter, Simkins, Simpson, 2003). Given results claims the importance of controlling the ratio of men and women in the purpose of achieving economic success and organization prosperity. This argument is also reinforced by other data from Catalyst studies, which found that 16 percent more return revenue and 26 percent of return on invested capital are earned by those companies that have a female

board. It has been also noticed that companies, which hire three or more women for board directors during the four to five years reveal higher performance rather than companies that does not comprise women at those positions at all (Catalyst, 2013). However, one of the most possible deficiencies of both investigations might be omitting other variables that may influence the companies' growth.

Despite all given advantages of equal ratio of men and women, there are many companies that do not pay serious attention to its importance. Moreover, they do not display equal treatment by paying less salary to women than males. Those problems bring woman to feel themselves undervalued at workplace and apparently negatively affect motivational factors, which finally bring to low job performance (Naomi Ellemers, 2014). When women are not financially rewarded and not equally paid as men, they start to feel anxiety because of thoughts about low or not enough contribution to companies' success. According to theory of Maslow, it can be clearly seen that people in case of underestimation of job performance become less motivated (Abraham Maslow, 2000). This means that every action which directed to contribute should meet both emotional or financial rewards and in case of absence of response person becomes passive and less initiative. Moreover, women experience situations, where they not only do not get appropriate salary, but also do not have opportunity to be promoted to upper levels. In research made by Mandel and Semyonov (2006) it has been proved that developed countries create opportunities to access women to labor force relatively fast, but not into powerful and managerial positions. When qualified women are not endowed with opportunity to get high-paying jobs and ability to be promoted to managerial positions, these issues may be determined as the glass ceiling phenomenon – "the unseen, yet unbeatable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements" (Federal Glass Ceiling Commission, 1995, p,4).

1.3 The case of Kazakhstan: Overview of a current data

There is discordance of opinions concerning the reasons of different career success of male and female. It had been discovered that biological aspect does not answer the question of unequal possibilities at workplace, but somehow answers the questions of how gender division was formed (Hyde, 2014). At this point it should be noticed that social context mentioned in last research cannot be related to society of Kazakhstan due to different culture and mindset. Social theory suggested by Eagly and Wood (1999) claims that gender discrimination in labor is determined by other psychological differences. Even this theory confesses that there is huge biological difference between males and females such as male physical strength and woman's ability to carry a child, there is no argument to spread such a division into occupational environment. However, historically given physical differences contributed gender division in social and labor life. So, men were endowed with power, status and dominant positions, while women occupied the role of caring children. In this case, it can be clearly seen that historically both sexes have gathered such qualities which defined their role in the society and eventually such qualities became the precursor the division in labor sphere. By the decree of the former ex-president N. Nazarbayev in 2016, the Concept of Family and Gender Policy till 2030 was approved. The concept's main purpose was to achieve equal rights, privileges, obligation and opportunities for men and women in all spheres of society and to eradicate all types and manifest actions of discrimination against women and men (Federation of Trade Unions of the Republic of Kazakhstan, 2018).

Despite all government actions to prevent discrimination in organizations, there is a lot to do as many females in Kazakhstan still confront issues regarding inequality and injustice. In research of cross-cultural comparison of leadership choice between United States, Sweden and Kazakhstan, it has been revealed that all representatives of three countries experience the same gender-related issues such as unfair evaluation, prejudice, stereotypes, and discrimination

(Mukazhanova,2012). Moreover, all of them mentioned that in order to be equal with men they had to in some occasions outweigh them. However, respondents from different counties have different ways of conflict solutions. Kazakh women prefer avoid conflicts because of negative impact on relationships, while Swedes have a neutral attitude toward conflicts in job process. Americans treat conflicts as a source of positive impact on the group dynamic and effective insights among workers (Mukazhanova,2012). One of the main limitations of this study is neglection of gender policy of given countries. Even research was with cross-cultural emphasis, gender related problem should be also mentioned and studied in order to make the research outcomes more diverse and valid. In addition, this study was conducted eight years ago. According to the fast changes in the world, current situation in Kazakhstan comparing to other countries might have absolutely different picture (Mukazhanova, 2012).

Today, in the performance of labor functions, the conditions for women in society are the same as for men. In creative, infrastructural and high-tech ventures and programs, the level of recruiting female labor is very low (Buribayev, Khamzina, 2019). According to the results of studies conducted by Kireeva and Satybaldin (2019), the gender difference in pay in Kazakhstan tends to decrease, coupled with a decrease in the employment rate, and discrimination is associated with differences in human capital and educational level. Wages in the industrial sector are higher for men than for women, as men's occupations involve difficult and unhealthy working conditions. In the sixth article of the Labor Code of the Republic of Kazakhstan (2015) it can be seen that differences, variations, preferences and limitations which are defined in accordance with the laws of the Republic of Kazakhstan for the specific categories of labor activity or are attributable to special state care for individuals in need of enhanced social and legal security shall not constitute discrimination. This law does not mention that, in connection with such a situation, there may be a truly uneven distribution of wages, and also does not answer the question that if a woman works in the same difficult

conditions, how much she will receive and how she will be treated. What is more important, this law does not even protect or support the precise category of women that are eager to work and make such a hard contribution. Also, according to their results, it was revealed that employers give more preference to male managers, but when selecting female managers, they are paid three times less (Kireeva, Satybaldin, 2019).

This research demonstrates the possible challenges woman might experience during her career. There are several reasons why this study targeted women. First of all, investigating impact of organizational culture on woman career can help to reveal the complexity of gender dynamics in the companies. Secondly, an incompatibility between standard employee attributes and femininity makes the study thought-provoking for all readers. Current controversy had been created according to culture expectations and strong gender-role standards. Moreover, being feminine is considered to be the opposite to being effective employee. However, women who behaves the way how men stereotypically do are usually treated negatively (Paludi,2012).

This project will conduct in-depth interview with female managers of the organizations in Nur-Sultan city. The 10 female managers will be involved into the interview and they will be selected according to the method of snowball as there are many people who prefer keep the information inside of the company to avoid possible problems and that is why there is huge tendency to decline the offer to participate in the investigations.

2. Social theories

As for the scientists engaged in sociology, it is clearly seen that they all have one thing in common: they are all men, and therefore they could only see the world from the male side. This means that men have explored the world and its social structure from a perspective that takes the different social roles of men and women for granted. However, their different lifestyle makes it obvious that they perceive the world differently. It is feminism that puts the difference

between men and women at the head of its research. By emphasizing on this distinction, this approach allowed to a critically analyze the sociological theory that for many years have focused only on the experience of men.

Feminist sociology was critical of sociological points of view due to their one-sided research, which ignored the experience of women. For example, Durkheim had a functional worldview that argued that different parts of society complement each other in order to make a machine run smoothly without interruption. Therefore, the scientist argues that different socio-gender roles in society are necessary to maintain the society itself. Within the family, there is a natural division of labor between men and women, in which traditionally men go to work to support their families, while women stay at home to look after the children and keep the house clean. Thus, Durkheim believes that this distribution of responsibilities is a well-developed system that allows society to maintain order. Ann Oakley (2018), in «The Sociology of Domestic Work», looked at this situation from a different angle. She pointed out that the role of men in the family of being active outside the home and earning money has allowed them to become freer and more independent. The limited role of women within the home made them financially dependent on their husbands, and therefore less free. Moreover, housework is work that is considered uncreative, repetitive, and routine, and therefore not more satisfying. The functionalist argument that housework is a way to get satisfaction because of the emotional connection to their husbands and children is not entirely true.

Even if Durkheim was right about the resemblance of a household to a machine that runs smoothly, the author does not close the issue of choosing his role in this system, thereby creating gender inequality. Thus, even if Durkheim was right - even if the household is like a machine that runs smoothly when viewed from the outside - the same household also has a problem because it creates gender inequality. The most important gap in traditional sociology, according to the feminist approach, is the disregard for domestic life and relationships within

the family and a greater focus on events taking place in the public spheres of government. If one takes a closer look at the study of the feminist approach, then there are many different theories that may contradict each other, but at the same time have one trait inherent in all: all theories refer to gender differences. In this context, only three of the many other approaches will be considered: liberal feminism, socialist and radical. The liberal approach is considered one of the least controversial approaches, but the most famous. This direction asserts the possibility of achieving gender equality through reforms, namely, a complete change in the legal, economic, social or political system. This approach believes that the creation of new laws will solve the problem of gender inequality and create equal conditions and rights for both sexes, such as equal educational opportunities or the same employment opportunities. Over the past 60 years, many laws have been introduced that have created a level playing field for both sexes. Nevertheless, based on statistics, it can be seen that only 1.8% of the companies from the FCE 500 list are headed by women. Even if the presence of gender inequality in companies can explain these numbers, there may be other reasons for the results of such statistics.

Socialist feminists pay full attention to gender inequality, which is a consequence of class relations in the capitalist system. This approach agrees with the main assertion of Marx about the division of society into two main classes - the capitalists and the proletariat, where the capitalists exploit the proletariat. They also argue that with such a division, women will soon be excluded from the wage labor market. Women are more likely to stay at home and do routine unpaid work. This approach focuses more on problems related to the family institution and the gender division of labor. The study (Cuddy et al., 2004) found that, comparing to working dads and childless workers, people are not involved in recruiting, supporting, and educating working moms. Women with jobs, a stereotype that can lead to violent forms of discrimination, are perceived as competent but also as excessively competitive and antisocial. Homemakers, a stereotype that can contribute to social isolation and neglect, are seen as kind

and compassionate but lose the competence assigned to their childless professional sisters. The current study shows that working women with children are not free from assumptions, biases and sexism based on mixed-valence (Cuddy et al., 2004). When working women become mothers, they unintentionally build a perceived warmth of exchange for perceived skills. This trade unfairly loses them professional reputation and hinders their chances of being employed in the workplace, promoted, and generally supported. Men are not destined to lose perceived integrity when they get a child, as it should be for everyone, and being fathers does not diminish their professional opportunities.

Radical feminism is the complete opposite of liberal feminism. Instead of diminishing the differences between both genders, a radical approach only emphasizes them. This approach believes that the creation of equal rights and conditions will never eliminate the gender division of labor, since gender inequality dates back to a very long time and thus requires a tougher fight against it. This approach is aimed at rethinking sociological theories, since in their opinion, they previously hid male dominance over women and they were all created from the point of view of a man.

3. The role of media

The change to dual-income families therefore contradicts the conventional picture of the structure of the family, where "traditional" breadwinner/homemaker roles were served by men and women (Robinson, Hunter, 2008). Researchers analyzed patterns of family ideology found in media content during the 1970s, 1980s, and 1990s and compared them to social trends. In addition to many of the major social forces shaping women's status in America, women's magazines have grown (Wolf, 2002). In addition, because of its omnipresence in contemporary culture, advertising has gained a lot of emphasis. "As Kilbourne (1999) explained, "Our world is advertisement. In it, we swim like fish swimming in the sea. In it, we swim like fish

swimming in the sea. We're unable to stop it' (p. 57). The degree to which recent photos in magazines reflect patterns in the American family today should be understood. Historically, in a rather conventional way, print media has represented families. For instance, the world of women's magazines was described by Didion (1960/1998) as having only two kinds of women: housewives and homemakers. She goes on to remind us that women's work is never finished between the home journal pages, pleasure is just an electrical appliance away, and men are practically absent from home except when their wives pamper them like infants.

Research on family philosophy first appeared in the early 1970s in print advertisements. Courtney and Lockeretz (1971) sampled 312 1970 ads that appeared for general audiences in seven widely publicized magazines. They noticed that only 9 percent of the women in the ads were shown as working outside the house, while 45 percent of the men were seen in the workforce.

The following findings were identified as typical by Courtney and Whipple (1983). Themes discovered prior to the 1980s through research:

1. Females are seen mainly as housewives and mothers, while males are seen in many professions.

2. Females are almost three times more likely to be shown inside the home than males.

3. Subservient gender portrayals: women perform domestic activities most frequently, men display goods but do not use them.

4. Women serve men and boys; women are not served by men and boys.

5. Dependent position representations: men tell women what to do; describe what things to buy; tell them how to use them.

6. Women are displayed as being segregated from other women.

In the 1980s, research examining magazine ads began to expose a new direction for the position of motherhood, especially the emergence of the "supermom" as the woman of the

stereotypical/ideological family (Robinson, Hunter, 2008). New household appliances were introduced in the last half of the 20th century, which led to changes in our standard of living along with decreases in the amount of time required to achieve those standards. Kilbourne (1999) illuminated the dangers of this image of the media in her writings. She pointed out that supermom is an abstract imagination that obscures the realities of working moms with low-wages.

Moreover, by reinforcing the conventional idea that women are solely responsible for domestic work and child care, she further suggested that this misconception further separates men from family obligations. An analysis of the effects of the feminist revolution of the 1970s was the subject of concern in the 1980s. The study discussed the appearance of the supermom, the effect of women joining the paying labor force without their husbands offering sufficient support, and the inability of men to accept housework responsibilities (Robinson, Hunter, 2008).

Because in advertising, the presence of mothers and fathers is unbalanced, we looked more closely at how parents are portrayed. In order to see whether there were gender differences in how parents were perceived while communicating with their kids, parental engagement was first investigated (Robinson, Hunter, 2008). The 11 commercials (3.7 percent of total advertisements) showing fathers with their children alone showed either recreational activities (63.6 percent) or food/food activities (36.4 percent). In comparison, 52 ads portrayed mothers alone with their children (17.4 percent of total advertisements) and were usually focused on child care, body care, jobs, and yard care. This would mean that, as opposed to an egalitarian way, men and women are still occasionally seen doing sex in a conventional or transitional way.

Fathers are perceived as less interested in child care and child care. Housework and, instead, in the role of their father, like having fun. Although fathers were underrepresented in

ads, the few advertisements depicting men did not portray them as taking on household tasks; instead, conventional and transitional representations appeared to consist of the role of fathers in the advertisements. Food commercials featuring fathers, for instance, usually depicted the father eating with the child rather than preparing a meal for or feeding the child (Robinson, Hunter, 2008).

4. Work-life balance

Work-life balance is described as the capability of a person to fulfill their work and family responsibilities, as well as other non-work duties and activities. In addition to the work-life arrangement (Delecta, 2011). Other roles in other aspects of life often include interactions between work and family functions. Some concepts of work-life balance will be introduced in order to expand our perspectives. With a minimum of role conflict, Greenhaus (2002) described work-life balance as enjoyment and good operating at work and at home. Work-life balance is described by Felstead et al. (2002) as the connection between corporate and social times and work and non-work spaces in societies where income is mainly created and distributed through labor markets. In main fundamental areas of peoples' life; namely, work, family and private, scholars described life balance as satisfactorily meeting the demands. Job includes working hours, the pace of work and the percentage of working hours spent at work.

Work-life balance programs take two specific approaches: measures to offer more flexibility for workers on schedules and venue, and programs of self-management that minimize tension and improve work productivity and job and off satisfaction. Trying to juggle job and life commitments generates a time squeeze for workers, one that can be alleviated by flexible policies.

With changes to schedules and departments, Flex systems give workers the flexibility to better manage all areas. Research shows workers believe that when they have the flexibility

to change their schedules to pick up a child early from school, they can handle workload and home obligations better.

Studies show that remote workers (Fried, Boston College) actually work more hours from home, but the time crunch is not as extreme because they can better accommodate their lives. This increases work and life satisfaction, which is one of the reasons why 57% of businesses give their workers some sort of flexible scheduling choices (Society for Human Resource Management).

The key initiatives for work-life balance flex are (Delecta, 2011):

1. Flex time. For parents, this is a common choice. Some staff may choose to start work later so that they can take their children to school or earlier, so that after school they can pick them up, see a class success, or staff may just want to avoid peak commuting hours.

2. Remote work. In a digital world, more companies are turning to various frequencies to telework from home. It is perfect for businesses whose teams are spread around the nation or the world, for people with long commutes, and for employees to signal confidence.

3. Compressed Workweek. Many businesses give their staff an opportunity to get their allotted job completed in a shorter period of time. A regular program requires employers who work 35-40 hours per week to spend four days a week on 10-hour days, instead of five days on eight-hour days. The extra day off to bump up the balance of life goes a long way.

4. Reduced Workweek. This flex option allows workers to work a reduced schedule of hours, but still get benefits, which is especially beneficial for new parents.

5. Work sharing. In this curriculum, two heads are better than one. Employees who want to work less but the job needs 40 hours or more a week may split the job with another employee, each of whom works 20 hours while the job is fully staffed.

Companies are increasingly looking for the methods of working with human resources that are effective enough to have a competitive advantage over other organizations (Coff, 1997). Much research focuses on creating such systems of personnel management that will allow employees to develop, improve their skills, make difficult decisions on their own and achieve significant achievements in their careers. In exchange for such opportunities, companies expect to find worthy and loyal employees. Motorola was founded in the U.S. in 1928 and currently employs more than 100,000 people around the world. It harnesses the power of wireless, broadband and the Internet to provide the human, work team, vehicle and home with embedded chip system-level and end-to-end network communication solutions. In its East Kilbride, Scotland service, Motorola employs 1,530 employees, of whom about 700 are operators. Motorola works in a highly competitive global environment; it runs its plants 24 hours a day, seven days a week, to sustain its competitive edge. A number of work-life balance agreements are available, many of which are long-established within the organization (Maxwell et al., 2008).

They include part-time jobs; dependency leave; an employee assistance program (EAP); job sharing; health insurance (adding to the state-funded U.K. system some private health care benefits); special shift arrangements (non-standard shifts); research leave (time off work to complete structured qualification sections); and emergency holidays (when annual leave needs to be taken for non-holiday time). Moyra Withycombe, the manager of human resources operations at the East Kilbride site, explains that they are provided as part of being a leading employer and to attract, identify and reward high-calibre individuals. This coincides with the philosophy of Motorola to balance life and work, which has led to the high ranking of

the organization in the 100 Best Corporate Citizen award lists for environmental, community and job practices in America. Reid argues that in a work sharing, there are major advantages for people, and highlights that this arrangement is respected by many women returning after maternity leave. He assumes that the most difficult problem is when work-share relationships are dissolved during the year when, for example, changes in partnerships required for holiday cover agreements will interfere with the workflow. When holidays are taken, this indicates a change in one of the work sharing partners. Most job sharers work very closely together without the participation of supervisors to fulfill their joint job requirements; this can change quickly during their holiday leave times because the employee's temporary holiday is unlikely to be very familiar with the daily sharing arrangement between the two key job sharers.

Also, scholars believe that inclusion of the work-life programs are necessary for companies to increase their overall investment (Osterman, 1995). This work-life program is an opportunity to help employees create a harmonious connection in their lives between their work and other life activities, including social life and family (Lobel, 1999). Without this program, companies will not be able to control and stop the endless stream of staff turnover or dismissal, the endless search for the very employee that can irreversibly arise due to conflicts among employees between their work and family life. The program can save companies their nerves, time and money by retaining valuable employees within their company. The program will also reduce negative and unwanted employee behaviors, such as absenteeism, tardiness, or moderate performance (Blau, 1985). In a positive way, with a successful implementation of this program, employees can be motivated to make their best efforts at work.

Work-life programs provide a number of approaches that help workers manage the demands of work and personal life (Lobel and Kossek, 1996). In particular, many of these activities are aimed at helping employees cope with family responsibilities. Such programs

offer specialized services, such as on-site daycare for children or emergency daycare, where work hours and parental leave are flexible unlike other programs.

Since women are largely responsible for homemaking and childcare activities (Shelton and John, 1996), female workers face especially strong conflicts between work and family (Greenhaus and Parasuraman, 1999). Kalleberg and Rosenfeld (1990) argue that there is a significant correlation between household time and career success. They found that careers do not affect housekeeping, while housework can negatively affect a woman's career success. The negative impact of domestic life on careers may partly explain the lower average earnings of women, but (Coverman, 1983) believes that it is precisely because of the increased time spent on the household that women's earnings are significantly lower compared to men's. For men, only a few believe that their household chores have any negative impact on their earnings (Coverman 1983 & McAllister 1990). However, no matter how much time they devote themselves to work, the woman continues to do most of the housework. What is more important, women find it natural to be the only responsible person for housework even if they are working as much time as their husbands Shelton and John, 1996). However, Hersch (1991) argues that there is no relationship between men's housework time and their earnings, which is due to the fact that they may perform different types of household tasks and, as a result, interfere with work in different ways.

Women have more part-time jobs than men. In 2000, 19% of women in the United States were part-time workers, double that of men (8%) (United Nation Statistics Division, 2000). Neoclassical economists such as Becker (1985) argue that the relationship between household chores and wages reflects differences in women's effort. This means that the time a woman spends on housework greatly reduces the motivation and energy needed to be successful at the company. That is, we can conclude that a woman, who understands that she is expected to do work not only at work, but also at home, begins to distribute this energy into

these two categories, when, as a man, unencumbered by other obligations, can use all the energy to build a successful career. It should be mentioned that the opportunity of being the woman the part of labor force some decades ago was not even possible due to the fact that working mother may have negative effect toward upbringing the children and keeping the house clean. In 1977, 74% of men said that in the family man is the one who is responsible for financial support, while woman is responsible for taking care for children. To 2002, only 42% of man supported this view (NSCW, 2002). Of course, nowadays there are many other families in which household chores are split equally between the two genders. For example, a study by Rosenfield (1992) found that husbands who work around the house feel sad, demoralized and helpless in contrast to men with a more traditional division of labor, although a number of other studies do not find any correlation between housework and mental condition in men.

Companies that employ relatively large numbers of female workers are more dependent on those programs and are thus more likely to implement robust work-family policies (Goodstein, 1994; Ingram and Simons, 1995). Through the use of the growing dedication and retention and reducing lateness and absenteeism, companies with a high percentage of female workers may implement work-life programs to minimize costs. Because of absenteeism and distractions resulting from work-family disputes, businesses that rely on large numbers of female workers have greater concerns about productivity losses. Since work-family conflict is greater for women (Greenhaus and Parasuraman, 1999), decreased work commitment, distraction, lateness, and absenteeism as a result of work-family conflict has a higher productivity effect on companies that are primarily dependent on female staff. In the research of M. Konrad and R. Mangel (2000) they have identified positive correlation between work-life program implementation and firm productivity among the companies with huge amount of woman.

5. COVID-19 female career

Since March 2020, the COVID-19 pandemic is not only an emergency or a global economic threat, it is also bringing about significant changes in people's lives. During the pandemic, many countries were simply forced to take measures to reduce the spread of the virus, such as telecommuting, school and government closures, and social distancing (Hjálmsdóttir & Bjarnadóttir, 2020). To preserve the health of children and adults, schools and companies were closed, as a result of which everyone had to work and study from home. This meant that their home became a place of work, study, and playground. UNESCO (2020) estimates that over 70% of the world's students have been affected by temporary school closures or restrictions on services. This means that parental responsibility has only increased.

Although the number of dual-income people has increased over the past few years, research data show that women in fairly developed countries continue to be responsible for housekeeping and child rearing. That is, these results can be attributed to the situation with the pandemic and it can be assumed that the closure of schools affects women to a greater extent than their male partners. A study (Hjálmsdóttir & Bjarnadóttir, 2020) on the impact of the pandemic on family lifestyles showed the difficulties and hardships women face and how existing gender inequalities are increasing even more.

Studies in countries such as England, Italy, USA, Australia show that in recent months, parents have experienced severe time pressure and that during the pandemic, mothers spent less time on paid work in order to devote more to household chores compared to their male partners (Hjálmsdóttir & Bjarnadóttir, 2020). It was also revealed that children, interfering with their mothers, thus seek help and attention, while mothers experience fragmentation of time. More and more mothers participating in the Andrew et al. (2020) reduced their working hours, and those who stopped working altogether began to perform household routines twice as often as before (Hjálmsdóttir & Bjarnadóttir, 2020). Conversely, parents share childcare and

household duties equally in families where the male partner has stopped working but not the female, even if the mother works at least 5 hours of paid work a day. Qian and Fuller (2020) argue that when it comes to gender equality, the pandemic is far from being an equalizer, as their research suggests a widening gender employment gap among Canadian parents with young children.

The study found that all responsibility for children and for the home lay largely on the shoulders of women. Despite the fact that on the days when their husbands were at home, the children still asked for help from them. Due to the pandemic in the family, all priorities were redistributed, namely, the husband prioritized the importance of work and exercise in order to maintain his health, and the wife was forced to leave work and stay at home, taking care of her children and home. These circumstances had a negative impact on the mental health of women, they felt guilty for not being able to fully cope with raising children and keeping their homes. They often experienced fatigue and fatigue from endless and routine tasks (Hjálmsdóttir & Bjarnadóttir, 2020).

As a result of the pandemic, women experience an even more unequal division of labor. Research suggests that this emergency has exposed pre-existing gender characteristics and social systems.

6. Research methodology

In this part of investigation, the research methodology will be detailed and some validation of the qualitative research methods will be provided to identify the influence of organizational culture on female career development and its features. In order to examine the data from the interview in depth and describe the characteristics of women's career growth, grounded theory with some elements of narrative analysis will be used. The constructivist grounded theory analysis framework proposes a versatile interpretive approach to qualitative

research (Charmaz, 2006). This research strategy demonstrates how theory construction is based on the researcher's perspective, as well as learning about the experience in hidden situations (Cresswell,2011). We chose this approach because it helped us to record not only the data but also the interviewees' thoughts, values, beliefs, and assumptions.

Qualitative approaches such as in-depth interview was used in this analysis. The choice of those methods is based on their ability to provide more explicit data for the investigation and, as a result, allow the researcher to generate valid and accurate results. Furthermore, an interview is one of the most powerful methods for gathering accurate information. The interviewees were selected using a snowball sampling process. The reason for using this method is that there were only a few people willing to participate in this interview because people were hesitant to share their opinions. Also, purposive sampling was used to acquire detailed comprehension about influence of organizational culture to features of female career enhancement. Purposive sampling has a range of benefits, including time and cost savings. According to Bernard (2002), the respondent in this case has a strong propensity to be available and eager to participate. In addition, interviewees will be willing to share case studies that are both insightful and reflective (Spradley,1979).

We used narrative analysis for this report, which implies using analytic techniques with a focus on the circumstances and real-life cases told by interviewees (Creswell, 2011). This approach does not include duplicating individual responses, but rather decomposition of events in people's lives in order to better understand their personality and behavioral traits (Creswell, 2007).

In an in-depth interview, there are open-ended questions. Using participant observation, each question was explained to a particular respondent in a different way depending on their personality characteristics in order to ensure that the question was interpreted correctly. In addition, each interview had its own structure, style of questioning, and manner of

communication. All has been done to construct a specific environment and set of circumstances in order for them to feel at ease.

Overall, we spoke with 10 female respondents, three of whom held executive roles, such as top manager of an accounting firm, top manager of a standardization and certification firm, and top manager of a people consulting firm. Obtaining comprehensive and clear data about the impact of organizational culture on women's career growth required interviewing staff from various fields.

Regarding the interview process, due to the quarantine measures in Kazakhstan, we were forced to conduct interviews online using the Zoom platform. However, it was unavailable and inconvenient for them to use cameras, so 8 of the respondents had to conduct interviews without the cameras turned on. Unfortunately, such obstacles prevented researchers from analyzing their behavioral traits and non-verbal cues. If it were possible to conduct face-to-face interviews, it would provide a more detailed picture for research and would allow me to conduct a thorough analysis. Before participating in the interview, the respondents signed a form, which described that the interview would be anonymous and confidential, that the data would be used only for research and would not be shared outside the research. With the consent of all interviewees, the interview was recorded for better data analysis.

It took all respondents a long time to agree to participate in the study due to lack of time. It was also difficult to arrange a convenient date for the online interview. During the interview, we tried to build a constructive dialogue with the respondents by creating an atmosphere of trust. Many respondents showed heightened interest in answering. The interviews were conducted in Russian due to the fact that it was convenient for the respondents to correctly express their thoughts and feelings.

The interview questions were divided into four blocks, where the first block consisted of general questions, where the respondent works, in what position, and the specifics of the

company's culture. The second block was devoted to social theories, in which there were questions about how family life can affect a career, what difficulties a woman may face and etc. The next block of questions relates to the topic of work life balance, in which the respondents were asked what elements of the work life balance the company has in itself. The last block of questions is related to the topic of covid. These questions will provide answers to how respondents cope with work during a pandemic, what problems they faced during the quarantine period, or what advantages they have identified in working remotely.

The reason for choosing such a set of questions is related to the fact that they will make it clear what the respondents really think about leading a family and a career at the same time, what difficulties this all leads to and how they solve them. Also, the second block will provide answers to the reality of gender discrimination in organizations. Theoretical framework will be compared and contrasted with the answers of respondents and during analysis it will be identified how the data fits with the framework and interpretation.

7. Fiedwork analysis

Of all those interviewed, only 2 out of 10 respondents work in companies where there are more women than men. According to the respondent №5, who works in the company that provides banking services, such companies are interested in hiring more women because "It is rather connected with the mentality of our men, since working and serving clients for our men is something like, how to put it mildly, unacceptable." 30% of respondents said that companies they work in lack corporate culture. Regarding behavioral norms inherent in one sex or another, the respondents № 1 and № 10 answered that women are more attentive, caring, notice more details, while respondent № 3 answered that men are more intelligent and react faster than females. Also, respondent №5 answered that it is normal for guys to allow flirting with female colleagues in the workplace. It also worth pointing that the fifth respondent noticed that at the

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stage of adaptation in the workplace women were reluctant to help her, while men were initiative to support and facilitate the execution of a task.

Regarding the status of females, only one respondent №7 is married and have three children, the other 8 are engaged in self-realization at work, one respondent №4 is not married, but has one child. 70% of respondents often stay late at work and overwork, the rest have everything on schedule.

Regarding the question about the influence of family life on career growth, only two respondents clearly defined the lack of influence of family life on career, referring to the fact that this stereotype has long been destroyed by the example of millions of females and the fact that thanks to their partner, they could achieve career success and at the same time keep up with the roles of wife and mother. A respondent №10, which is a top manager in the sphere of information technology said that with the advent of children and a family, career growth is in principle impossible, since they absolutely do not have enough time. Therefore, at this stage of her life, she is interested in career development:

"For me personally, it was a priority to achieve something in life, and in my career as well. Then everything else. For most women in our country, the main thing is to successfully get married and generate more children."

One more answer from another respondent №7:

"Family life will always, especially in Kazakhstan, influence a girl's career. I can give a lot of examples when a man does not allow a woman to work, when a woman has created a family, where she can be just beautiful and silly while her husband provides her. "

The respondent №6, who works in Big4, Ernst& Young mentioned that:

"I think it directly affects your career. Every year there is a promotion in the top four and let's say you were promoted to positions, and after a while you go on maternity leave, then

upon returning to work, you are demoted, because you have little experience in this position and therefore will have to re-pass what has already happened. "

5 respondents expressed their desire to first realize themselves in their careers, and only then plan to build a family. The respondent №6 answered:

«I think that I haven't grown to marriage, and I'm not ready to have children. People say that it will be more difficult to have children with age. But I read that up to 30 is normal - everything will be without complications. And I decided to close this issue and work further».

The results of the study by Mukazhanova (2012) which showed that all women interviewed faced gender issues at work, such as prejudice, stereotypes and discrimination have been proved by the answers of almost all respondents. The literature review also demonstrated that in order to be treated on an equal basis with men, in some cases they had to work twice as much as men themselves. 8 out of 10 women answered that they are underestimated in the workplace and may not take you seriously. The respondent №4 mentioned that in order to be heard she has to be more persistent and tough because men have tendency to underestimate women:

"And you felt that they were talking over you. They do not expect that the girl can understand the concept of work. They talk among themselves, and you are at the very bottom talking, wait, I am here too, I can also have my say, you feel that this male superiority, perhaps, to some extent was justified by the presence of more experience, but it was somehow clearly shown through a man-woman. "

It also worth noting by the respondent №3 that women also discriminate other women and treat with prejudice that female worker may not know what man knows for sure:

"It happens that we advise clients about equipment, as a result, male clients ask us to call men who know better. By the way, when women also want to buy something, they also ask to call a man with idea that a man is better versed in physics, as this is a man's business."

The respondent №1, who works in building industry answered that men are very doubted by the competence of women in this sphere:

"It is difficult for a female leader to win the trust of builders, as they believe that a woman cannot know the construction industry better than a man himself. However, it is a woman who has to show and prove everyone that she is competent so that builders understand that she is saying the right things." In fact, according to the respondents' answers, they were treated with a prejudice that they are stupid and empty, that "they have no qualities worth respecting." 2 out of 10 respondents answered that the reason for their rejection is seriously related to the fact that they are treated primarily as a girl, a partner, and only then as an employee. At the same time, men in the workplace can, without observing the chain of command, allow themselves to flirt, even when the girl makes it clear that she is not interested in it. However, the respondent № 3 uses her gender to her advantage when she can ask for something:

"It is easier for me to close some objects and so on, since I am a girl. When you keep them at a distance, but continue to communicate well with them, you can guide them, they will carefully do everything what you need."

One of the interviewees №10 also said that it is sometimes more beneficial for women to appear stupid so that someone else does their work for them. "This is an absolutely wonderful scheme that works and there really is such a thing that girls themselves have this stereotype (that girls are more stupid) they themselves impose on themselves, so as not to do anything themselves."

Also, 2 respondents stated that a woman would not be put in leadership positions simply "because she is a woman." According to literature review, it can be clearly seen in research (Mandel and Semyonov, 2006) that companies create workplaces for woman, but there is no access to powerful and managerial positions. Given those answers such as that women can't be

promoted just because she is a woman proves the existence of ceiling phenomenon. When you cannot objectively explain and cannot see those barriers that keep qualified woman from rising to upper levels.

As discussed in the literature review, Durkheim claims that socio-gender roles in society are extremely necessary to keep the society in order, where man is supposed to work and provide his family with all goods, while women's role to keep the house clean and etc. While A. Oakley (2018) in response to this claim pointed out that giving the men the role of person who is active outside the home and earns money makes the women financially dependent on their husbands. In this case, one respondent №10, who is top manager from IT company, answered that she is not interested in getting married as long as she is not successful enough to be able to provide herself financially and be independent on future husband. She answered:

"God forbid there will be some kind of husband, you never know, anything happens in life, my happiness will depend on the people who are nearby. And here there is already an airbag, a good salary, accumulated experience, where you can get a good job in a company."

According to the literature review, in the research (Cuddy et al., 2004) found that, compared to working dads and childless workers, people are not involved in hiring, supporting, and training working mothers. People also believe that working women, as mothers, lose their competence, thereby reducing their chances of getting a job or advancement in work.

According to the results of the interviews, 9 out of 10 respondents believe that women have less chances to get a job or advance in their careers, as they go on maternity leave at any time. The respondent №1 justifies his answer by the fact that this is "a risk for the employer when he hires a new employee and plans to invest time and money in him and relies on him, and that person once goes on maternity leave. For him, this is a loss of personnel, since a person invested in the employee, but he failed and left for a long time." She also noted that if she had to choose a person for a very responsible position, she would think several times before hiring

a woman. If, in the case of literature, women are discriminated against because of the decree she may lose professional skills, then according to the interview, the woman is discriminated against for the very fact of a woman's possible release on maternity leave.

From Marx's point of view, it is economically disadvantageous for companies to hire women because of their maternity leave, which companies will have to pay and keep the vacancy. This point of view was mentioned by the respondent №7 who said that the company at its own expense trained and sent on internships at its own expense to obtain the title of an audit expert, and then provide work for 3-5 years, so that then at the end the woman said that she goes on maternity leave. "It is generally inappropriate for an employer to keep a vacant position. Now our management gives preference to men not because they are more capable, but because a woman can go on maternity leave at any time. There is a risk for the company that they may lose women specialists, whom they themselves taught at their own expense and invested in them."

Before hiring women for work, employers often ask if they are married or not. According to the respondent №4, this question is justified by the extent to which the candidate is ready to overwork and stay late at work. The respondent №5 also replied that these questions are being asked that employers could: "avoid paying for maternity leave and they even exclude married candidates from the list of candidates. When I got a job at the bank, there were candidates who recently got married or have one small child, they were immediately excluded at the first stage of the interview. " Given answers prove the fact that women are discriminated not because of their inability to do a job or lack of some skills, but for the ability to give a birth at any time that may give many problems for the companies.

Regarding the question of what they think about bullying women in the workplace, 9 out of 10 said that they themselves have not personally experienced open harassment. The

respondent №4 shared this experience, which happened not in his company, but in a government institution:

"In my youth, this happened often. There were moments when it was scary. Without telling anyone that I went myself, according to the client's case, there were 2 men, one of them was drunk. I was glad that I ran out in the end. It could have ended worse."

Also, 3 respondents noted that men can afford such actions, because they occupy high positions.

"Men in power can and do these things because they can."

"A girl, she is still a girl, moreover, if she is beautiful and attractive. Since men, especially if they occupy a high position, they will show special attention. There is no getting away from this."

"It is everywhere, because men perceive a woman first of all as a woman. This is the psychology of men; we cannot go far."

According to the data of the respondents' answers, in such cases the girls prefer to remain silent, or quit of their own free will.

"If a girl tells her boss directly, she will simply be merged or not allowed to develop at all. Bosses dominate in such matters. If it concerns national companies, then the girl can already say goodbye to her position and quit."

"It is customary to keep silent about this. But if you didn't say, then they will say "why didn't tell you right away." And if you did, they will say that you yourself are to blame for this. Girls do not win in this position."

Regarding the question on the topic of covid, only 1 out of 10 respondents said that they can work remotely better than even at work, while work efficiency is maintained using various applications that record the level of performance.

3 respondents stated that working at home is absolutely impossible due to lack of concentration, most distractions, and the temptation to do something else. The rest said that they had to adapt to the new realities, but again, the efficiency of work decreased significantly.

"I go to the office, I'm uncomfortable, my child is constantly sitting next to the computer. Some employees react normally, others show irritation, especially clients. That's why I work from the office."

"From my own perspective, I can say that at the beginning the efficiency was normal, and then it fell. We are social people; the workflow should be offline. I love people, I love live communication. When you are online and they do not turn on the cameras, I don't understand whether people hear me or not, whether they understand me or not."

A block of questions regarding balance, 10 out of 10 stated that there are health insurance, social benefits, and so on. 9 respondents often undergo teambuilding, trainings, before quarantine there were outings in the countryside and various events. Regarding the question, would they use the breastfeeding room in the company, 3 respondents answered negatively due to the inconvenience and lack of comfort for the baby. They also referred to the fact that a child needs much more attention than a couple of hours a day at work. And only 2 people considered such conditions necessary and comfortable. Regarding the possible reasons for the lack of popularity of such conditions in our companies, according to the respondents, it is due to the fact that the demand for such rooms is low, and women also have a three-year decree, which means there is no need to build rooms.

Regarding the question to the respondents if the husband comes out on maternity leave instead of you, only one person agreed to such conditions. The rest flatly refused such a decision, since they believe that the decree is needed for the woman so that she can spend enough time with the child.

"A girl should go on maternity leave, because she is a mother and a child is looking for a mother until a certain age. A woman is more scrupulous, I think she should be more involved in the development of the child, upbringing, feeding, the formation of personality, the man still has a more different role. because I am now engaged in discrimination, men simply do not have this feeling. Even that very instinct of self-preservation in a man is less than that of a woman. Caring, empathy for others, empathy is more and more in a woman. "

There were also such answers that the man himself would not want to go on maternity leave, since this is not acceptable for a man. "I remember, there was some kind of resonance, some mayor went out, it seems, on maternity leave, he was insulted for it in all social networks, both men and women. And this discrimination is in the minds of people that a woman is for marriage, and a man for work. "

In the case of women, they believe that a woman should go on maternity leave, since the child needs her more, in her care, and so on, not because she just needs to or she should. And the man will refuse, according to the respondents, because it is unacceptable for them and ashamed.

8. Conclusion

In conclusion, it can be clearly seen that female workers nowadays are highly concentrated on their career as to provide themselves financially to be independent on males as it was normal for many decades. What is also important, many respondents have not only prioritized the career, but may postpone the family life to be successful at workplace. Concerning the gender discrimination, there are still many cases of stereotypes and prejudice that female workers encounter during their career. The women still has to work harder to be heard and to be seen so they can be treated equally as men. There are many cases where respondents are not treated seriously and their competence is often questioned by the men and

even females. According to the answers of respondents, males' attitude to female colleagues can be explained firstly as to possible partner, and then to worker. Concerning the maternity leave, there were answers that even the respondent will think many times before hiring a woman to a serious and managerial positions as she may leave any time due to the fact she is a pregnant. This answer is justified by the fact that this is a huge risk for a company. This point was also shared by another respondent who told that companies invest much money and huge time to a female, and at the end those females just inform the company that they has to have maternity leave.

Concerning the block of work life balance, all respondents are endowed with heath medical insurance. Many of respondents work in the companies that conduct team buildings, informal and corporative meetings. All respondents also answered that it is easy to leave the work earlier because of family stuff if only it does not negatively influence the work processes. Half of respondents were not interested in creating conditions in the workplace that would let the woman with child work and be able to feed their babies there. The reason of those answers can be justified by the fact that Kazakhstan government solved this problem by letting all female workers to have maternity leave up to 3 years. However, given law creates many problems for females as they are discriminated exactly by this fact that they can leave any time and companies are reluctant women and invest money and time in them.

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Annexes 1. List of questions for in-depth interview.

General information:

1. Company name / position, duration of work in the organization

2. How long have you held your current position with this company?

3. What is the approximate ratio of men to women in this company?

4. What does the company do? The purpose of the company? Distinctive features? Traditions and norms.

5. Are there any branded clothing? (pen, cap, thing)

6. Is this your first job? If not, compared to other companies, what can you say?

7. Are there any plans to change location?

8. Are there norms of behavior in the organization that are specific to women only or only men?

Block: Social theories

1. Do you get tired at work? Do you happen to work overtime? You probably do the cleaning and household chores on weekends?

2. Are you married / not married?

3. In your opinion, does household / family life affect you in your career?

4. So I would like to work in a company, want to advance in my career? Is that how far a girl can get? What difficulties can you face?

5. So I read cases in Kazakhstan that bosses harass women? That it is much more difficult for a woman to break through? Is it true at all?

6. When you were hired for an interview, they ask the girls, are they married or not?

7. There are such cases, mainly in the West, that girls refuse to give birth to children, since their ability to give birth is the very source of discrimination. Have you had similar moments in your career when you put off family life for career advancement?

8. There is an opinion that top managers, mostly men, do not perceive women, what do you think, why is this? (because of family, upbringing, mass media)

9. Have you faced incidents of gender discrimination in your organization? If yes, please describe.

10. How do these circumstances affect work?

Block: Work-life balance

1. Your organization provides a social package, medical insurance, corporate events?

2. I've heard that there are companies in KZ that give loans, do you have that?

3. Can you take time off for family matters or work part-time?

4. According to the laws of international practice, there are companies that allocate special rooms for employees for breastfeeding their babies up to 1, 5 years old. Moreover, these breaks are included in working hours. Additional breaks at least every three hours of work. Would you take advantage of such a situation?

5. Why do you think our companies do not create such conditions?

6. If all this is there, how much does it affect the desire to work?

7. How would you react if men go on maternity leave instead of women. And in general, if women are the main earners in the family?

Block: Covid-19

1. In your family, who left work or switched to telecommuting? How did you come to this decision?

3. How do you manage to combine work and family life (children) at home?

4. How can you rate the effectiveness of working at home in comparison with previous working conditions?

5. Assess your mental state while working in a home atmosphere?

6. How it impacts to performance?