

Female Managers' Own Factors Impacting on Organizational Effectiveness

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Abstract: This study aims to review the factors of the impact on female managers on organizations. With the economic development of society, as more women are needed in management, this makes the female group an indispensable group of the development of today's society. By analyzing the impact of female managers on organizational effectiveness, the study aims to provide a proper understanding of female managers, train more female managers, raise the status of women in society and meet the demand for talent. The research is based on a review of the literature to identify and categorize the factors that have been identified with the literature as influencing the organizational performance of female managers. Although there is some inconsistency in the conclusions reached by different research literature, most of the literature describes the positive impact of female managers' own personality traits and management styles on organizational performance. This study categorizes the factors identified with two main components, personality traits, and management style, and summarizes the impact of these two components on organizational effectiveness. The limitations of this study are also presented to provide a valuable reference to other researchers.

1. Introduction

Management exists in all groups or individuals in society; the survival and development of an organization depend to a large extent on the decisions, leadership, and flexible systems of managers [1]. In recent years, the role of female managers in organizations has increased significantly as society has evolved. The increase in female managers in organizations is mainly attributed to the excellent performance of female managers and an increasingly fair management environment. Since the 1980s, researchers have been focusing on the topic of female managers. A large amount of literature has been written on the success or failure of management because of the gender roles of female managers. However, there are few studies on the influence of female managers' own factors on organizational effectiveness. Therefore, this paper will sort out the research literature that explores the influence of female managers' own factors on organizational effectiveness. This paper will describe the definitions of management and organizational effectiveness, then combine them with the personality characteristics and management styles of female managers and illustrate the factors of current successful female managers and their impact on organizational effectiveness. Finally, these factors are summarized, and the limitations of this paper are presented for the benefit of researchers.

2. Management, organizational effectiveness and Female managers

2.1 The Meaning of Organizational Presence Management and the Definition of A manager

2.1.1 The role of organizational presence management

An organization exists as people that come together to achieve a common goal. Schermerhorn states that an organization is a unique social phenomenon that enables its members to accomplish tasks far beyond the scope of individual achievement [2]. The success of an organization is evident when it leverages its members and resources to create unlimited value. How the organization exists to achieve its goals and operates successfully to accomplish them requires management intervention.

"A highly organized world in which virtually everything is managed"[3]. Management has become a part of our lives. Managing ourselves, managing relationships, managing families, organizations, etc. In today's complex and fast-moving society, organizations bring people, knowledge, and materials together to accomplish tasks that individuals cannot accomplish. And the main purpose of management is to accomplish organizational goals efficiently. Daft stated that management is the effective achievement of organizational goals by planning, organizing, leading, and controlling organizational resources [1]. Today's management requires the control of managers and the development of the times and the changing environment team up management. Linton & Dwyer agreed with Paul that good management can make problems interesting and make everyone work with the problem [4]. That is why organizations need the presence of management. The degree of good management directly determines the performance of the organization.

2.1.2 Managers

In any organization, managers appear under various titles such as department heads, supervisors, project managers, etc. According to Schermerhorn and other researchers stated that managers can support, supervise and help motivate others in the organization to work hard and improve performance [2]. Therefore, everyone in the organization is inextricably linked to the manager. Kreitner & Cassidy have stated that every manager is part of the problem solving or the problem itself, regardless of the scope of their responsibilities [3]. So managers need to have basic management theoretical knowledge and practical experience to help them work efficiently in this highly organized world. In addition to the basic theoretical knowledge and practical experience needed to be a manager, functions and skills are added to enable managers to carry out organizational tasks more efficiently, and Kreitner & Cassidy give eight different functions: planning, decision making, organizing, staffing, communicating, motivating, leading, and managing [3]. These functions are managerial duties that almost all organizations need to perform, and they enable managers to know what needs to be done to manage. Skills, on the other hand, are more precise in letting managers know how to perform the functions [3]. According to Wilson's Managerial skills [5], managerial skills are classified into three main categories: technical, team building, and drive. The implementation and balance of these skills can efficiently demonstrate the interaction between skills and functions to achieve the implementation and balance of these skills can efficiently demonstrate the interplay between skills and functions to achieve organizational effectiveness.

Robbins, et al. state that managers are influenced by what is happening around them to manage their operations according to their surroundings [6]. Kaifi & Noori found that women tend to be soft managers while men tend to be hard managers due to the biological differences between women and men and the differences in their environment [7]. So female managers focus more on organizational communication and thus influence cohesion. The creation of cultural diversity management due to cultural differences in multinational companies also indicates that management styles vary from manager to manager.

2.1.3 Organizational Effectiveness

Organizational effectiveness is the degree to which an organization achieves its goals. The degree to which the organization's goals are accomplished determines the organization's success to a certain extent. Yukl stated that efficiency refers to the degree to which an organization minimizes the human and resource costs required to perform basic operations [8]. However, the variables that determine organizational effectiveness are gradually increasing with the progress of the times and the complexity of the environment. Price proposed as early as 1972 that the criterion of organizational effectiveness requires flexibility within the organization in addition to productivity [9]. Therefore, the effectiveness of an organization can be divided into hard factors and flexible factors. The cooperative influence leads to the level of effectiveness and determines the degree to which the organization achieves its goals. There are many ways to improve efficiency, such as: updating workflow, using new technology, reducing costs, and so on; In addition, Miron et al. stated that related cultural values also promote the improvement of efficiency, including reliability, satisfaction, stability, cohesion, and other flexible

conditions [10]. These flexible conditional factors indirectly affect the state of hard factors and thus the level of organizational effectiveness.

2.2 Female Managers in Organizations

With the economic development of society and the intermingling of cultures, a particularly large number of women are becoming successful managers. This has made women an indispensable factor in the development of today's society. Many researchers have also started to study the factors that make women managers successful. The following section analyses the personality traits and management styles of female managers to summarize what makes a successful female manager.

2.2.1 Personality traits of female managers

(1) Self-confidence and strength

As society progresses, women are constantly striving for gender equality and increasing their value. Koberg et.al conducted a study that showed that there was no significant difference in self-confidence between female and male managers of the same rank [11]. However, among men, there was a lack of self-confidence due to hierarchical differences. Whereas female managers remained confident in their positions. This means that women have the strength and confidence within them to carry out their tasks as they continue to progress. Ntseane found that the main reason for the success of women entrepreneurs in Botswana, a patriarchal society, was the pursuit of a high standard of living and the fight for their rights [12]. Confidence and self-empowerment were found to be more prominent in these women managers than in men. Women are beginning to strive for self-worth to be recognized and respected by society. This is a distinctive spiritual pillar that allows women managers to demonstrate their abilities in management and attracts more women to strive to improve themselves.

(2) Patience and self-control

People have different levels of patience and self-control, with some being able to wait patiently for higher rewards while others will act immediately, even if they get lower rewards. Similarly, some people are able to get up as soon as the alarm goes off while others choose to stay in bed. These behaviors reflect people's patience and self-control. Hauser states that patience and self-control can influence a person's learning efficiency and behavior from childhood [13], and Gränsmark found that men were less self-controlled and patient than women based on extensive observations of chess matches [14]. This suggests that women are more patient and self-controlled when carrying out tasks or work and that they can act and learn more efficiently. This characteristic determines that female managers are more focused on the long-term development and sustainability of the organization and are more dedicated to the goals of the organization. At the same time, they enable the organization to develop with greater stability.

(3) Good at communication

It is often assumed that men excel in logic and women are superior in verbal and emotional expression. Because women are accustomed to communicating and caring for others from an early age, they have an advantage over men in perception and expression. Grant indicated that in most societies, interactions between women form the basis of social interaction [15]. And in organizational communication, women are more inclined to take turns in speaking in an approachable manner. This behavior is highly collaborative, encouraging, and promotes trust in the organization. Women's compassionate nature allows them to be moderately flexible and inclusive in interpersonal interactions, and to be accepted and understood when dealing with hierarchical relationships in the organization, which is better for team cohesion.

(4) Susceptibility to external influences

There have always been different standards for gender relationships. There are stereotypes of women as gentle, delicate, dependent, and domestic. Grant suggests that women have a confined sense of self due to a large number of men in power [15]. However, the emergence of female workers and successful female entrepreneurs has created an environment where women have multiple conflicting views on family and career. This has resulted in women needing time and energy to balance family

and career, thus creating more stress leading to neglect of work tasks. This must affect the competitiveness of women in organizations.

(5) Tendency to avoid risks

Risk aversion often occurs when people make decisions in which they consider that there is a higher probability of risky losses and take actions such as abandoning or changing them. Several research has proven that women are more risk-averse than men [16-18]. It is a long-standing societal bias that women are inherently weak, and this bias has led to a general focus on self-protection and thus a tendency to be risk-averse when completing tasks. Female managers remain in a vulnerable position in management, coupled with women's own personality traits. They are more likely to adopt less risky management behaviors. However, this does not affect their ability to change, as female managers are more willing to experiment with innovation and change but are relatively risk-averse and risk-averse about growing at a high rate [19]. Women's patience, resilience, and high level of risk aversion determine the cautious and steady rate of growth of female leaders in organizations.

2.2.2 Management styles of female managers

As women become more prominent and exceptional as managers in organizations. Attention has begun to be paid to the possible differences in the styles of female managers and male managers. More and more researchers have become curious about the management styles of female managers.

(1) Transformational leadership style

Bass. et.al stated that transformational leaders are able to help organizational members grow and develop while motivating them to outperform and succeed [20]. The main approach is to empower members of the organization and align the individual, team and organizational goals to meet the needs of individual members of the organization. The transformational leadership style, therefore, favors the concept of a more non-hierarchical exchange between the leader and the members of the organization. Transformational leadership allows the organization to perform beyond expectations, while the members of the organization have high levels of satisfaction and loyal team commitment [20]. This style of management is characterized by a higher level of involvement in management by members of the organization, increased trust between employees and leaders, and smooth communication. The ability to motivate employees depends heavily on emotional communication skills [20]. As women are good communicators, superior to verbal and emotional expressions. They are more focused on flexible management in their management style. Therefore, they are more inclined towards a transformational leadership style. This leads them to focus more on the practical problems of their employees at work and they are able to induce, convince and develop them in time. They also focus on the contribution of their employees at work. Bass found that women leaders were the most charismatic leaders by a wide margin by rating transformational leaders as early as 1985 [21]. In the years since researchers have repeatedly confirmed through research that female leaders exhibit more transformational and superior transformational leadership [22-25]. Transformational leadership has even been described as "feminine"[26]. This greatly emphasizes the role and influence of women in transformational leadership. Women use their talents and personality traits that distinguish them from men in management, using their leadership, expertise, and interpersonal skills to influence others in order to achieve their own goals in the organization.

(2) Adept at using intuition to make management decisions

Intuition is an intuitive feeling that is not subject to analytical reasoning. It is a subconscious activity. Chudnoff states that human intuition is basically a combination of experience and relevant knowledge; women's sensitivity and delicacy help them to be more intuitive [27]. Downey surveyed 176 female leaders across multiple industries and found that women with transformational leadership styles have higher intuition [28]. Radović-Marković & Avolio Alecchi showed that the intuition of female leaders can produce a business advantage [29]. Around the same time, Alecchi again demonstrated that female leaders' intuition is a factor for success [19]. This means that the use of female intuition in the workplace can also be an advantage for female leaders. Female leaders can select and develop talent appropriately through intuition. They can also use their intuition to

understand the needs of their employees and thus increase employee loyalty. This makes women's intuition a unique leadership style for female managers.

2.3 The impact of female managers on organizational effectiveness

2.3.1 Effectiveness from Personality traits

Stereotypes of women's abilities and qualifications in almost every country have prevented progress in female management [30]. As new jobs are created and women move into management, the effectiveness of their personality traits becomes more evident. Since the early 1990s, researchers have continued to demonstrate that personality traits influence managers' management styles, decisions, and behaviors; female managers are particularly influenced by personality traits [31-33]. Anggadwita, & Dhewanto, found through a survey of 222 female entrepreneurs that personal attitudes, psychological characteristics and personal competencies had a significant positive impact on their success [34]. Therefore, the personality traits of female managers can have a positive impact on increasing organizational effectiveness in the organization. Women's self-confidence and strength are recognized and confirmed by society and female managers can call on more women to change stereotypes and be recognized by society through this personality trait [11] [12]. At the same time, they will become the spiritual pillars of women's independence and self-improvement and thus strive to achieve self-worth. By thus making female managers the main image of the management, the organization's image will have a positive perception in society. For the brand owner, it is an opportunity to build a good image and brand perception of the brand. Biologically, women have more patience and self-control than men due to the physical of their bodies [35]. In real life, women have a higher degree of resilience to overcome setbacks. Therefore, the unique gender advantage of women gives female managers a higher degree of patience and self-control and a greater focus on long-term effectiveness and stability in the face of organizational development. Deller et al. found that the stability of regional economies was accompanied by an increase in the share of female managers [36]. This once again proves that the patience and high level of self-control of female managers can help organizations achieve stable growth in the long term. As early as 1982, Berryman-Fink found in a study of 101 managers that female managers had a more detailed view of their communication skills and training needs than men; and that female managers' communication skills significantly helped them to achieve higher levels of managerial effectiveness [37]. Latif & Manaf reconfirm the effective role of female communication skills in leadership [38]. This means that good communication helps women managers to maintain a good information exchange environment with their employees. Female managers are also able to communicate and understand the vision and goals of their employees and accurately communicate the vision and goals of the organization, and flexibly integrate them in order to maintain organizational cohesion and employee trust. Women are highly sensitive to the external environment due to their delicate minds and the prejudices that society has given them [27]. It is a double-edged sword that allows female managers to quickly perceive risks and change strategies, but also allows them to be influenced by the external environment and to develop mood swings that can have an impact on decision making and task execution. The impact on effectiveness needs to be determined on a case-by-case basis.

2.3.2 Effectiveness from Management Style

How female managers affect organizational performance given their individual management styles has been the focus of many researchers. Female managers have a positive impact on sustained organizational performance, and Bass. et. al states that female managers are more inclined to change management. Managers are able to motivate others by actively communicating about their employees' self-interests and then translating them into the organization's own goals [20]. Sharif studied the transformational leadership behavior of women in a socially dynamic environment and found that women managers mainly use transformational leadership in their organizations by encouraging open communication and changing attitudes towards subordinates to achieve high levels of trust and team trust between managers and employees [39]. Radović-Marković & Avolio Alecchi found that women

entrepreneurs' intuition is one of the most important factors in accessing business opportunities and success [29]. Women can intuitively recruit and train employees and assign them to the right tasks so that they are in the right position to achieve their goals and achieve organizational performance. At the same time, the intuition and high sensitivity of female managers can help them to quickly understand the emotional feedback and satisfaction of employees, and then adjust their status through effective communication to enhance employee loyalty. Women's tendency to be risk-averse in management enables women managers to adopt more prudent and less risky management behaviors. They use a careful and slow rate of expansion to help organizations achieve a steady rise in performance in the wider environment, which is why female-run businesses are more profitable than their male counterparts. Gupta demonstrated through a survey of female-led businesses that female-run businesses have performed significantly better than other businesses in terms of productivity and percentage of exports since 2009 [40].

3. Conclusion

Based on the literature review, the following seven factors have been identified as influencing organizational performance by women managers from their own perspective. First, as a distinctive female personality, confidence and strength have been the main support for female managers to progress and breakthrough in a society plagued by doubt and prejudice. It helps female managers to succeed in their jobs and motivates female members of the organization so that they have the goals and determination to improve themselves. This leads to a positive organizational culture and therefore improved performance. At the same time, the confident and strong image of female managers creates a positive organizational perception of the organization in society. Second, patience and self-control are characteristics that are biologically more prominent in women. When used in an organizational context, women managers determine the development of long-term effectiveness, the high degree of focus on organizational goals and the stability and increased profitability of the organization. Third, the ability to communicate is one of the main factors contributing to the transformational leadership style of female managers, but it is also an advantage that cannot be matched by men. Female managers are able to build trust and loyalty through superior communicative skills and an appropriate degree of flexibility and inclusiveness. As a result, organizations are able to provide more frequent feedback and make timely strategy changes, thereby increasing organizational efficiency and cohesion. Fourth, the sensitivity of women by their nature brings with it a high sensitivity to the environment and thus a vulnerability to external influences. Most of these are not positive influences. Therefore, when female managers are influenced by the external environment, they tend to feedback their negative emotions to their work tasks, which can lead to inefficiency and a decrease in organizational performance. Fifth, a risk-averse management style allows the organization to exist in a situation of continuous and stable development. Female managers are more likely to be risk-averse due to their sensitivity and sense of self-protection, which keeps the organization on an upward spiral. Sixth, the main approach of the transformational leadership style is to empower members of the organization through communication and to meet organizational and personal goals based on information. Women's ability to communicate has led most female managers to favor this transformational leadership style for flexible management. It also enhances organizational effectiveness and cohesion by influencing others. At last, the appropriate use of women's sensitivity is the use of intuition by female managers to select and develop talent through intuition, helping the organization to gain effective and creative talent to enable the organization to improve its performance.

In general, these factors contribute to the effectiveness of the organization in two ways: the first is the improvement of loyalty, trust, and cohesion within the organization, and the second is the long-term stability of the organization itself. This paper only summarizes the personality traits and management styles that are prominent among successful women managers today, but not the individual cases. At the same time, due to the broad time coverage of the literature, the factors that influence female managers' performance are still in a continuous process of expansion over time and in response to the rapid development of society. Therefore, any factor may be discarded by modern

female managers and future researchers need to constantly update and explore the expanded factors. and there is a need to increase the aspects influenced by these factors. The success of female managers must not stop at flexible management as the dominant body. Managers with both male and female characteristics should perhaps be even more important as a reason for successful organizational performance.

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