



# The Woman versus Man as Leaders into the Nowadays Economy

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## ABSTRACT

In the recent years it found that more women have leadership positions at all hierarchical levels. Although, for a long time, it was disputed the discrimination against women in leadership position, following a study, done in the public system of Arges County, resulted a growing percentage. *The research methods used are following: observation and document analysis and quantitative research based on the questionnaire. The research question: Are the women more involved than men? The research hypothesis: Women are more effective than men. The research purpose: Promoting women's qualities as leader.*

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## 1. Introduction

The ability to create is specifically to leadership.

Creativity and leadership are the interconnected concepts.

The feminine leadership is participatory, non-hierarchical, group-oriented and, flexible. This requires converting vulnerabilities in quality, development of empathy, collaboration and thinking perspective. The obstacles that got in the way development of women as leader were over time: discrimination, physical fragility and family. Peter Drucker strengthens the idea that "times are changing in accordance with feminine traits." The future belongs to feminine leadership; it is gaining ground because it is not authoritarian, but is characterized by authenticity, courage and performance. Since the Middle Ages women were disadvantaged, they have not access to education and were deprived of the right to learn. Since the Renaissance (1450) women were involved in the social plan.

The twentieth century is coming to an international promotion and recognition of women activities resulting from their access to university education, similar to men. The woman had two traditional roles: mother and wife.

UNESCO statistics reveals that more and more countries have developed systems of education and extensive programs for women. Contemporary society tends to enjoy equal opportunities between women and men.

A 2015 statistical report of the European Institute for Gender Equality placed Romania on a leading position in terms of the percentage of college graduates, 60% women, the opposite being the Netherlands with 25%.

The same report defines education as: "a human right and an essential tool in achieving the goals regarding gender equality, development and peace. Equality in obtaining educational qualifications is necessary if more women become agents of change. Discrimination against girls regarding access to education persists in many areas; marriages and early pregnancy, inappropriate teaching methods gender based, sexual harassment and lack of school facilities".

European Institute for Gender Equality recommended that governments to develop programs and measures involving women's access to education and training.

## 2. Why a woman cannot have a well fulfilled family and successful career?

It is a question we try to answer in this article.

A man cannot stand in the shadow of successful women, because he cannot tolerate the competition, due to the fact he is educated by family and society as leader of the family and those men who manage to survive beside a strong woman are considered weak. The society and education also are those that do not allow women to be considered equal to man.

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The preconceived ideas that a man is smarter or more intelligent than women leading to discrimination. Because of these ideas a woman is forced to work much more than a man to prove her competence. Statistics show that women accept lower incomes than men for the same work. A woman is much more organized, more attentive to detail, more cautious, more rigorous in its actions than a man. Are appreciated in organizations as typically masculine the values such as dominance, strength and determination.

We find again Hofstede among those who have been concerned about the differences between the woman and man as leaders, and in his attempt to identify specific aspects of organizational culture, he defined the masculinity on the more arrogant or modest behavior of persons. In his opinion, "masculine" is concretized in a proud behavior, highlighting his own qualities, and "feminine" is characterized by modest behavior. Hofstede found in his studies that the masculine societies are appreciated the dominance behavior and attempts to excel, and in the feminine ones these elements are ridiculed.

In his studies, Hofstede came to the conclusion that the masculinity measures the degree to which a society retains or not the traditional role of the man to work, to achieve, to have control and power, an aspect that shows that the society is differentiated on the basis of gender; the man has a dominant position in the social and power structures, the woman being controlled and dominated. A low degree of masculinity shows a small measure of differentiation and sexual discrimination; women and men are treated in the same way in all social aspects. Masculinity does not mean women's disadvantage, but inequality, and some discrimination of women exists even in feminine cultures.

Taking into account the behavioral variable, Hofstede puts in antithesis the pride and modesty - values, highly appreciated.

Luthans said, according to analyzes, that the masculinity is the measure in which the dominant values of a society are the affirmation and increase of wealth and the femininity is the measure in which the dominant values of a society are related to interpersonal relationships, care for others, interest in the quality of the working climate.

Although, always in the role of mothers, wives or girl-friends, women have always been discriminated against men. Until recently, the woman was only seen as a being who perpetuated the human species and satisfying the pleasures of the man, with no rights but obligations. Lately, things have changed, although discrimination has not completely disappeared, it only takes modern forms.

It is worth noting that women have demonstrated leadership skills based mainly on communication, encouraging expression and focusing on people, unlike men which are more task-oriented, to delegate its and on an autocrat leadership.

From the point of view of women leaders, the most important factors for career advancement, it refers to the competence to manage and develop employees, while for men is important the visibility and the awareness of internal policies and procedures. Men are more direct, more objective and rational, while the women are creative, empathetic, intuitive, and have excellent communication and persuasion skills.

There are many myths about the superiority of men as leaders compared to women, but few such things are confirmed. Men in leadership positions are no better than women. There are examples of incompetent leaders in both categories. Between leadership quality and organizational results, there is undoubtedly an unquestionable intrinsically connection. It is demonstrated that the organizations led by efficient leaders, are developing, and where leaders are inefficient, organizations are regressing.

It has also been found that women are unsuitable for leadership position and it is a risk to promote them because: they do not have the firmness of a man and are not being respected by the team, do not take decisions quickly, they do not take risks, they are suitable for certain professions and less suitable for others, rather subjective and emotional than objective and rational, have limited availability to do extra work and travel when they have family and children, can become pregnant and be absent from the organization for a long time.

Women in leadership positions tend to worry more, be more anxious, but even more open to feedback and self-development, are more introspective in their impact on others, are less self-confident, less aggressive and dominant, but more predisposed to solving things and cooperate, have a more pragmatic approach in terms of problem-solving, are more implementation-oriented.

The women-leaders are capable helping and supporting others and to engage in actions that result the development of society, creating a pleasant atmosphere at the workplace, keeping family values, solid ethical principles and the image of the organization.

The men-leaders tend to have stronger motivation in connection with business opportunities money and profit. They tend to manipulate are more charismatic, more courageous and assume more risks. On the other hand, women in leadership position are more cautious, avoid or mitigate risks.

Men's Leaders perspective is the chance to get high, well-paid jobs, the ability to learn and improve, and to keep up with the news. Women leaders attach great importance to the relaxed working atmosphere, to having the job safe, to have good working conditions, to relate well to the heads, subordinates and colleagues.

The woman can be considered an example of success in her career and life. The access to top positions within organizations should be as easy for women and men. Because, in organizations where the

leader is a woman are used strategies based on company, less aggressive, on the principle of achieving "step by step" objectives. In such organizations the interest on the human resource prevails, motivating it, discriminations of any kind are avoided, there is a concern to improve the working conditions to achieve a climate of cooperation and to avoid or mediate conflicts. In such situations, the leadership style approached by organizations is predominantly democratic, participatory, based on the frequent involvement of employees in decisions.

The female leadership style is defined by dedication, motivation, attitude, sensitivity, power, inspiration, self-confidence. the female spirit changed the common laws, helped the woman, over the time, to respect their own standards in relation to personal expectations. The trend is towards a balance between masculine and feminine horizons, a society in which the leader is no longer a concept that identifies itself with the man, but also defines an attribute of woman's excellence.

It has developed the belief into the leadership style based on trust, creativity, innovation and motivation, whose purpose is to bring relationship women dedicated to their desire to be efficacious leaders with those who are the leaders to follow, so these authentic models putting the foundation for a society oriented towards a sustainable development and progress.

### 3. Are there differences between leadership styles of women and men and their effectiveness?

Since 1950 appeared the dichotomy: interpersonal relationships orientation and orientation tasks.

The leader oriented on interpersonal relationships takes care of the development needs of subordinates. Task-oriented leader has expectations from subordinates to follow the rules and procedures, to rise to the highest possible standards of performance and to respect the relationship chief-subordinate.

**Table no. 1.** Leader male's characteristics versus leader female's characteristics

Man leader	Woman leader
Structure	Consideration for others
Autocrat	Involved, Democratic
Divides tasks	Encourage expression
Task-oriented	Orientation toward interpersonal relationships

*Source: Made by the author*

The competence in employees developing represents the defining elements in the analysis of the rise in career women unlike men who focuses on visibility and awareness of the organization's policies.

Transformational leadership is associated with women. They use interactive style enjoyed great success that tends to be appropriated by men.

Are encouraged types of behavior such as: employee participation, information and power division, promoting and motivating.

Democratic leadership style approached by women is more appreciated than the autocratic, specifically to men.

The valorisation of women's potential as a leader is reflected in non-strategic fields as well as financial, human resources, education, culture, etc., while men receive the leadership in the strategic fields as: military, technical, etc.

The same it happens with the management levels: top management is reserved for men and middle management for women.

Women tend to be involved in family activities and to take greater responsibilities than male partners.

A recent study revealed that 78% of women with their own businesses are mothers compared to 58% of women from corporations. Often women postpone the marriage and motherhood for career achievement.

This is why men are preferred in leading positions of the detriment of women. It is considered that women are forced to interrupt their work temporarily to raise children as opposed to men who are not so involved in raising and educating of their children.

It should be noted that lately, in certain fields such as banking, finance, culture, more women have the top positions.

Following the analysis of the specialized literature we have identified a series of characteristics specific to the woman leader as well as to the man leader, centralized in the table below.

**Table no. 2.** Leader female's characteristics versus leader male's characteristics

<b>Female's characteristics</b>	<b>Male's characteristics</b>
Tenacity	Dominant
adaptable to changes	Anticipatory
Ambitious	Authoritarian
Altruistic	Cynic
Collaborator	Defiant
Communicative	Negotiator
Friendly	Explicit
Gentle	Capable
Empathic	Concise
Devoted	Competitive
Dynamic	Believable
Effective	Critical
Enthusiastic	Diplomat
Generous	Dissembled
Involved	Expeditious
Motivator	Firmly

*Source: Made by the author*

#### **4. The research methodology**

In order to identify the differences between the characteristics of the female leader and the male leader we conducted a quantitative research based on a questionnaire.

##### **Hypotheses and theories explaining the differences between man and woman as leaders:**

- Differences in efficiency and success as a leader
- Biological differences between women and men
- Real or perceptual differences

##### *Differences in efficiency and success as a leader*

Within this theory is acknowledged the socialization role and are explored the specific gender's roles.

##### *Biological differences between women and men*

This theory is based on the assumption that man has innate the leadership ambitions, matters which are inaccessible to women.

##### *Real or perceptual differences*

Factors that make the difference are: women's self-confidence, experience, approached of the predominance style inside the company and women's perception of leadership. The leadership is reflective associated with the masculine behavior.

If a woman adopts a typical male behaviour, for having success in her leadership activity, she shall be considered devoid of femininity.

The studies demonstrate that there are more men in leadership positions than women.

The docility, obedience and more reserved attitude of the women may be associated with the incompetence. For this reason, in order to succeed, a woman must have a typical male attitude.

The education plays an important role in women's perception of self. Since childhood, girls are educated to be obedient to their husbands, have a secondary role in the family, to renounce of career for harmony in the family and devote themselves exclusively to household and children. There is also preconceived idea that a woman cannot have a successful career and family.

It should be noted that, in the last period, it were imposed in the business environment a number of women to which if analyse the profile note that most of them have the status of single or divorced women.

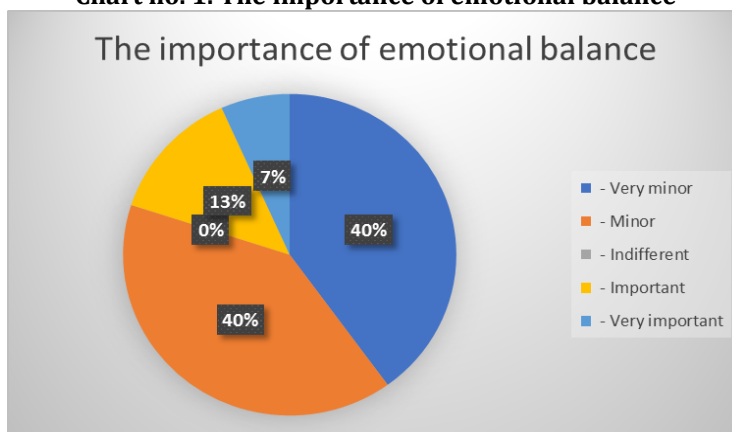
#### **5. Characteristics of the woman leader versus the man leader analyzed at the level of the public sector institutions of Argeş County.**

Following the study achieved on a sample of 30 public sector institutions in Argeş County resulted a significant percentage of 63% of women in leadership positions.

The study was based on a sample of 100 respondents, 40 (27 women and 13 men) employed in leading positions and 60 (30 women and 30 men) employed in execution positions.

The purpose of this study was to analyze the importance of behavioral characteristics that lead to the woman leader's profile.

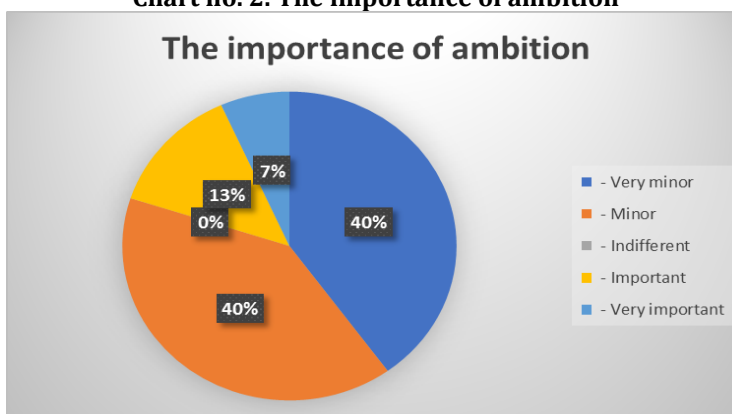
**Chart no. 1. The importance of emotional balance**



Source: Made by the author

In the respondents' opinion, women in senior positions tend to worry more, be more anxious, more agitated, but even more open to feedback and self-development, are more introspective about their impact on others, and are less confident in own forces.

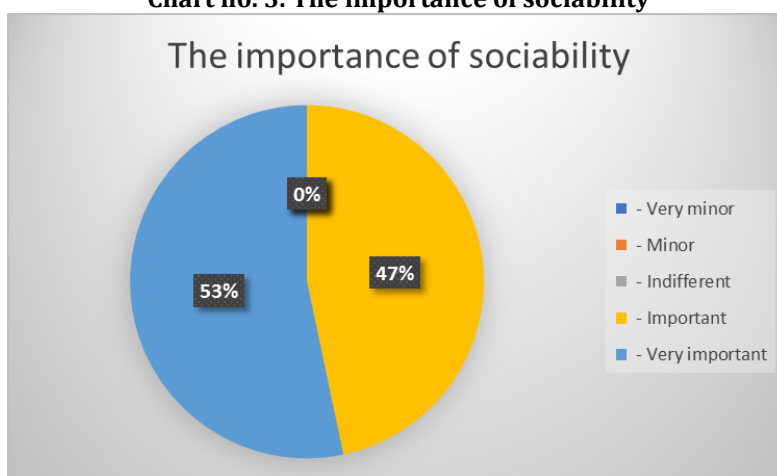
**Chart no. 2. The importance of ambition**



Source: Made by the author

Respondents appreciate that women in leadership positions are competitive and willing to advance in their career.

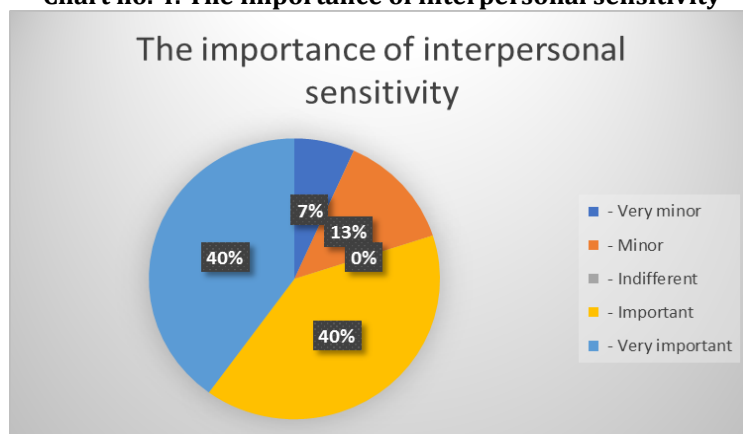
**Chart no. 3. The importance of sociability**



Source: Made by the author

Estimates the extent to which the leader woman appears to be self-assured in the social context. The high score achieved reflects positive and optimistic people who do not like to work alone.

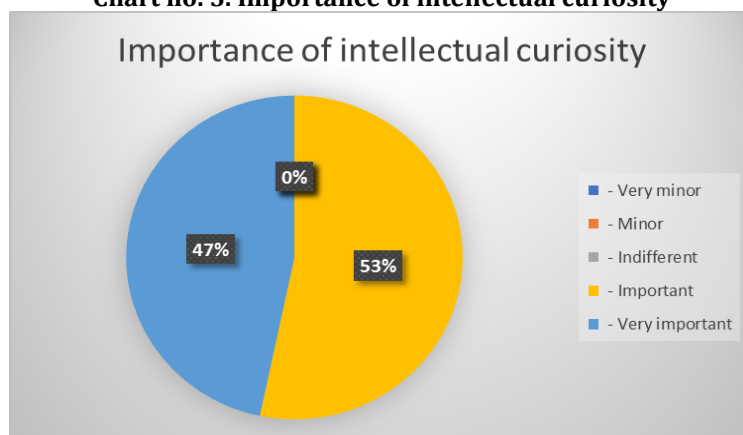
**Chart no. 4. The importance of interpersonal sensitivity**



*Source: Made by the author*

Interpersonal sensitivity as the attribute of a leading woman reflects social skills, tact and perception. The high score indicates a friendly and popular person.

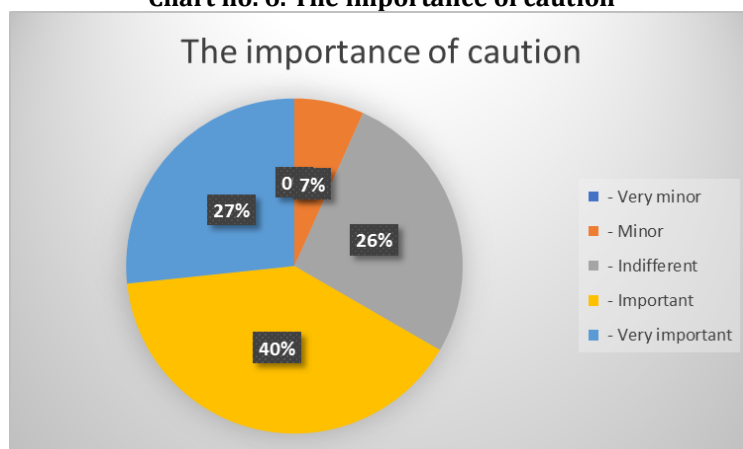
**Chart no. 5. Importance of intellectual curiosity**



*Source: Made by the author*

It reflects the extent to which the woman leader is characterized as curious, adventurous and inventive. The high score means a visionary woman who gets bored easily and does not pay attention to the details.

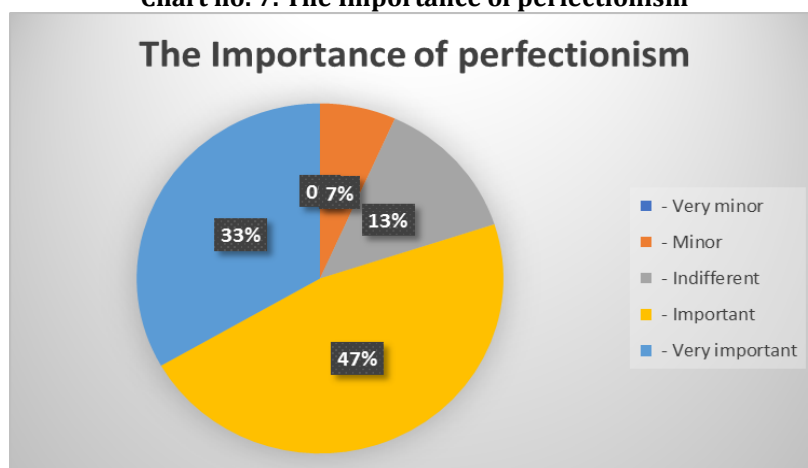
**Chart no. 6. The importance of caution**



*Source: Made by the author*

Women in leadership position have achieved higher scores at this scale having the tendency to be more indecisive and more reserved to take risks compared to men. May have a tendency to oppose at the changes and to avoid, by delaying, to take the difficult decisions, also.

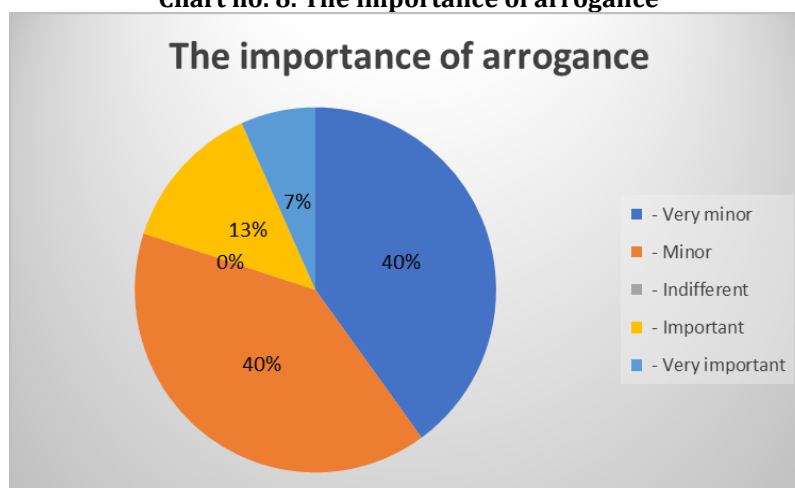
**Chart no. 7. The Importance of perfectionism**



*Source: Made by the author*

80% of respondents appreciated the woman leader as being characterized in great and very great measure of perfectionism. This attribute refers to being conscientious and difficult to be content. Consequence: the tendency not to delegate the responsibility to others.

**Chart no. 8. The importance of arrogance**



*Source: Made by the author*

Following the analysis of the importance of arrogance in shaping the profile of the efficacious woman leader was obtained a score of 80% of small and very small extent. This score highlights the fact that the woman leader does not have the exaggerated feeling of her own value. Consequence: She has a great openness to accepting her own mistakes and the ease of learning from past experience.

## 6. Conclusions

Jean Jacques Rousseau said that "all civilized nations have respected woman". With great admiration, we find that every day more and more women are turning to a career as a leader, taking over many fields as: science, culture, economics and politics. In the past 15 years in Romania were made noticed women as leaders in politics, long considered the exclusive domain of men.

We appreciate the willingness of women to overcome barriers, put over the time by conservative society, proving their courage and competence combined with the ambition to acquire well-deserved place in society.

It is noteworthy that women leader have predominant attributes, which are related of her personal side, emotional and interpersonal relationships.

In conclusion, the women leaders are characterized as follows:

- auto-critical, ask a lot from them and others
- are more inclined to ask for feedback and receive it
- tend to be less calm in situations of stress and pressure
- they are more collaborative, less aggressive
- may seem more timid
- are more pragmatic and more oriented for implementation

- may seem more emotionally impulsive
- take decisions with difficulty in special situations because of their desire not to disappoint or to fail
- seem uncertain on themselves
- keep on the human side in business
- are more altruistic
- are more attentive to the company's image
- capitalize intuition in business

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