Peculiarities of the Gender Influence of Leadership on the Formation of Organizational Culture

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ARTICLE INFO	ABSTRACT
Keywords: Leadership Gender Leadership behavior style Masculinity Femininity	Traditionally, research in the field of leadership has focused on male leaders, who were seen as the standard. Recently, changes have begun as gender equality is gradually being established, and women are not only pursuing higher education but also holding leadership positions and taking on key roles. The primary objective is to investigate the relationship between leadership and gender. To achieve this, the following interconnected tasks are defined: (i) the prevalence of women and men in leadership roles, (ii) gender-specific leadership behavior styles, and (iii) the effectiveness and aspirations of women in leadership. The study is based on the dialectical method, a system of rules that relies on understanding the regularities of the research topic, which helps to formulate new insights. We employed dialectical logic as the tool of cognition, enabling us to technically implement the research principles and theoretically justify the validity of the forms through which we reached our objectives. According to the results of the study, effective leaders employ a combination of feminine and masculine leadership techniques, demonstrating a hybrid leadership style that transcends obvious gender distinctions. Leadership qualities are inherently universal and not directly tied to gender. The research indicates that successful leadership is exhibited by individuals, regardless of gender, who demonstrate psychological behaviors characteristic of both female and male leaders. The gradual breakdown of gender stereotypes reflects a shift in perspectives on effective leadership, moving away from viewing individuals as women or men to simply seeing them as persons.

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ლიდერობის გენდერული გავლენის თავისებურებები ორგანიზაციული კულტურის ფორმირებაზე

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სტატიის შესახებ	აბსტრაქტი
	ტრადიციულად კვლევები ლიდერობის სფეროში ორიენტირებული იყო მამაკაც ხელმძღვანელზე, ეს ითვლებოდა ერთგვარ სტანდარტად. ბოლო დროს, თანდათანობით, სქესებს შორის თანასწორობის დამყარების პირობებში დაიწყო ცვლილებები, ქალები არა მარტო იღებენ უმაღლეს განათლებას, არამედ უკავიათ ხელმძღვანელი თანამდებობები და არიან ლიდერები. კვლევის მიზანს წარმოადგენს ისეთი პრობლემის შესწავლა, როგორიცაა, ლიდერობისა და სქესის ურთიერთკავშირი. მიზნის მისაღწევად გადასაჭრელია შემდეგ ლოგიკურად ურთიერთდაკავშირებული ამოცანები: (i) ლიდერის როლში ქალებისა და კაცების გამოვლინების სიხშირე, (ii) გენდერული ლიდერული ქცევის სტილი, (iii) ქალების მიერ ლიდერული როლის შესრულების ეფექტურობა და მათი ლიდერობისკენ ლტოლვა. კვლევის მეთოდოლოგიური საფუძველი გახდა დიალექტიკური მეთოდი, რომელიც წარმოადგენს წესების სისტემას, რომელთაც საკვლევი თემის სფეროს კანონზომიერებათა ცოდნის საფუძველზე ვეყრდნობით და ვახდენთ ახალი ცოდნის ფორმულირებას. კვლევაში გამოყენებულია შემეცნების დიალექტიკური მეთოდის ინსტრუმენტი - დიალექტიკური ლოგიკა, რამაც მოგვცა საშუალება, ტექნიკურად განგვეხორციელებინა კვლევის პრინციპების ფორმულირება, თეორიულად დაგვესაბუთებინა იმ ფორმების ჩეშმარიტება, რომლებიც გამომდინარეობს კვლევის მიზნიდან. კვლევის შედეგების თანახმად, ეფექტურ ლიდერებს აქვთ როგორც ქალური, ასევე მამაკაცური ლიდერობის ტექნიკის კომბინაცია, რაც ავლენს შერეულ ლიდერობის სტილს, რომელიც სცილდება აშკარა გენდერულ განსხვავებებს. ლიდერობის თვისებებს აქვთ საერთო ბუნება, რომელიც პირდაპირ კავშირში არ არის გენდერთან. კვლევამ აჩვენა, რომ წარმატებულ ლიდერობას ავლენენ ისინი, ვისაც სქესის მიუხედავად, აქვს როგორც ქალი, ასევე მამაკაცი ლიდერებისთვის ტიპური ფსიქოლოგიური მახასითებლები/ქცევები.

გენდერული სტერეოტიპების თანდათანობითი ეროზია განპირობებულია ეფექტური ლიდერობის ანალიზის მიდგომების ცვლილებით, სადაც ყურადღება გადადის ადამიანის ქალად ან მამაკაცად აღქმიდან მის უბრალოდ პიროვნებად აღქმაზე.

1. Introduction

We are accustomed to perceiving a man as a leader, and it is relatively uncommon for us to see a woman in the director's chair. However, history provides many examples of women distinguished by their high level of rationality, calmness, determination, and willpower. We can promote the myth of women's incompetence, clumsiness in business, and supposedly low self-esteem due to gender as much as we want. Still, we cannot ignore the fact that women's businesses exist and thrive.

According to sociological research, women comprise one-fifth of company owners, shareholders, and individuals professionally involved in business. Typically, women own small enterprises; 20% of women entrepreneurs are engaged in manufacturing businesses. 40% of surveyed women fall into the category of semi-businesswomen, who combine their own companies with hired labor.

G.G. Sileste notes that women are most often represented in governmental state positions in Georgia. However, this is only 35%. At this level, the "small business" approach—characteristic of women's management style—is actively implemented. In the structure of state agencies, which includes high, medium, and low-level management positions, the number of men has decreased by 1.5 to 2 times over the past 12 years. The executive branch is becoming increasingly feminized. At the federal level, in the regions, and in local self-government, women comprise more than a third of executive bodies, and in local self-government, up to 45%, representing a significant social force (Sileste, 2004).

2. Research methodology

The theoretical and methodological foundations of the study are based on publications by Georgian and foreign scientists, researchers, and practitioners, including monographs, scientific articles published in periodicals, collections of materials from international scientific and practical conferences, and scientific and methodological materials from global and local seminars.

Regarding the methodological basis of the study, we believe that the most appropriate is the dialectical method of scientific cognition, which includes a system of methods and rules based on the generalization of regularities characteristic of the studied areas.

When assessing reality, the dialectical approach allows us to substantiate cause-and-effect relationships, processes of differentiation and integration, the constant opposition between essence and phenomenon, as well as content and form.

The dialectical method of cognition requires the use of tools characteristic of it. The most important tool in our research and discussion was dialectical logic. Using this framework allowed us to select the technical principles and approaches suitable for our research.

When using the methodology we chose, methods such as reflection of reality, comprehensive and multifaceted research, and the transition from small to large and vice versa (deduction-induction) became relevant. In addition, historicism, contradiction, and determinism were integrated into our research process.

When reviewing the literature, we used tools such as negation, deduction, analysis, and synthesis.

Within the framework of our chosen methodology, we selected several scientific approaches: systematic, integrated, complex, multifunctional, empirical research, comparative analysis, content analysis of documentary information, logical analysis, interview methods, and expert surveys of managers of large companies.

One of the tasks of our research was to identify aspects of gender leadership from the point of view of the respondents.

For the research, three large companies in Georgia were randomly selected, as this approach gives each potential respondent an equal chance to participate in the research. Target groups were selected from these organizations, and questionnaires were developed. The survey was conducted anonymously. Respondents indicated only their job position.

3. Context of the study

Currently, there is growing interest in topics related to the leadership qualities of women and men, specifically how gender influences subordinates and leaders. The most notable and essential aspects

include the traits of women's and men's collectives, feminine and masculine management styles, female and male motivation for work, labor stimulation methods, work attire, and career paths. The debate over which leader—woman or man—is more effective, and whether there is a fundamental difference between them, has persisted for years. Psychologists, sociologists, managers, company owners, and top executives all participate in this discussion. G. Hofstede identified such dimensions that characterize managers and organizations: individualism-collectivism, power distance, uncertainty avoidance, and masculinity-femininity. We are particularly interested in their approach to the concept of masculinity and femininity. G. Hofstede describes masculinity as a set of qualities where socially dominant values emphasize the pursuit of wealth, material possessions, and status, with little emphasis on caring for others. Femininity (femininity) is characterized by values of interdependence, caring for others, and overall quality of life. According to Hofstede's research, masculine societies tend to define gender roles more strictly than feminine societies. The concepts of „femininity and masculinity" are essential for developing workplace motivation strategies, solving complex problems, and managing conflicts.

Experience has demonstrated that forcibly imposing an organizational culture is ineffective. Changes within an organization should be transparent to employees and aligned with their daily experiences.

The development of organizational culture is a planned, purposefully managed process involving maximum employee participation.

Table 1. Characteristics of the "masculine" and "feminine" culture of an organization according to G. Hofstede

Cultural Parameters	"Masculine" culture of the organization	"Feminine" culture of the organization
Male and Female Roles	A man should earn money; a woman should raise children	A man does not have to earn a living; he can be engaged in raising children.
Dominance	A man should dominate in any situation.	The difference between the sexes does not affect one's ability to secure a management position.
Core Value	Success is the only thing that matters in life	Quality of life
Life and Work	Live to work	Work to live
What is Important	Money and good material conditions	Men and the environment
Aspiration	Always be the best	Orientation on equality, trying not to look better than others
Attitude to Freedom	Independence	Solidarity
Feeling	Respect for those who have achieved success	Sympathy for the unsuccessful
Decision Making	Logisity	Intuition

We can conclude that creating organizational culture is a lengthy, complex process that requires following a specific sequence of management actions: defining the organization's mission; establishing core values; setting standards of employee behavior aligned with these values; and introducing symbols, norms, rules, and traditions that reflect the components of organizational culture. These parameters allow us to characterize the organization and identify its dominant cultural type. (Keller, April 2009)

"Masculinity-femininity" reflects the tendency of a culture's members to exhibit either "masculine" or "feminine" behavioral styles, which are shaped by traditional ideas about gender roles.

Striving for social connections, guardianship, and raising living standards are characteristic behaviors of the "feminine" style. In entrepreneurial organizations where the "masculine" style dominates, there is a focus on achieving success, prioritizing the organization's interests, and a tendency toward authoritarian decision-making.

Table 2 provides a comparative description of the types of entrepreneurial culture based on the "masculinity-femininity" components.

Table 2. Comparative overview of entrepreneurial culture types based on the "masculinity-femininity" components

Culture of "feminine" behavioral style	Culture of "masculine" behavior styles
Content:	
Striving for security, cooperation, and group decisions.	Attitude, Risk-taking, and Individual effort in the search for a solution.
Group values	
Emphasis on belonging and membership in the ideal; Orientation to moral norms; The standard of living is important; "Work to live"	Emphasis on initiative; Achievements and ideal-leadership; Orientation to material norms; Success is essential, and "live to work"
The influence of the philosophical thinking component	
The abundance of Protestantism; Emancipation; There is no sharp division into "masculine" and "feminine" professions.	The prevalence of Catholicism, Gender inequality, and Division of professions into typically "masculine" and usually "feminine".
Components of influence on the management activity of the organization	
There is no clearly defined career orientation, a sharp division between work and personal life, and limited integration into the team during reorganization processes.	Career orientation; Impact of work on personal life; Orientation to personal achievements during reorganization processes.

(Hause, 1977)

The analysis reveals that the principles and content of gender management, as well as the effectiveness of implementing leadership functions, can be understood through a comparative study of the leadership

behaviors of both sexes. Let's examine how researchers approach the management styles of women and men. E. Eagle and B. Johnson cite data indicating that there are both similarities and differences between the sexes in management style; they do not argue that men are typically task-oriented and women are more interpersonal. However, they note that "women more often resort to a democratic management style and demonstrate less of their power, while men tend to use a directive management style."

Sometimes, a team led by a woman is perceived as less effective due to her management style. A. Statham describes female management as primarily focused on interpersonal relationships, emphasizing concern for employees' welfare and presenting themselves as mentors. He also notes that female leaders, like their male counterparts, are focused on achieving results. (Statham, 1991)

Focusing on relationships can be an effective strategy since it fosters motivation among employees and encourages the full expression of their skills and abilities. D. Lipman-Bluman suggests that women are characterized by an "integrative" style that combines elements of a competitive approach; women's leadership often involves a cooperation of instrumental and contact leadership styles. (Lipman-Bluman, June 2019)

Instrumental leadership involves utilizing intelligence, empathy, family ties, experience, courage, and appearance to establish relationships with those whose support is necessary to achieve a goal. The contact style features collaboration with others to accomplish objectives and influence them to help. Direct leadership, on the other hand, involves commanding and controlling task performance. Combining these different styles provides flexibility to adapt to changing situations, which many women leaders do when managing their teams. (Vroom & Yetton, 2003)

Thus, the development of habitual behavior methods among leaders is shaped by their needs, interests, inclinations, and goals. Behavior models can be chosen randomly or rationally; in the latter case, the leader more effectively adapts to the situation by selecting the most suitable management style. The leader's ability to adapt depends on assessing the situation and their own abilities to choose the best course of action. In today's environment, management effectiveness is determined by leadership quality, the ability to respond flexibly to changing conditions, and meeting employees' expectations. Consequently, a leader must possess a variety of management styles. (Avolio & Bass, 2018)

Different perspectives on this issue appear in the works of sociologists and psychologists. Steinberg A.G. offers a classification of female leaders as follows:

"Masculine" or masculine. Women of this type tend to have less developed emotionality and often attempt to compensate with rigidity, exhibiting an authoritarian approach toward employees. In this case, employees are expected to be silent and persuasive. Under such conditions, less qualified employees may face delays in their work. The opposite of this is the so-called "feminine" female leader. Their communication style involves terms like "boys," "girls," and "let's live in peace." The "feminine" leader is often perceived as hyper-liberal, which can lead to uncertainty within the team. To avoid her wrath, employees usually try to evoke her pity instead (ბარათაშვილი, ჩეჩელაშვილი, ზარანდია, დამბაშიძე, & მახარაშვილი, 2016).

The "situational" type of female leader closely relates to the previous but embodies a different motto: "Everything for victory." Such a leader is an enthusiast; she is dedicated, arrives early, and leaves late.

As seen, none of these types can truly be deemed effective. Nevertheless, a female leader still exists and can be just as competent as her male counterparts.

4. Findings and analysis

Overall, analysis of scientific works shows that research into the reasons behind the differences between male and female leaders, or the lack thereof, proceeds in five main directions. The first includes traditional approaches, such as trait theory and the situational approach. The second considers general differences between men and women. The third involves a classical leadership concept that incorporates gender roles. The fourth focuses on gender theories of leadership itself. The fifth comprises works that lack a clear theoretical foundation, which identify gender disparities in leadership. The widespread view of gender discrimination is that teams led by women are perceived as less effective due to the management style associated with female leaders. It's essential to recognize that female leaders are goal-oriented, just like men; focusing on interpersonal relationships is a strategic approach that fosters motivation and better reveals employees' abilities to achieve objectives. (Kossen, 2013)

One of our research tasks was to explore gender leadership aspects from the respondents' perspective.

Analysis of the respondents' gender and age groups revealed an average age of 41 years, with ages ranging from 20 to 55 years. Most respondents were women, accounting for 52% of the total, while men made up 48%. Analysis of management groups showed that male managers constituted 55% of those surveyed. The higher prevalence of male leaders indicates traditional biases favoring men for leadership roles. However, the high percentage of female leaders (43%) demonstrates that women are equally active

and professional. The dominance of men in leadership roles is mainly due to tradition. (Klubeck & Bass, 1984)

Respondents were asked about the reasons why women are underrepresented in the economic and political elites. The main reasons cited were:

- Family responsibilities: 47%

- Women's own reluctance: 16.3%

- Gender inequality: 32%

- Other reasons: 4.7%

When asked what distinguishes a female leader, 22% of respondents noted her focus on interpersonal relationships; 52% believe it is effective to utilize the skills and talents of others; and 26% emphasize achieving results. When asked which leadership style characterizes women, 74%. 26% of respondents identified the democratic management style. (Zankovsky, 2018, 9-12 July.)

A female leader tends to form deeper, more intuitive relationships within the team, assesses others' behavior more accurately, and reacts more delicately to the nuances of interpersonal dynamics and her team members' attitudes toward her.

What does this management style look like? The so-called female management style is characterized as a humane approach to management. It aligns better with the evolving conditions of a company's activities and helps facilitate a shift to a new management paradigm. (House & Mitchell, Autumn 2007)

Women have not only caught up with men in mastering successful management practices but have also developed their own principles suitable for the uncertain conditions in which modern organizations operate. The principles underlying female management include:

1. Selecting professional, competent, and well-prepared individuals as partners. Women tend to be less ambitious and do not seek power solely for its own sake, resulting in less hierarchical organizational structures.

2. Women also strive to avoid causing harm; in conflict resolution, they favor peaceful solutions and employ moral and psychological influence. They establish cooperative relationships with

employees, acknowledging each person's importance and value as a contributor. In Western organizations, there are two types of relationships with female employees: the first is called the "request" style, where tasks are assigned in a softer manner rather than through directives; and the second is the "trust-based" style, where managers express emotional satisfaction for well-done work, making emotional connection a key motivator. The "trust" style involves managers sharing ideas, connections, and resources with employees and encouraging them to approach ideas as their own, thereby inspiring independence and ownership.

3. Recognizing the value of each employee, regardless of their hierarchical position, and utilizing technology that demonstrates attention to the individual. Women associate their power with personal character rather than formal authority; they aim to foster a friendly environment, encourage participation, share information and authority, and help employees develop their skills. Women tend to focus on transforming relationships, while men often focus on changing rules and norms.

A female leader reaches success not by adopting a masculine style, but by creating and developing a "feminine" style of management. Female leaders succeed due to their own character and behavioral traits; they involve a wide range of employees in decision-making processes. Public opinion is quite supportive of the "lady-boss." According to the magazine "New Economics," representatives of the stronger sex often prefer female leaders over male leaders. Additionally, 29% of women and 22% of men among those surveyed believe that women are more patient with their employees (60% of women and 59% of men are convinced that leaders of both sexes are equal). Data from numerous other researchers dispel the myth that female leaders are less capable than their male counterparts. (Blake & Mouton, 2002)

Specialists believe that women can manage any company if they have acquired the necessary knowledge and skills. Western researchers argue that women require an adequate level of education to secure leadership positions in the business sector. W. Naiser asserts that education enables a person to see more alternative options for action. He notes that managers with higher education make more original and independent decisions. Education acts as a barometer of women's achievements and suggests one way to overcome obstacles stemming from limited opportunities. The analysis shows that the higher the education level of both male and female managers, the more balanced the process of proposing hypotheses for solving problems and critically assessing them becomes. No significant differences have been identified between women and men on this issue. Similarly, both male and female managers with higher education are characterized not only by balance but also by a willingness to take risks. Regardless

of the leader's education level, there is always room for individual thinking styles and unique approaches to problem-solving. This characterization is not gender-specific.

Research conducted by the International Women's Forum shows that while masculine and feminine management styles share some similarities, they also display notable differences. For example, significant differences exist in views on the role of management. Female managers tend to evaluate their achievements more positively and believe they have accomplished more than initially planned. When assessing their achievements, they distinguish between professional accomplishments and personal ones. The achievements of the organization do not necessarily satisfy them, whereas their personal successes do.

Objectively successful men tend to focus on unfulfilled tasks and do not view their work as entirely successful. They see their achievements as part of larger goals that are still in progress. Men are focused on completing tasks, while women tend to focus on the individuals responsible for completing these tasks. This is the main difference between feminine and masculine styles. (Goleman, Boyatzis, & McKee, 2008)

In our opinion, the question is not which management style is better, masculine or feminine. The ability to consciously combine both "feminine" and "masculine" behavior models enables any leader to work effectively with others and avoid conflict. Harmonious relationships can lead a company toward real results and genuine efficiency.

5. Conclusion

Various studies show that successful management is not defined by gender. Effective leaders possess a blend of both feminine and masculine leadership techniques, demonstrating a mixed leadership style that transcends clear gender distinctions. Both men and women have different abilities to manage organizations, and gender traits are not obstacles to effective management.

The concept of what makes a truly effective leader is evolving. Today, the image of a leader includes a blend of "feminine and masculine" qualities. Which should dominate depends on the specific situation. When a leader understands which management style aligns best with their organization, they can tailor their approach accordingly.

Why is understanding different management styles important? Both women and men can utilize either feminine or masculine styles. Recognizing and distinguishing these approaches helps determine which style is most effective in a given context.

Of course, every leader develops a particular style for tackling various challenges. Male and female leaders learn what they may not inherently possess and help build others with specific strengths. Leaders must understand their own strengths and advantages, as well as the culture, politics, and systems within their organization. The key is not which style is superior — masculine or feminine — but recognizing that this aspect significantly influences the effectiveness of interactions within the organization.

Leadership qualities have a common nature that is not directly related to gender. Studies have shown that female and male leaders share similar characteristics, such as the ability to act in conflict and risky situations, constant readiness for change, the ability to introduce innovations, the skill to effectively utilize the talents of others, and the capacity to resist pressure and defend their own positions.

These findings clearly highlight that successful leadership is exercised by those who, regardless of gender, possess a range of psychological behaviors typical of both female and male leaders.

This suggests that women and men have nearly identical abilities to manage organizations, and gender differences do not pose significant obstacles to effective management.

We can therefore say that successful management transcends gender. Effective managers possess a dual repertoire of management techniques—feminine and masculine.

This results in a blended management style that does not strongly reflect gender distinctions. In other words, men and women have roughly equal opportunities to lead organizations.

The gradual erosion of gender stereotypes is driven by a shift in approaches to analyzing effective leadership, with the focus moving from perceiving a person as a woman or a man to viewing them as simply a person.

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