Women in Management

Sheila Ramazan
ACKNOLEDGEMENT

This thesis has been conducted at the Department of Business Administration and Social sciences at Luleå University of Technology. During the time period of writing my thesis, I have gained knowledge from the down and up parts. This journey has giving me a good experience and I hope that this thesis will contribute to other students in the subject of women in management.

Throughout the writing of the thesis, I would like to thank several people that have been essential for conducting to my work. First of all, I would like to thank my supervisor Håkan Perzon for being supportive and for his valuable advices. Second, I would like to send a special gratitude to my respondent Susanne Grönberg, at Forex Bank. Last but not least, I would like to thank my family and friends, but special thanks to my dear father, Ramazan, and my sister, Lilijan, for putting a smile on my face every day. ☺

Luleå, January 23, 2010

Sheila Ramazan
ABSTRACT

This essay concerns the subject of women in management. Data shows that women continue to increase their share of managerial positions; but unfortunately the rate of progress is slow and uneven. Therefore, I decided to examine the barriers experienced by a female manager and how a feminine managerial approach, such as transformational leadership style, can be effective for organizations to reach their goals. The essay is based on a single case study, which were made on a experienced female manager working at Forex Bank. Based on the collected data, genders have different ways of expressing feelings and emotions, and that the most important barrier to consider for females according to my study is networking. The study also indicated that females need to overcome their fear of being open, because females tend to be more reserved and “scared” of being criticized compared to men, which needs to be improved. The thesis also concluded that a feminine approach such as transformational leadership style can be an advantage in many industries.
SAMMANFATTNING

7.1 HOW DOES A FEMALE MANAGER EXPERIENCE THE BARRIERS WITH WORKING AS A MANAGER?.......................................................................................................................34
7.2 HOW DOES A FEMALE MANAGER DESIGN A HIGHER EFFECTIVENESS IN ORGANIZATIONAL GOALS BY APPLYING FEMININE MANAGERIAL APPROACHES?..................................................................................35
7.3 IMPLICATIONS FOR FEMALE MANAGERS...........................................................................................................36
7.4 IMPLICATIONS FOR THEORY.................................................................................................................................36
7.5 IMPLICATIONS FOR FURTHER RESEARCH...........................................................................................................36

8. LIST OF REFERENCES........................................................................................................................................37

APPENDIX 1 ................................................................................................................................................41
APPENDIX 2 ..................................................................................................................................................43

LIST OF FIGURES

Figure 1.1 Outline of the thesis ..................................................................................................................................5
Figure 2.1 The Glass ceiling in the organizational pyramid ..................................................................................7
Figure 2.2 M-shape ..................................................................................................................................................9
Figure 2.3 Types of marriage ...................................................................................................................................9
Figure 2.4 A model of managerial behavior and effectiveness ............................................................................13
Figure 3.1 A graphical presentation of the conceptual framework ......................................................................18
Figure 6.1 M-shape within case analysis...............................................................................................................29

LIST OF TABLES

Table 1.1 Sex distributions among managers 2001-2008 ..................................................................................2
Table 2.1 Transformational leadership ................................................................................................................12
Table 2.2 Characteristically traits ........................................................................................................................14
Table 4.1 Distinction from quantitative and qualitative data ..............................................................................20
Table 4.2 Relevant situations for different research strategies ........................................................................21
Table 6.1 Showing experienced barriers with working as a female manager ..................................................30
Table 6.2 Showing the respondents managerial characteristically features ....................................................32
Table 6.3 Showing how a female manager designs a higher effectiveness in organizational goals by applying feminine managerial approach within the case-analysis .................................................................33
1. INTRODUCTION

This chapter begins with an overall background about the subject, which is followed by the problem discussion. The problem area will in turn be narrowed down into a purpose and two research questions. The chapter ends with an outline of the thesis, which briefly describes the design of the thesis.

1.1 BACKGROUND

Linstead, Fulop & Lilley (2004) defines management as a relational and differential activity, which includes people as resources that are treated as human resources. Managers’ role differentiates what they do from other activities, features at this level of the job and their role within the organization creates a wide pull in the managers’ life and strained demand of a managers position. (ibid) The main factor that causes a possible increase in organizations future survival as well as prospects for their future goal lies in the way for manager to lead their human resources. Today, managers apply efficient management programs and activities in different ways to achieve and sustain the organizations effectiveness. (Ivancevich, 2007) According to Kotter & Cohen (2002), management and leadership should go hand in hand. An organization conducted with management and leadership has shown well performance in quality, productiveness and efficiency amongst subordinates (ibid).

Gender is a powerful role, which not only is important in our daily lives, but also in the organizations were people work. Humans are either male or female, provided with either masculine or feminine qualities which can impact the way we indentify our body of work. Gender in management has an impact on how organizations not only fail, but also prosper and should be considered since there are differences between the managerial styles. This acknowledgement matters when it comes to the issue of gender in management, which is concerned with how men and women manage and lead differently, because of their way of socializing differs. (Linstead et al., 2004)

Ivarsson (2007) claims that the word leadership is mostly associated with masculinity. The author further explains that studies have shown how a well performed manager adapts a form of standard according to the masculine behavior, which is associated with non emotional attitude toward subordinates. This norm has been accepted by woman who leads subordinates, since the masculine norms have been set as a standard in management. Attitudes, culture and traditions are the keywords behind change in organizations; therefore keywords are the main features within organizations. Changing future views of organizations requires not reorganizations within companies, but vision change about gender in general. Most organizations involve both gender, but most of them are lead by men, even if women have the same qualifications. (ibid) The strength and inflexibility of “think male – think manager”, has its roots in managerial work held by men from decades. The older way of working in a gender based labor division has decreased nowadays, since the stereotyping of the genders has been proved wrong. (Schein, 2007)

Female managers in Sweden and worldwide were virtually very few during the late 1970s. Data shows that women continue to increase their share of managerial positions; but unfortunately the rate of progress is slow and uneven. Swedish statistics database [SCB] shows that there were
only 32 percent female managers during year 2008 in Sweden, while the percent rate was 68 percent for male managers. Table 1.1 shows the sex distribution among managers in Sweden during 2001 to 2008. According to table 1.1, only one third of all managers in Sweden were females year 2008, and the portion is slowly increasing. The portion of women in managerial position has only increased by 6 percent from year 2001 to 2008 in Sweden. (http://www.scb.se/, 2008)

Table 1.1: Sex distribution among managers 2001-2008.


Linstead et al. (2004) points out that within gender and management, there are barriers associated with female management. Managerial work has been examined regarding barriers that are mostly related to women, since they present one of the key characters in diversity within management. (ibid) The term “glass ceiling” commenced during 1970s in United States, dealing with female barriers in managerial positions, which are invisible in organizations. The barriers are associated with gender stereotyping, gender and empowerment, lifestyle options that are concerned with the choice of partnership and work, and creation of networking. Gender disparities in management positions are raised from differences in work performance, and the main focus is to identify those barriers and overcome them. Most high paid jobs and high level of positions are led by males. Managerial style differs between genders because of performance, required skills, responsibility, tasks and complexity that are less familiar to females. (Wirth, 2000)
1.2 PROBLEM DISCUSSION

**Barriers with Female Management**

Broadbridge (2006), emphasize in her study based on female management, that the phenomenon of the “glass ceiling” is not the reason that keeps females entering managerial positions. The author claims that the main bias to the subject is the career and maternity breaks. One exploring study based on glass ceiling made by Hoobler, Wayne, & Lemmon (2009) showed that female managers deals with family conflicts more than female employees. The perceptual biases don’t only concern females; the issue occurs among males as well, but in less scale. Females are more nurturing by nature, and competing between work and family life are less attractive, therefore females are seen as less fit able for holding managerial or leadership positions. (ibid)

One of the highest gendered relationships is according to Linstead, Fulop & Lilley (2004) mentoring, which indicates the older individual indentifying themselves with their younger version. Most female managers don’t have role models or mentors that are older women, and in most cases they have male mentors. This scenario is one of the cases that creates low level of high paid women in some sectors, because they may not see themselves doing something that have been done by males. (ibid)

O’Connor (2001) mentions a study made by Hall & Hansen (1997), which shows that women are more likely to become self-actualized compared to men. The study was based of university students who graduated between the 1950 and the 1970. The study also showed that women are more likely to consider the alternative costs, which outweighs the benefits of becoming a manager responding to “inner-feelings” to decide and control their roles of self-fulfillment. (ibid)

When managers take their part in organization, they need to adapt the environment within the organization, in order to avoid conflicts. The changes have to be done through personal attitudes or perception, behavior and structures. The differences in genders attitude or perceptions by female and male managers are mostly based on stereotyping and feelings, which needs to be removed in order to avoid conflicts with the subordinates. (Linstead et al., 2004) Alimo-Metcalfe (1995) reinforce the purpose of sex and stereotyping, and claims that communication and interpersonal skills, working style and additional personal qualities differ from male and females, which makes the gender more likely to adopt different leadership styles.

Linstead, et al. (2004) mentions an empirical evidence and theory that was introduced in 2000 by Menkel-Meadow, concerning attitudes in gender negotiation. The Study proved that issues occur between males and females during negotiating in some cases, and the conflicts are mainly based on structural power imbalances between the genders.

Work and family conflict is one of the most common negative impacts on females to reach higher managerial level. The reason is that it leads to less job satisfaction and greater intention to leave the position. Therefore, the effort to emphasize the balance of work and family, the greater chance individuals has to achieve higher satisfaction at work. The organizations also need to improve the process of work and family integration, so capable, talented and motivated women can develop successful careers in them. (Burke, 2004)
Linehan (2001) explains in her empirical evidence that was based on female managers and networking, which indicated that female managers have less advantage in the area of networking. The author further claims that the main reason for this to occur is the lack of appropriate network, mentors, or role models, that female have compared to males in the managerial level. Males are the dominant group in the managerial area, which leads to exclusion of females in informal interactions. The hostile climate varies by industries, but still, the negative attitude towards female managers leads to less access of networking groups, socialization in both formal and informal norms of the organizations. (ibid)

**Feminine Management Approach**

Most leadership theories regarding gender and management have disregarded the differences on female and male leadership. The existing researches that have been done, especially by Judy Rosener (1990), have found that there are significant differences in gender and management. Rosener (1990) claims that men tends to use transactional leadership, while females apply a transformational leadership style. Downey, Papageorgiou & Stough (2006), claims that managers exhibiting transformational leadership attain a higher level on emotional communication, which is more common among female managers. The authors further claims that their results showed a negative relationship between laissez-faire leadership, which refers to responsibility of managing followers, and emotional communication.

Working as a manager involves risks, work and family related issues, which can be seen as barriers. Most managers avoid those barriers by taking chances and circumstances, in order to develop work related experiences as a manager. One of the most known factors influencing individuals are attitude, which differs from individuals, in cultures, as well as genders. (Barker & Cole, 2007) Managers that have learned from their success and failures, relates their paths with their attitudes. Effective leaders are stated to be positive individuals, and described as highly efficient to achieving organizational goals. Managers with positive attitudes towards subordinates are claimed to increase their motivation, which in turn leads to achieving organizational goals. (Fritz, 2008)

According to Maclaran, Stevens, & Catterall (1997), inside and outside values in the organization should become more “feminized” in order to create a more co-operative workplace. The authors’ further claim that a co-operative workplace creates a greater flexibility and adaptability amongst subordinates, which can only be achieved if the organizations is willing to combine different values. This will in turn create a higher positive trend for the organization to offer more business opportunities for both females and males. (ibid)

Managers using emotional communication style have resulted in enhancement of satisfaction amongst subordinates. Genders have different ways of expressing feelings and emotions, and female managers have shown to express more emotions towards subordinates compared to male managers. High ratings based on managers way of expressing emotions toward subordinate have indicated that the emotional expression received from subordinated from supervisors are claimed to conduct higher satisfaction from subordinates. Although, the relationship between managers and subordinates satisfaction are depended by other factors, emotions allow managers to engage in specific behavior that increases subordinates’ satisfaction. (Byron, 2008)
1.3 PURPOSE & RESEARCH QUESTIONS

This study has two main purposes. The first purpose is to gain knowledge and understanding of different barriers that occur for female managers. During the process of the study, the barriers will be explained and described in detail. The second purpose of the study is to learn how female managers use feminine managerial approaches in order to reach higher effectiveness within the organization. The research questions have been formulated based on considerations of the two main purposes as well as the managerial position rate of female managers slowly increasing. In order to gain deeper understanding, two research questions have been formulated as followed;

- How does a Female manager experience the barriers with working as a manager?
- How does a Female manager design a higher effectiveness in organizational goals by applying feminine managerial approaches?

1.4 OUTLINE OF THE THESIS

The outline of the thesis can be observed in figure 1.1 below. As shown in the figure, the thesis consists of seven chapters. Chapter one provides the background to the subject of the thesis, followed by the problem discussion, purpose and research questions. Chapter two will provide the reader with theories and literature that is relevant to the subject. Then, the reviewed literature is narrowed down into a conceptual framework, which is presented in Chapter three. The methodological choices that were made, including explanations of how the research was made is described in Chapter four. Chapter five presents empirical data that were collected. Chapter six consist a comparison between collected data and conceptual framework through an analysis. The last chapter, Chapter seven presents the findings and conclusions of the study, which were derived from the research.

Figure 1.1: Outline of the thesis
Source: Authors own construction.
2. LITERATURE REVIEW

This chapter presents relevant theories to the research questions, which were defined in chapter one. The chapter is divided into two sections; the first section begins with describing the barriers with management for women. The second section provides the reader with theories regarding studies on the topic; management approaches that are used by female managers and the effectiveness within them.

2.1. BARRIERS WITH FEMALE MANAGEMENT

2.1.1 “Glass Ceiling”

“Glass Ceiling” is a phenomenon that has been studied for years, concerning impenetrable and invisible barriers which prevent females from attaining higher managerial positions. The theory indicates different reasons for females in organizations and society that want to climb higher in position, even when they are qualified and have competent that is required. The barriers are described as invisible and exist at different levels, which are presented in a pyramidal shape, as shown in figure 2.1. (Wirth, 2000)

The first level, the bottom of the figure, presents the entrance level in organizations, were individuals are placed in different functional, non managerial positions. The functional positions can differ, for instance human resources and administrative positions, were male and females are likely seen in the organization. The foundational levels don’t require any higher skills, like strategically skills or managerial skills. (ibid)

Wirth (2000), describe how organizations at managerial level bounds women in both formal and informally within the network. The author further claims that the main reason for this incident is that there are mainly men at higher managerial levels, and they tend to stereotype the females. Therefore, it is harder for women to reach higher managerial positions compared to men, in male dominated organizations. The “glass ceiling” phenomenon creates difficulties and boundaries for females to reach higher managerial positions in occupational positions that require higher salaries and liability. (ibid)

Davidson & Cooper (1992) claims that it’s more challenging for women to receive higher managerial positions because of the image they are viewed and view themselves in both society and within the organization. Men in general are assumed to be happier supervising and less comfortable taking orders, compared to women. Women also have a belief in general about themselves to be less suitable for managing and supervising people. (ibid)
Figure 2.1: The glass ceiling in the organizational pyramid.

2.1.2 Gender stereotypes

Phatak, Bhagat, & Kashlak (2005) claims that the external world around us makes individuals be aware of information, which needs to be received in order to become open minded as a leader. The authors further explain that an important way to retain this information from an external environment is through perception, which is about the process of receiving the information. There are cases where individuals process a developing view of others qualities, characteristics or properties, becomes narrow minded, and can be described as stereotyping. Stereotyping causes individuals perception to create a certain image of certain demographic, ethnic, organizational and national, or gender. (ibid)

Research based on diversified mentoring relationships in organizations was made by Ragins (1997), indicated that women from minority workforce in UK, such as management positions, found themselves being marginalized and excluded through stereotyping.

Simpson (1997) mentions some stereotypical role traps that are common for women, which are:

- Mother role (comfortable and caring)
- The seductress (sexy and dangerous)
- The pet (sweet but incompetent)
- Iron maiden (asexual and strident)

In different cultures, women tend to be stereotyped, which creates boundaries in organizations, when they become highly visible. (ibid)
2.1.3 Gender and Empowerment

Mentoring is one of the priority key to empowerment within gendered relationship. Wajcman (1998) suggest that mentoring relationships is mainly about influential older male identifying a younger version of themselves. Ragins (1997) also agrees with the impact of mentoring being a major factor in relationships empowerment. The author further discuss that the major factor in successful and unsuccessful mentoring outcomes is gender.

One US study by Ragins (1997), found people in mentoring relationships more difficult to identify and relating to each other. The author explains that people with similar characteristics or social status that is more homogenous, creates more comfort and allows individuals to be involved. The author differ mentoring relationship in two categories, which are informal- and diversified mentoring relationships.

**Informal mentoring relationships**

Is the main type of mentoring that some organizations establish, in formal mentoring programmes, and they are not easy to form among people from diverse backgrounds.

**Diversified mentoring relationships**

This form of mentoring relationship involves individuals from different status related groups and power, based on gender, sexuality, race, disability or ethnicity.

The study cited by Ragins (1997), stated that in some cases were the male mentors or others in the organization had made sexual advances in mentoring relationships, which could lead to limited diversified mentoring, compared with involving persons of the same gender. The author further explains the game “golf” as a dilemma, were a social activity outside work could represent the dilemma. In the case of playing golf, mentoring and training within the sport are separated between the genders. (ibid)

Ragins (1997) mentions a study made by Catalyst (1996), which found that amongst 461 female executives in the USA, a majority of them claimed that they continuously had to improve their performances and create higher expectations and goals, in order to present themselves in ways so their male co-workers could feel comfortable with them. Ragins (1997) further refers to another study that was made by Ely (1995), which found concluded that women in higher managerial position were more likely to support stereotypical gender roles within private sector organizations.

2.1.4 Lifestyle Options

The “M-shape”, figure 2.2, shows the lifestyle options women take, which creates barriers for them in terms of going back to the workforce or climb higher in positions. There are differences in gender referring to unemployment rates, and gender disparities in the labor market, indicating the reason for female manager having barriers staying on their high paid positions. Females have different lifestyle options compared to men, but an important notice is that it even differs amongst females, depending on their backgrounds and culture. One of the main reasons that women in general choose the lifestyle of raising family is because female have lower salaries
compared to males. Therefore, when they decide to leave work force, they consider this option as a high priority. Once women leave work force to stay home, it becomes more difficult for them to go back to work and the position may have been replaced. The M-shape is well known way to describe how difficult females have compared to males in order to make choices in life. (Wirth, 2000)

**Figure 2.2:** M-shape.  

### 2.1.5 Partnership and Work

The most common sex stereotyping in every culture is the view of marriage, were the wife is the home maker and the husband is home provider, claims Davidson & Cooper (1992).

Davidson & Cooper (1992) cited Handy (1978), were he did a study based on partnership and work. Handy (1978) categorized husbands and wifes needs in four squares, which is presented in figure 2.3.

**Figure 2.3:** Types of marriage  
The figure presents the different needs in form of achievement, dominance, affiliation and nurturance, were the patterns describes different types of marriages based on carrier taking approaches between the partners. (ibid)

First pattern: Trusting husband and Caring wife
The first pattern presents the traditional sex role stereotype, where the marriage is based on a working husband, and a housewife. The husbands effort and professional success within his work is depended by the home situation. This situation creates small amount of stress level for the marriage, since the duties are well divided between husband and wife. However, there are negative impacts with this kind of pattern for the wife, which is that she easily forgets her own needs, when children are involved. (Handy, 1978)

Second pattern: Trusting husband and Trusting wife
When husband and wife both have high level of needs for achievement and dominance, it makes them both trusters. In this case the involved ones support and care for each other, which makes it highly possible that both the husband and wifes work situation leads to a dual-career family. Through time, either husband or biological reaosons can persuade the women in the family to become a stay home wife. But if both partners choose to take a dual career path, this could lead to conflicts, tensions and stress in the family in the long run. Therefore, it is needed to have at least one partner to relay on when it comes to household, so comfort of the home environment can be created, especially when children are involved. (ibid)

Third pattern: Involved husband and Involved wife
This chategory involves a husband and a wife, were both have a high level of achievement and dominance, but they both also have a high level of affiliation and nurturing, which means that they value caring. Since the level of stress are mainly high in these marriages, confrontational arguments would lead in the short run to support, but ending on the long run. (ibid)

Fourth pattern: Involved husband and caring wife
This last pattern involves partners that score hi gh level in affiliation and nurturing, but were the husband is higly achievement oriented and the wife more home staying. The relationship here is based on caring for others, because of the high level of sensitiveness, therefore the partners are both very supportive to one and other. Since the husband is achievement oriented, this creates a high level of stress for him, but can be taken out by the supportive wife. (ibid)

Although many husbands of married female managers appear intellectually to accept and encourage their wives in their careers, very few either psychologically or practically support them. When Rhona & Robert Rapaport (1976) re examined Dual Career Families, they established that a working wife don’t only need the approval of her husband, but also his support. The authors believes that females are less able to develop a network of contacts, and stay home wifes are able to build up their network through friends, family, community, institutions and neighbours. When it comes to the problems associated with combinig a career in management with permanent relationship and marriage, the same message is echoed time and time again, choose your partner carefully. (ibid)
2.1.6 Networking

Working moral experiences have been one of the important factors when dealing with networking within gender differences. Since women have less historical experience in moral issues compared to men in development of network at work, the theories within gender and networking are limited. Although the trusting behavior has been examined for years, comparison between female and male issues in development of network is different because of the culture stereotype that exists. (Linstead, Fulop & Lilley, 2004)

Linstead et al. (2004) mentions an article made by Judith Lorber (1979), which claims that trust and loyalty are more difficult for females to develop in order to create relationships for the organizations. Lorber (1979) states that it is more difficult for males to trust a female compared to the same gender, and there are several factors that indicate this issue. The author says that one of the main reasons for these ensue is the sociability between the genders within the organizations. Lorber (1979) further claims that females are more of outsiders in context of equality, and that male in general by natural tend to build trust with those who are more like them. The author also gives an example of this issue, which is travel related such as womanizing on business trips, which is claimed to be one of the entertaining rituals for males.

2.2 FEMININE MANAGEMENT APPROACH

2.2.1 Transformational Leadership style

Transformational leadership style has been defined by several authors as a visionary leadership. Leaders applying this form of leadership style are stated to be involved with change within the organization and development of commitment. The leaders also focus on issues involving matter of support, directing and coordinating the goals or purpose that has been set up by the organization in order to increase the work effort. The main characteristics connected to transformational leadership style has been presented in table 2.1. (Linstead, Fulop & Lilley, 2004)

Linstead et al. (2004) mentions Rosener’s (1990) research in transformational leadership that is mainly led by females. Rosener (1990) claims that transformational leadership style emphasizes motivation among subordinate, which creates group commitment and encourage the subordinates to reach organizational goals. The way of pursuing organizational goals can be explained in the management style that is based on visioning the future, communication and the implementation. The way transformational leaders differ from other leadership styles is based on managing personal qualities rather than using ones position. This creates pros for females, since they from an early age are taught to be caring rather than command and take control, which is a trait more common by males. (ibid)

Linstead et al. (2004) further points out that women adopt a democratic and people oriented leadership style, while men are more focused on managing other based of autocratic and task or production oriented.
**Transformational leadership**

1. Visioning a new corporate future
   - Creating the new vision
   - Breaking the old frame
   - Demonstrating personal commitment to the vision

2. Communication the vision
   - Communication and dramatizing the vision
   - Focusing on people
   - Seizing the moment

3. Implementing the vision
   - Building an effective top team
   - Reorganizing
   - Building a new culture

**Table 2.1: Transformational leadership**

*Source:* Linstead et al., 2004.

2.2.2 Feminine Managerial Behavior and Effectiveness

Davidson & Burke (2000) explains a model, *figure 2.4,* presented by Vikeburg (1997) called a “managerial behavior and effectiveness”, which states the gender differences in determinate managerial behavior and effectiveness. The model is a prototype based on other models concerned with career success and managerial behavior and effectiveness amongst genders, and the model is specifically made of the most relevant subjects concerning managerial behavior and effectiveness. (ibid)

David & Burke (2000) explain that the situational factors are determined by specific job characteristics, which can either be a people-oriented or task-oriented. The personal factors are mainly based on gender differences, which are called the big five, and explain how personality factors differ between the genders. According to Davidsson & Burke (2000), the big five are based on personality factors such as; *Personality characteristics, Motivation, Commitment, Self-efficacy,* and *Self-monitoring.*

Pratch (1996) claims that females are more concentrated on building and remaining relationship, which makes them more people oriented, whereas men are more task oriented. Dimension, such as intuition and feelings are more higher scored by female managers than male managers, which is according to studies an advantage because of the agreeableness they create about themselves. (Nordvik, 1997)

Davidson & Burke (2000) further mention a research made by Lefkowitz (1994), which indicates that the differences in genders are based on the consideration of personality factors, such as age, education, work experience, and tenure. The authors also mention another study by Gerike
(1983) which explains the family situation, for instance when men or women want to have children; the situation requirements are different for the genders.

![Figure 2.4](image)

**Figure 2.4:** A model of managerial behavior and effectiveness.


Davidson & Burke (2000) mention several researches by several authors, which will be discussed in matters of differences of managerial behavior. The authors mention findings made by Dobbins (1986), which indicates that females in their behavior are more likely to use a combination of equity and equality together rather than just focusing on equity alone within the organization. Dobbins (1986) claims that this kind of managerial behavior results in lower performance from subordinates, which creates lower managerial effectiveness. Gerike (1983) on the other hand, claim that networking is more of an issue for female managers than male managers. The authors results showed that female managers had more difficulties in communicate informally with the colleagues, and the results also showed that female managers had low level of risk taking. The result indicated a lower level of managerial effectiveness, compared with male managers. (ibid) Korabik, Baril, & Watson (1993) found other differences between the genders, which showed that female managers were less dominating than male managers. The authors explain that the findings indicated in lower effectiveness in management, as result of the conflict management behavior by females.

Based on the researches that have been done, none of them indicated any significant differences between the genders in effective leadership. The effectiveness amongst leadership style was more based on stereotyped task-oriented or people-oriented. (Davidson & Burke, 2000)

### 2.2.3 Feminine Values

Individuals differ in the way of characteristically features, which can be divided into extrovert and introvert individuals, *table 2.2*. Extrovert individuals appear to be less lonely than introvert individuals, because they tend to be more talkative and have a stronger network. (Drake & Solberg, 1996)


<table>
<thead>
<tr>
<th>Extrovert individuals</th>
<th>Introvert Individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Forward</td>
<td>- Reserved</td>
</tr>
<tr>
<td>- Social</td>
<td>- “Gets to the bottom”</td>
</tr>
<tr>
<td>- Open and Positive</td>
<td>- Reflective</td>
</tr>
<tr>
<td>- Friendly</td>
<td>- Strong inner life</td>
</tr>
</tbody>
</table>

**Table 2.2: Characteristically traits.**

**Source:** Drake & Solberg, 1996.

According to Drake & Solberg (1996), women are less comfortable with a leading role. The author explains that many women don’t categories themselves as extrovert individuals, because the feeling of leading makes them more absence. The author also mentions that effective leaders are those who are considered to be extrovert individuals, because of the characteristically traits they claim differ in.

The way of thinking, acting and feeling differs from females and males, which creates feminine values. Organizations stereotypes feminine values in order to create higher level of healthier work environment. Carlene Boucher (1997) claims that female managers that she has talked to about leadership, often eliminate their own stereotypical male values and develop their own values. The author further mentions the stereotypical male values that females have, which are emotional distance, objectivity and unconditional confidence.

Linstead, Fulop & Lilley, 2004 states that it is also important to note every organization fully transfer of the feminine values into the organization. Many organizations may not fully function if they apply the feminine values, which often are seen as “family-like”, if they are stronger build minded organization concentrated on masculine values. Typical masculine values in organizations are considered to be controlling, competitive, aggressive, which can be damaging for the growth in whole as well as personal survival. Possibilities of feeling, thinking and acting are more likely to be described as female values in organizations. (ibid)

### 2.2.4 Emotion and Management

Fineman (2003) divides emotions into four different perspectives, which are;

- Emotion as biological
- Emotion as early experiences
- Emotion as cognitive appraisal
- Emotion as social

The author further explains how management style differs between males and females, because of the use in perspective of emotions. The biological perspective is based on emotions that are born into our body system through genetic heritage. From early age, humans learn to program different emotions in different ways in order to be useful for survival, which is not by accident.
Emotion as early experiences are based on the reliving of old experiences in the present. Fineman (2003) says that feelings are buried inside humans and are a part of a process which can distinguish between genders. Men’s emotional reactions for instance have been studied and are considered to be more like animalistic patterns. Emotions as cognitive appraisal are about feelings that are not exposed in psychological way, not until the emotion is estimated. The individual have to hear or see certain emotion appear in order to feel it. Last but not least, emotions as social are about learning and expressing, which are inherited from norms in different cultures. These emotions are based on elements that are building up from early age experiences and interpretations. (ibid)

Linstead, Fulop & Lilley (2004) state that studies made in the area of emotions at workplace are important, in senses of the outcome they have on influencing job satisfaction and performance. The authors further explain that emotions are denied in managers’ point of view in order to add value to the organizational goals. Emotions that are considered to have negative effect on people, such as anger, are mainly been denied in order to avoid conflicts. Genders are by nature build in different ways; their ways of acting are different based on their use of the different perspectives of emotions. Females are categories to be emotionally in their way of leading, while males are more rational in their decision making. (ibid)
3. CONCEPTUAL FRAMEWORK

This chapter contains a presentation of conceptual framework, which is relevant to the theories, purpose and research questions that has been introduced earlier. The conceptual framework is used as a foundation from the theories in order to complete the data collection as well as the data analysis.

Miles & Huberman (1994) explains that a conceptual framework shows graphically or narrative form of the main considerations within a study. The conceptual framework explains the main dimension within the presented theories based on the formulated research questions, in order to help the researcher as well as the reader, to find answer to the research questions. (ibid)

Women in management are a wide subject, and there have been many literatures described in the earlier chapter. Therefore, I have chosen the most relevant theories to the subject. The relevant theories will be presented in the same order as the research questions, as well as the theory chapter, and will be presented in a graphical framework in figure 3.1.

3.1 RESEARCH QUESTION 1: HOW DOES A FEMALE MANAGER EXPERIENCE THE BARRIERS WITH WORKING AS A MANAGER?

In order to answer the first research question, which concerns experienced barriers for female managers, I have chosen the following theories. My choice of theories is based on the fact that they are relevant to my research questions, as they are well known, and mentioned by many authors.

- The “Glass Ceiling” phenomenon by Wirth (2000) will be helpful to describe the most important factors that have prevented females by experienced, to attain higher managerial position.

- Gender Stereotyping by Simpson (1997) is helpful to describe the most common boundaries from stereotypical role trap images experienced by females, which are:
  - Mother role (comfortable and caring)
  - The seductress (sexy and dangerous)
  - The pet (sweet but incompetent)
  - Iron maiden (asexual and strident)

- Gender and Empowerment by Ragins (1997), is useful to describe gender and empowerment based on mentoring relationship, which is focused on:
  - Informal Mentoring Relationships
  - Diversified Mentoring Relationships

- Lifestyle options by Wirth (2000), is the “M-shaped” figure, will show the barriers in lifestyle options that females go through when they go back to workforce or want to climb higher in positions.
- *Partnership and work* by Handy (1978), describes the needs of achievement, dominance, affiliation and nurturance, and describes different types of marriages based on carrier taking approaches between the partners.

- *Networking* by Lorber (1979), claims that females have more difficulties to create relationships and networks for the organization, which is helpful to compare with real experiences.

### 3.2 RESEARCH QUESTION 2: HOW DOES A FEMALE MANAGER DESIGN A HIGHER EFFECTIVENESS IN ORGANIZATIONAL GOALS BY APPLYING FEMININE MANAGERIAL APPROACHES?

The following theories regarding the second research question have been chosen for the same reasons as for the first research questions. These relevant theories will be helpful to answer how female managers can design a higher effectiveness in an organization, by applying feminine managerial approaches in their leadership style.

- *Transformational Leadership* by Linstead, Fulop & Lilley (2004) believes that women adopt a democratic and people oriented leadership style, which can be helpful to see if the reality looks the same, based on the theory.

- *Feminine Managerial Behavior and Effectiveness* by Vikeburg (1997), which is helpful to show how females *Personal and Situational factors* effect their *Managerial Behavior and Managerial Effectiveness*.

- *Feminine Values* by Drake & Solberg (1996), differs individuals way of characteristically features. This his theory can measure which characteristically traits can be more effective for female managers to apply, which are divided into:
  - Extrovert Individuals
  - Introvert Individuals

- *Emotion and Management* by Fineman (2003) describes the four types of emotions in different perspectives, which shows how management style differs between males and females. The different emotions can measure the level of effectiveness in feminine managerial approaches.
  - *Emotion as biological*
  - *Emotion as early experiences*
  - *Emotion as cognitive appraisal*
  - *Emotion as social*
Women in Management

Research Question 1:
- How does a Female manager experience the barriers with working as a manager?
  - Glass Ceiling
    (Wirth, 2000)
  - Gender Stereotyping
    (Simpson, 1997)
  - Gender and Empowerment
    (Ragins, 1997)
  - Lifestyle options
    (Wirth, 2000)
  - Partnership and work
    (Handy, 1978)
  - Networking
    (Lorber, 1979)

Research Question 2:
- How does a female manager design a higher effectiveness in organizational goals by applying feminine managerial approaches?
  - Transformational Leadership
    (Linstead, et al., 2004)
  - Feminine Managerial Behavior and Effectiveness
    (Vikeburg, 1997)
  - Feminine Values
    (Drake & Solberg, 1996)
  - Emotion and Management
    (Fineman, 2003)

Figure 3.1: A graphical presentation of the conceptual framework.
Source: Authors own Construction.
4. METHODOLOGY

This chapter presents how the collected data were approached and analyzed. The chapter begins with describing the purpose of the research, followed by the research approach and research strategy. The chapter continues with describing the data collection and sample selection, which is followed by data analyze of the thesis. The chapter ends with the quality standard, which describes methods used to increase validity and reliability of the thesis.

4.1 PURPOSE OF RESEARCH

According to Eriksson & Wiedersheim-Paul (2001) research purpose has to be described in detail in order to explain, conduct and utilize the research. The authors further explain and mention several purposes; hence this study applies three of them which are descriptive, exploratory and explanatory.

Saunders, Lewis & Thornhill (2007) state that descriptive research approaches facilitates the picture of the phenomena when the researcher wants to explore the collected data. The authors further explain that in order to reach the clear picture, the researcher has to develop a purpose.

Exploratory research aims for change in form of flexibility and adaptability of the research when data has been collected and needs to be compared with theories. Moreover, this form of research is applied when there is limited or no specific theory or demarcation in the study. Therefore, this kind of research can be adapted in three different ways; by interviews, literature examination, and meeting with experts within the subject area. (ibid)

Explanatory research main purpose is to answer the question “why?” of the phenomenon that is examined. Explanatory also aims to investigate the factors that are causing the phenomenon and thereby narrow it down. (ibid)

This study will apply all the mentioned above. The purpose of this study will primarily be descriptive, since the aim of the study is to provide a deeper understanding of women in management and how female managers lead in an effective way in order to gain more visibility in organizations. The study will also be exploratory, since the data collection of the study will be a comparison between theories and an interview that was made. I also need to point out that there were limited researches to the subject, when collecting theories. The explanatory part of the thesis will be presented as well, since the aim of the research is to investigate factors that are causing the phenomenon behind the slowly increase of female managers in society. The explanatory part makes it easier as a researcher to find answers to the question “why”, by studying other theories and narrowing it down in a conceptual framework, which were made in chapter three.

4.2 RESEARCH APPROACH

Saunders, Lewis & Thornhill (2007) mentions two different research approaches which are widely used in business and management researches, quantitative and qualitative researches, depending on the data, table 4.1.
Quantitative data is a type of research that is concerned with graphs and statistics, in other words numerical data. This form of research can only be conducted through diagrams and statistics, which in turn the data can be analyzed. (ibid)

Qualitative data is a form of research concerned with analysis in ways of non numerical data, such as interviews. (Saunders et al, 2007) Miles and Huberman (1994) also explain that qualitative researches main focus is words, and that this form of research is mainly based on observations, interviews or documents.

<table>
<thead>
<tr>
<th>Quantitative data</th>
<th>Qualitative data</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Based on meanings derived from numbers</td>
<td>- Based on meanings expressed through words</td>
</tr>
<tr>
<td>- Collection results in numerical and standardized data</td>
<td>- Collection results in non-standardized data requiring classification into categories</td>
</tr>
<tr>
<td>- Analysis conducted through the use of diagrams and statistics</td>
<td>- Analysis conducted through the use of conceptualization</td>
</tr>
</tbody>
</table>

Table 4.1: Distinctions from quantitative and qualitative data.

Based on the derived discussion above and the data, this thesis will apply qualitative research approach. This study is more focused on describing and analyzing the chosen subject in depth, because the collected data is not based on numerical or standardized data. Therefore the most suitable choice of research approach is qualitative approach rather than quantitative approach. The in depth interview makes it even more suitable for this thesis to apply the qualitative approach, since an interview is more word oriented.

4.3 RESEARCH STRATEGY

Yin (2003) discusses five primarily different research strategies that researcher can adapt from, which are experiment, survey, archival analysis, history and case study, table 4.2. The reason of choosing strategy is based on three main criteria’s, which are the form of research question, the required control of behavioral event, and the focus on the contemporary event.

Case study is suitable as a strategy when the research is answering questions based on “how” and “why”, and where the researcher doesn’t need to control the behavioral event, but when focus on contemporary events is needed. (ibid) Denscombe (2000) recommends case study as a strategy when the researcher wants to answer specific research questions in order to gain a deeper understanding of the subject.

Since the main focus is to answer specific form of research questions in order to gain a deeper understanding of the subject, case study is therefore the most suitable strategy for this thesis.
Furthermore, there was no control of behavior events in this research, only the contemporary event in form of one case interview. The interview was also mainly based on gathering information of one individual’s experience when it comes to females and management. The case study was also more appropriate in this research, since it emphasized the study in depth and specific subject area, rather than in general. Based on the geographical location and limitation of time, the research was conducted in form of a single case study. The mono case study provided a deeper understanding from the specific individual, in form of experiences and work relations. The mono case study made it even easier for me as a researcher to focus more on one individual’s experiences and see if theories are “right” or “wrong” about feminine managerial approaches. This made the research even a slightly more focused on the contemporary event.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Form of research question</th>
<th>Requires control of behavioral events?</th>
<th>Focuses on contemporary events?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, why?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, what, where, how many, how much?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, what, where, how many, how much?</td>
<td>No</td>
<td>Yes/No</td>
</tr>
<tr>
<td>History</td>
<td>How, why?</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case study</td>
<td>How, why?</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 4.2: Relevant situations for different research strategies.

4.4 DATA COLLECTION

Data collection is derived into primary and secondary data. Primary data is based on material that has been collected for the first time with a purpose that can be defined as specific. Secondary data is based on collected information from other researchers and their studies. (Yin, 2003)

Yin (2003) explains six different sources of evidence in form of information gathering when conducting a case study.

- Documentation
- Archival records
- Interviews
- Direct observations
- Participant observation
- Physical artifacts

Each of these sources of evidence has their strengths and weaknesses when conducting a research. Therefore, the choice of data collection is important to consider in order achieving
higher level of objectivity. Several than fewer sources are also been recommended in order to increase the objectivity of the research. (ibid)

Yin (2003) recommends interviews for the researchers to gain specific and in depth data. Interviews are described as an important way to collect data when analyzing a study.

The data collection in this study has been gathered in form of primarily and secondary data, in order to find sufficient and describing data. Since this study is focused on particular research questions, an in depth interview has been conducted. An interview gave this research a more focused target on the studied and insightful topic. The interview adapted in this study was personal. During the interview, a recorder was used and notes were done in order to avoid misleading in interpret of the interview. The interview guide was sent to the respondent through e-mail a day before, so preparations could be done. The interview guide was sent to the respondent in two different languages, Swedish and English, so the respondent could increase their participation during the interview. The interview took place in a comfortable environment, face to face and occurred during one hour. The interview were mainly in Swedish, but there were some English words and expressions used during the interview. The interview guide in both Swedish and English have been attached, they appear in the appendix.

4.5 SAMPLE SELECTION

The main goal of the thesis is to design well formulated single case study and to collect, present, and analyze data fairly. Saunders, et al (2007) mentions convenience sampling, which is described as information that is easily available for the researcher during the time period of the case study.

The company chosen for this study was mainly because of the location. Since there were limited of time period for the thesis to be done, the respondent was chosen for a main reason. The main reason was that I was working in the bank and already an interest to become a manager. The female manager that was working in Forex Bank was also very experienced as a manager, which was the main interest when conducting the interview, to search for an experienced female manager. The female manager were currently located in the Bank Office in Luleå, Sweden which made it easier to do a face to face interview, but also follow the manager and see what kind of leadership style that was applied.

4.6 DATA ANALYSIS

Miles and Huberman (1994) describe three different of activities that an analysis consists;

1. *Data reduction* which is the process where the collected data is focused, selected, abstracted, simplified and transformed. The purpose of this process is to organize the data so the researcher can be able to verify and draw final conclusion.
2. *Data display* involves the data to be managed into diagrammatic, so comparison can be made in order to simplify when drawing conclusions.
3. *Conclusions drawing and verification* is where the researcher begins comment making in order to clarify different meanings, which can be done through regulations, patterns, explanations, configurations, casual flows and propositions.
The analysis of this thesis will follow these three steps in order to clarify the picture as whole for the reader. The data reduction was made in chapter three, by a conceptual framework. The theories were chosen carefully and based on earlier researches that were made in the subject of women in management, and mentioned several times by other authors. The data display of the thesis is presented in chapter six, by simplify and compare the gathered data in order to find similarities and differences between the single case study and chosen theories. The conclusion drawing and verification is presented in chapter seven, were final conclusions are drawn and described from the findings of the research.

4.7 QUALITY STANDARDS

According to Denscombe (2000), the quality standards can be described and divided into two stages;

- Validity measures the reflected “truth” concerning data and methods within a research that has been conducted. In order to increase the validity of once research, the study need to attain data that are accurate, truthful and targeting.

- Reliability is concerned with minimizing bias and errors within the research, by making the research as reliable as possible. A researcher can accomplish this by comparing methods and purposes of similar studies and analyze the reliability of the studies.

Based on the reasoning above, this research has increased the validity and reliability of the study in various ways. In order to increase the validity, tape recorder where used during the interview, even face to face interview were done, since it gives the researcher to observe the respondents body language. In order to increase the validity of the study, follow up by the respondent have been done, by studying the leadership style at work place. In order to avoid miscommunications, noting also occurred during the interview. The respondent was fluent in Swedish, which was the native language, but she also spoke fluent English and Spanish. Some English concepts were used, which were translated specifically to Swedish as well. The interview where made in Swedish, so no misunderstandings could have occurred. Since the interview was conducted in Swedish, it was translated later on into English, and the errors could be decreased by using dictionary.

In order to decrease errors and bias of the study, every step of the process in the study have been described in detail. The interview guide has been introduced as well, in English as well as Swedish, in form of appendix. The questions in the interview guide were formulated to minimize misunderstanding during the interview. The reliability of the study was also increased by comparing theory with reality, and to compare other authors that have been conducting similar research with each other.
5. EMPIRICAL DATA

This chapter presents the collected data from investigated company and interview. The chapter begins with a brief introduction about the chosen company. Further, the case study based on a single interview will be presented on the second part of the chapter.

5.1 ABOUT FOREX BANK

FOREX Bank is the largest exchange bank in Nordic regions. The Bank deals with foreign exchange, cash management and other banking services. The Bank has been around since 1927, and started at a barber named Gyllenspets. Gyllenspets discovered that many of his customers were tourists and that they had a strong need for currency exchange. The barbershop became in time, during the mid 1960s, an exchange office in order to provide foreign exchange services to customers. Today, the Bank has over 80 office stores throughout the Nordic region. (Forex, n.d.)

The Swedish magazine “Private Business” announced FOREX Bank to be “the Bank of the year, 2009”. The reasons according to the magazine were mainly because of the tracks from offering only exchange of foreign currency to providing their customers with broader banking services, like deposits, loans, cash services, credit and debit cards and more. So far, the bank has been estimated to have approximately 170 000 customers, and is still increasing their amount of customers. (ibid)

5.2 CASE – SUSANNE GRÖNBERG, FOREX BANK

The case study is based on an interview on Susanne Grönberg, business manager for FOREX Bank located in Luleå, Sweden. She has been working as a business manager for the Bank office in Luleå, since the start in 2001, which makes her highly experienced. Grönberg is 46 years old and married with children. Her previous education is based on high school education in computer. During the interview, she pointed out that education earlier in Sweden was not as important as it is today, work experience were more preferable. During her 20s, she lived abroad and worked as guide and decorator. After living abroad for 2 years, she returned back to Sweden and opened her own business, a restaurant located in Luleå. Since the age of 22, she has been working as a manager, but started as a manager in FOREX Bank in July 2001.

5.2.1 Experienced barriers with female management

Glass ceiling
According to the respondent, the glass ceiling occurs in today’s society. The main reason for this is that females are mostly different by nature and that culture does matter in opinions like women’s role at home and at work. Grönberg has never experienced the glass ceiling phenomenon, but she agrees towards the existent. She have witnessed it happened to other female managers. She also points out that female managers have a more rough time dealing with more factors than male managers, such as self conscience towards family matters and priorities. Companies prefer taking managers that are available towards their subordinates and travelling, since it is part of the job. Grönberg further explains that it is a matter of individuals rather than gender, and that the genders are different by nature, but still there are individuals who are more or less appropriate managers.
Gender stereotyping
Gender stereotyping can occur according to the respondents, but Grönberg also noted that she never experienced it herself but seen and heard others experience stereotyping at work. Grönberg claims that this phenomenon occurs mostly amongst female in a male dominated work place, because she have seen male subordinates having difficulties to take orders from female managers compared to male managers. It can be matters of culture or the image that society have of females, which can make it harder for females to lead male subordinates. The respondent further explains that hiring people for a vacancy differs from work environment, depending on task assignments. For instance, she has always hired females, because they have by chance been most appropriate for the vacancies. During time, she have discovered when males are around, the environment becomes different concerning communication towards subordinates. Work environment that consist by only females can be chattering, and the other way around, therefore it is important to create a diversified work environment as possible.

Gender and empowerment
Grönberg explains that she has never experiences any differences when it comes to mentoring different genders. But she also points out that she has experienced other factors, depending on if you are managing your own business or are a hired manager for other companies. She explains that the way of leading people can vary; therefore the mentorship can differ. Subordinates in her own business never said against her when she ordered them to do a task. Moreover, subordinates in her current company she is working for can be more out spoken about changes or orders they are given.

Lifestyle options
As mentioned earlier, the respondent personal lifestyle options are that she is married and have children. She is an experienced career woman, since her manager role from the age of 22. According to her personal experiences, the older the children are the easier is it to develop and succeed as a career woman. It is more difficult to travel when you have young children at home, even when you have a supporting husband, because of once self conscience. The respondent believes in the “M-shape”, which she further explains that it is harder for females compared to males to go back to work, especially in a male dominated work place. She further explains that she have not experienced it, but seen others that have been away from work longer period of time, from child birth. While she was gone, the subordinates were not pleased with the situation, they complained about her absence to the higher manager. When she came back after being away for maternity, she had to deal with the subordinate’s situation, which resulted in that she had to leave the position. She also points out that the “M-shape” also occurs towards males, but not in the same level, their way of climbing back on the upward “M” may be shorter.

Partnership and work
It is harder to succeed as a manager if you are single mother, and don’t have any support from others. In order to succeed you have to be available, therefore having a partner can be very important in a supporting way. Another thing that can facilitate the combination of work and partnership, based on personal experience is working at home ground. It makes you available for your children and partner, even when you still have to travel.
Networking
Networking according to the respondent is very important, because as a manager you have to make sure to have connections and be able to make people to recognize you. Based on personal experiences, she believes that females have more difficulties to create networks compared to males. The reason can vary, depending on individuals, but she claims that males have easier to be open and socialized compared to females. She has through personal experiences discovered that females are more “scared” by nature, while it comes more “naturally” for males.

5.2.2 Feminine managerial approaches

Transformational Leadership
Grönberg describes her personal leadership style according to a Swedish expression that can be described as “soft and firm hand”. She claims that leaders who only use punishment towards their subordinates won’t achieve the same result as being rewarding towards subordinates. She also claims that it is more rewarding as a leader to be humble towards your subordinates, because it creates a more comfortable environment for them to be more honest and achieve more. The respondent explains that transformational leadership can be very rewarding for the organization, since people perform better if they feel better. This way of leading is an effective way to achieve higher productivity amongst your subordinates, which she has experienced. She further explains that it is important as a manager to have attention towards subordinates’ behavior. It has happened through earlier experiences which made her be more open when it comes to changes in subordinates’ behavior. As a leader or manager, it is important to have your eyes open for conflicts as well, because factors like disliking amongst subordinates can result in decrease in productivity. As mentioned before, subordinates perform better in a comfortable work environment, where they feel better. It is very important to handle those conflicts as well in a way that will not create resent atmosphere. Productive subordinates are those who create and make sure that the organizations goal are reached.

Feminine Managerial Behavior and Effectiveness
The respondent believes that it is differences between the behaviors of gender. She has experiences it, in work environment which are diversified and those that are only based on females. She explains that through experiences she has witnesses that females are more sensitive and that their personal life affects them more compared to males. The way society stereotypes female behavior is based on natural anatomy, where females can perform differently in certain time periods, but she further notes that it is very important to clarify that this kind of behavior is very different from individuals. She further explains that feminine behavior can also be positive compared to males. There have been situations where she has discovered that females have a different way of leading compared of males. Males can be more string and order based, while females are more sensitive. This may also differ in industries, where they prefer females as subordinates.

Feminine Values
The respondent had difficult time to only categories herself in one of the boxes, therefore she chose different characteristically traits, which were all of them in the extrovert box, as well as reserved and reflective in the introvert box, when describing her leadership traits. As mentioned before, it is more individually based when it comes to effective leadership. Most work places
offer leadership training in order to achieve goals, but even then, the leadership is decided and lead by personal individuals traits. She has through experience also discovered that males are more outgoing compared to females, which are by nature more reserved. She mentions an incident where she could not attend a presentation during a meeting, but she gave several of the female subordinates the opportunity to do it. None of them voluntary wanted to do the presentation, and she believes that females are more “scared” than males to talk open in front of people, which is a part of the management task.

*Emotion and Management*

Emotional communication does occur to a certain extent based on personal experiences. The respondent believes that females do use more emotions open sometimes compared to males. She further mentions an incident that occurred in one of the other bank offices were a female manager were working many hours, and her exhausted lifestyle resulted in that she exclaimed in tears. There have been other incidents were female managers couldn’t take any criticism, which have made them cry as well. The respondent also points out other ways that can be positive sides of the emotional communication. Such as, when the organization receive good news, most females are more open with being joyful, which can result in positive environment, which also can lead to effectiveness amongst subordinates.
6. DATA ANALYSIS

This chapter presents the case analysis, where comparisons between empirical data and theories have been done. The chapter begins with a comparison between experienced barriers with working as a female manager and presented theories. Further, the chapter contains a comparison of feminine managerial approaches, in order to achieve higher level of effectiveness in organizational goals with presented theories.

6.1 WITHIN CASE ANALYSIS

6.1.1 Experienced barriers with working as female manager

Glass ceiling
Wirth (2000) explains the phenomena with the glass ceiling, which has been studied for years. The author claimed that the phenomenon creates difficulties for females to climb higher in managerial level within organizations. The boundaries develop difficulties to climb higher in managerial levels are mainly because of competence that is necessary for the position, which they lack of or stereotyping of females. (ibid) Davidson & Cooper (1992) stated that the image females have created during time creates difficulties as well, and that the view makes it more difficult for male subordinates to take order from female managers.

Grönberg have witnessed the phenomenon of glass ceiling, during her long time working as a manager. She had never experienced it personally but seen others fail for this type of matter which creates boundaries for them to develop as managers. The respondent made it clear that it affected mostly females, but it is also a matter of individuals. Grönberg also pointed out the time effort that managerial positions require, which makes it more difficult for females to deal with. She further explained that the phenomenon of “glass ceiling” mostly occurs amongst female managers that have children like her. The respondent also believed that majority of female managers feel less good of being apart from their children compared to males.

Gender stereotyping
Phatak, Bhagat, and Kashlak (2005), as well as Ragins (1997) and Simpson (1997) claims that stereotyping causes individuals to create a certain image of gender roles around the world. Simpson (1997), as mentioned before, claimed that stereotyping creates some role traps for females that are common, which were; mother role, the seductress, the pet and iron maiden type. The role traps also created boundaries for females in order to climb higher in managerial positions. (ibid)

The respondent never experienced the role traps herself, but as mentioned before, she has seen others experienced the down parts of stereotyping of females. During the interview, when Grönberg were asked which kind of stereotyping role trap she would fit into, her descriptive fit into the “mother role”. She explained that an effective manager is not one who points fingers; it is the one who understands and listens to the subordinates. The respondent continued with explaining how she believes that gender stereotyping mostly occurs amongst females in a male dominated work environment. Grönberg gave an example of how others dealing with gender stereotyping. The respondent also made it clear that the work environment is highly important.
when it comes to hiring subordinates, whereas some industries prefer females because of the stereotypes societies have created of different performance efforts by the genders. She also recommends through experiences, that it is highly important to consider a diversified staff, since you can accomplish tasks in different ways.

**Gender and empowerment**

Wajcman (1998) and Ragins (1997) argued both about gendered relationships. They both claimed that mentoring relationships is the main factor in relationship empowerment. Ragins (1997) mentioned two kind of mentoring relationships that organizations could apply, which are informal- and diversified relationship.

Based on personal experiences, the respondent did not experience any differences when it comes to mentoring the genders. She further claimed that the genders in this matter did not have any effect; the managerial position is more of a matter. She explained by giving an example, where there is a difference between mentoring and giving orders to subordinates. She further explained that there is a difference of being a manager of your own business compared to being a manager to a company where you are not a partner. The respondent further supported diversified mentoring, because it can create another image of those that exist today of stereotyping roles.

**Lifestyle options**

Wirth (2000) introduced the “M-shape”, which described the lifestyle options that females go through, and who created barriers for them. The author claimed that females have different lifestyle options compared to males, and that there were more difficulties involve when it came to going back to workforce for females compared to males.

The respondent claimed that climbing in the “M-shape” for females are much higher compared to men, as shown in figure 6.1, which can be half the way for males. She explained that it is easier for females to develop a carrier when you have older children. She also made it clear that this phenomenon can occur mostly in male dominated work places. Grönberg also pointed out that this clearly happens to males as well, but they have in general much easier to go back to work after being stayed home fathers.

![Figure 6.1: M-shape within case-analysis.](image)

**Source:** Wirth, 2000.
Partnership and work
According to Handy (1978), the view of marriage is one of the most stereotyped images. The authors further explained that the partners in marriages have different types of need for achievement, dominance, affiliation and nurturance. Handy (1978) described the patterns of different kind of marriages that was claimed to be approaches in order to describe their needs of developing carriers.

The respondent did not agree with Handys (1978) classification of types of marriages. She claimed that it is difficult to classify different kind of relationships since individuals are different, even so marriages. The respondent further explained that the society changes every decades, and the view of women have changed during her lifetime experience. Grönberg claimed on the other hand that single mothers have more difficult to achieve and fulfill their managerial positions compared with those within relationships.

Networking
Theories by Linstead, Fulop & Lilley (2004) concerning networking, explained that females have historical experience in moral issues dealing with development of network, compared to males. The main reason according to the authors is culture stereotyping that exists in societies. Lorber (1979) also claims that females are more of outsiders in context of equality and network building. The author further claimed that males are by nature more trustworthy to those who are more like them.

The respondent did not believe that females are more of outsiders in the context of equality and network building, especially not in Sweden. Grönberg explained that she have experienced females to have more difficulties to develop and create network, which is very important in order to succeed as a manager. She believed that the main reason for this to occur were not issues of trust, but that females by nature are more “scared” compared to males to create contact of network.

<table>
<thead>
<tr>
<th>Theory</th>
<th>Company</th>
<th>FOREX Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glass ceiling</td>
<td></td>
<td>Support</td>
</tr>
<tr>
<td>Gender stereotyping</td>
<td></td>
<td>Support</td>
</tr>
<tr>
<td>Gender and empowerment</td>
<td></td>
<td>Reject</td>
</tr>
<tr>
<td>Lifestyle Options</td>
<td></td>
<td>Support</td>
</tr>
<tr>
<td>Partnership and work</td>
<td></td>
<td>Reject</td>
</tr>
<tr>
<td>Networking</td>
<td></td>
<td>Support</td>
</tr>
</tbody>
</table>

Table 6.1: Showing experienced barriers with working as a female manager.
Source: Authors own construction.
6.1.2 Designing higher effectiveness in organizational goals by applying feminine managerial approaches

Transformational Leadership
This theory consists the leadership style that has been defined by authors like Linstead, Fulop & Lilley (2004), as well as Rosener (1990). The authors claim that this form of leadership is mainly lead by females, and that it emphasizes motivation amongst subordinates. The way of pursuing the organizational goals according to the theory is by using leadership style based on managing personal qualities rather than ones position. (ibid)

The respondent believed that genders lead differently, but she also made it clear that it can mostly be matter of individuals as well. She described her leadership style very close to the presented theory, which was concentrated on motivating people rather than giving them order. She claimed that this way of leading could increase the motivation amongst subordinates, based on experiences. Grönberg further explained that subordinates perform much better when they feel better, because they feel more motivated. She also made it clear that a manager needs to be more aware of subordinates behavior changes, which is not a part of transformational leadership style that Linstead, et al. (2004) mentions. The respondent claims that it is very important to handle a conflict before it occurs amongst subordinates, in order to avoid uncomfortable work environment for the employees.

Feminine Managerial Behavior and Effectiveness
Davidson & Burke (2000) describes a model developed by Vikeburg (1997), called “managerial behavior and effectiveness”. The theory describes the gender differences in managerial behavior and effectiveness. Pratch (1996) also described that the gender differs when managing, and that females are more people oriented while males are more task oriented.

Grönberg’s experiences when dealing with gender behavior have shown that there are some differences between the genders. She claimed that female managers are more sensitive in their way of leading. She further explained that females are more people oriented compared to males, who are more task oriented and wanted things to be done. She also made it clear that female managers also want things to be done but in another way. There is a significant difference of managerial behavior depending on working for your own business or working for a company. She claimed that the behavior and that the leadership style automatically becomes different amongst subordinates. the reason for this occurring where mainly because of the position that subordinates are into, which makes them act differently and perform differently on tasks or order taking. She also claimed that males can be more string and order based, while females are more people oriented.

Feminine Values
Drake & Solberg (1996) theory about individuals values were introduced in chapter two. The theory indicated that there are differences in managerial characteristics when it comes to genders. According to the authors, females are less comfortable with leading roles and explained different characteristic features that were more suitable in order to become an effective leader. Charles
Boucher (1997) claimed that female managers tend to develop their own values, which differs from the stereotypical male values.

The respondent claimed that individuals can differ in real life, but still be both extrovert and introvert individuals and effective managers. She also described her own personal managerial characteristics, which are presented in Table 6.2. She took features from all the plots under the extrovert individuals, but also two plots from the introvert individuals. She claimed that females are mostly extrovert individuals, based on personal experiences, but they tend to have more difficulties to climb higher in managerial position. The reason is that they tend to be more reserved and reflective, such as her, amongst males.

Table 6.2: Showing the respondents managerial characteristically features.
Source: Authors own construction.

<table>
<thead>
<tr>
<th>Grönberg’s Managerial characteristically features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forward</td>
</tr>
<tr>
<td>Social</td>
</tr>
<tr>
<td>Open and Positive</td>
</tr>
<tr>
<td>Friendly</td>
</tr>
<tr>
<td>Reserved</td>
</tr>
<tr>
<td>Reflective</td>
</tr>
</tbody>
</table>

Emotion and Management
The theory of emotional communication, were presented by Fineman (2003) in chapter two. The author divided different emotional perspectives into four categories; emotion- as biological, as early experiences, as cognitive appraisal and as social. The author claimed that the management style differs amongst genders. Linstead, Fulop & Lilley (2004) also claimed that emotion at workplace differs amongst genders. They also stated that emotional communication is a factor in order to increase motivation amongst subordinates, but it can also have a negative impact as well in form of anger.

The respondent explained that females are more emotionally in their way of leading compared to males. Grönberg further explained based on her experiences, that females have a tendency to show emotions more openly compared to males. The respondent did agree with that males are more rationally when it comes to leading. She explained the down parts as well as the up part of being emotional in your way of communicating as a manager. She said that using emotions can increase the motivation amongst subordinates if the emotions are used in a positive way, such as giving compliments. She also believed that this way of leading, by being people oriented, can be effective in some industries but less effective in others. She further explained that most organizations send their managers on training in order to achieve higher level of effectiveness amongst their subordinates. Therefore, to reach the organizational goals in an effective way, she believes that it requires different managerial approaches depending on industries.
<table>
<thead>
<tr>
<th>Theory:</th>
<th>Respondent:</th>
<th>Susanne Grönberg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td>Feminine Managerial Behavior and Effectiveness</td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td>Feminine Values</td>
<td>Reject</td>
<td></td>
</tr>
<tr>
<td>Emotion and Management</td>
<td>Support</td>
<td></td>
</tr>
</tbody>
</table>

**Table 6.3:** Showing how a female manager designs a higher effectiveness in organizational goals by applying feminine managerial approaches within the case analysis.  
**Source:** Authors own construction.
7. FINDINGS AND CONCLUSIONS

This chapter presents the implications made from the study. The chapter begins with answering the two research questions that were formulated in chapter one. The chapter continues with describing implications for practitioners as well as theory. The chapter ends with recommended implications for further research. It is also important to point out that these conclusions from the study are not generalized; they are only based on one case study but can be investigated for further researchers.

7.1 HOW DOES A FEMALE MANAGER EXPERIENCE THE BARRIERS WITH WORKING AS A MANAGER?

The empirical data were similar to the theory when I made the analysis of the glass ceiling. According to my research the phenomenon still occurs in today’s society, but management positions are more time oriented than what most people believe. Based on the research that I made from several authors, empirical data and the data analysis, it also showed that time is highly considered when overtaking this form of position, no matter of gender. I believe that the difference between the genders is concerned with family matter when it comes to glass ceiling effect.

I believe that stereotyping amongst female managers still occurs in today’s society, based on my study, but not in the same scale as some authors claimed. The reason for this may have been that some of the research that I read was done earlier, and showed that the culture was the same but the view of women and management is changing for every year.

Mentoring was seen as a barrier for years, but I believe that this barrier were not a complicated issue in the Swedish society. It could have been mostly because of the earlier research was made in the United states, where the culture and the view of women differs from the one in Sweden, even if Sweden and the States both are modern societies. I lived in the States for 7 months and experienced that there are some cultural differences, and the view of women is not the same as in Sweden.

Barriers, such as work and partnership and different types of lifestyle are mostly based on the individual’s preferences of what they want in life. I discovered that individuals are different and come from different background; therefore it can be difficult to conclude this matter. But one thing that I can be sure of is that the types of marriages could not be generally estimated, since individuals are different.

The most important barrier to consider for females according to my study is networking. Networking should be highly prioritized by females if they want to accomplish higher managerial positions, and they also need to overcome their fair of being open. I believe that females tend to be more reserved and “scared” of being criticized compared to men, which needs to be improved. Females need to have in mind that genders is not a issue in order to succeed as a manager, but with right personality traits, every level of one’s goal can be accomplished.
7.2 HOW DOES A FEMALE MANAGER DESIGN A HIGHER EFFECTIVENESS IN ORGANIZATIONAL GOALS BY APPLYING FEMININE MANAGERIAL APPROACHES?

I believe that transformational leadership has an impact on the subordinates. The leadership styles are changing every day that goes by. Before, managers thought that reward and punishment system were the most effective leadership style. Nowadays, researches that I have been reading concerning this subject, shows that emotional communication towards subordinates creates a high level of productivity. I also discovered this when following the managerial style by the respondent. The respondent uses a more transformational leadership style, which contains a more people oriented leadership style rather than a task oriented. This have proved according to my study that is has an impact on subordinates motivation level. I also believe that transformational leadership is mostly associated with female managers, because their way of leading is more based on emotional communication towards subordinates. There is therefore an advantage for female manager to consider this type of leadership, since females by nature are more emotionally compared to males.

The sensitive way of leading can also create a more positive work environment, but it can also quickly turn it to a negative one if emotions such as anger are used. I therefore believe that leadership should be carefully applied when it comes to work environment. The way of being a emotionally communicator develops a more people oriented manager, which is concerned with people more than the task itself. This creates an indeed increases the motivation as well as the productivity amongst subordinates, based on my followings on the respondent.

I believe that a organizations effectiveness increases from a effective leadership, which comes from subordinates that have the same goal as the organization. If subordinates have other goals than the organizational, I think that there is high risk for the organizational goals to not be reached. The majority of the authors and through the time of the research, I discovered results that showed an increase of effectiveness when motivation amongst subordinates were focused in the managerial style. One of the ways to increase the level of motivation is to consider the people in first hand within the organization, rather than the tasks. The people are those who complete the tasks, therefore it is an advantage for organizations to consider the feelings of the employers in order to achieve high level of effectiveness within the organization. One of the leadership styles that can be considered according me is transformational leadership style which is mostly applied by female managers.

Females have an advantage by nature to be people oriented compared to males, therefore they tend to consider emotions and feeling towards others compared to males. I believe, by using feminine approaches such as transformational leadership style can be an advantage in many industries.
7.3 IMPLICATIONS FOR FEMALE MANAGERS

Implications for female managers can be seen as recommendation for female managers based on the empirical data, analysis and conclusions derived from this thesis.

- Develop a well formulated network.
- Don’t feel scared to fail when it comes to managing people.
- Emotional communication and people oriented leadership style such as transformational leadership is highly recommended in many industries.
- Career development combined with family can be risk taking, demanding and needs to be considered carefully before decision making.

7.4 IMPLICATIONS FOR THEORY

The purpose of this thesis have been to describe the barriers experienced by female manager in Sweden, and how female manager can design a higher effectiveness in organizational goals by applying feminine managerial approaches. During the time of data selection, there were limited theories around the area of the subject that were discovered. There were studies made in the states regarding barriers for female managers, as well as how female managers can achieve higher effectiveness amongst subordinates by applying feminine managerial approaches. The most research that was conducted was elder, and none of them were made in any Scandinavian countries. This research will contribute for those who wish to make a research in the similar area.

7.5 IMPLICATIONS FOR FURTHER RESEARCH

During the time of the study, there were several aspects that could be investigated regarding the same problematic area. The aspects that should be considered for future research should be;

- Developing the same research by using more than one case study.
- Study the same research by comparing the genders, and using two case studies based on different genders.
- Study experienced barriers with female managers, and investigate if the barriers are the same in today’s society, since there where limited research made in the area.
- Make a similar study based on an experiment instead of case study, and comparison should be made of the gender leadership styles.
8. LIST OF REFERENCES

Articles & Books


37


**Internet Sources**


**Interview**

Grönberg Susanne, FOREX Bank. 2009-12-22. 16.00.
APPENDIX 1

Interview Guide – English Version

Experienced barriers with working as a female manager

✓ Age
✓ Education
✓ Work experience
✓ Current occupation
✓ Current position
✓ Amount of years within the company
✓ Civil Status
✓ Work distance

Glass ceiling

- What experiences have you from effects of “glass ceiling”?
- Based on your personal experiences, to what extend do you believe that “glass ceiling” exist in society of today?

Gender stereotyping

- What experiences do you have from gender stereotyping within your own work environment?
- What role traps do you think exist in managerial positions for females?
- To what extend do you stereotype genders when people apply for a position?

Gender and empowerment

- In what way are mentoring females different from mentoring males?
- Based on your personal experiences, what differs in mentoring styles between genders?

Lifestyle Options

- Describe your personal lifestyle options in work and personal life choices.
- What boundaries do you believe exists for females to achieve higher managerial positions?
- To what extend do you believe the “M-shape” creates boundaries for females in order to achieve higher managerial positions?
**Partnership and work**

- Which type of marriage do you believe creates pros for a female in order to achieve managerial position? Why?

**Networking**

- Based on your personal experiences, to what extend is networking important?
- What difficulties with networking have you experienced as a female?

**Design higher effectiveness in organizational goals by applying feminine managerial approaches**

**Transformational Leadership**

- Explain your personal leadership style.
- In what way does your leadership style contribute to the organizational goals?
- In what way can transformational leadership style increase the organizational goals?

**Feminine Managerial Behavior and Effectiveness**

- In what ways do you believe that feminine behavior has been stereotyped?
- How does your personal behavior contribute to good leadership?
- In what ways do you believe that feminine behavior could design higher effectiveness in the organizational goals?

**Feminine Values**

- Describe your personal leadership characteristics.
- In what way do you believe that feminine values are less and more effective in leadership?
- In what ways have your personal feminine values created pros in your leadership style?

**Emotion and Management**

- To what extend do you believe that females use more emotions in their way of communicating in the work environment?
- Based on your personal experience, to what extend does emotional communication contribute to higher level of effectiveness amongst your subordinates?
APPENDIX 2

Intervju Guide – Svensk Version

Upplevda barriärer med att jobba som kvinnlig chef

- Ålder
- Utbildning
- Arbetslivs erfarenhet
- Nuvarande ockupation
- Nuvarande position
- Antal år inom företaget
- Civilstånd
- Avstånd mellan arbete och hem

"Glas Tak"
- Vilka erfarenheter har du från effekter från fenomenet “glas tak”?
- Baserad på dina personliga erfarenheter, till vilken grad tror du att “glas tak” existerar i dagens samhälle?

Könsstereotyper
- Vilka är dina erfarenheter från en könsstereotypt arbetsmiljön?
- Vad för slags ”könsroll fällor” tror du existerar i chefspositioner för kvinnor?
- Till vilken grad stereotyps de olika könen när du intervjuar dem för en arbetsposition?

Könsmöjligörande
- På vilket sätt skiljer sig könen vid mentorskap från dina erfarenheter?
- Baserad på dina egna erfarenheter, vad för olikheter i mentor stilen uppkommer från din sida mellan könen?

Val av livsstil
- Beskriv dina personliga val av livsstil, dels val inom arbete och privat.
- Vilka hinder tror du existerar för kvinnor för att uppnå högre chefs positioner?
- Till vilken grad tror du att ”M-formen” skapar hinder för kvinnor för att dessa ska kunna uppnå högre chefs positioner?

Arbete och partnerskap
- Vilken typ av äktenskap tror du skajar föredelar för kvinnor, så att dem kan uppnå högre chefs positioner? Varför?
Nätverk
- Baserad på dina personliga erfarenheter, till vilken grad är uppbyggnaden av nätverk viktigt?
- Vilka svårigheter med uppbyggnaden av nätverk har du upplevt som kvinna?

Utveckla högre effektivitet genom att tillämpa transformational ledarskapsstil för att uppnå organisationens mål

Transformational Ledarskap
- Beskriv ditt personliga ledarskaps stil.
- Till vilken grad har ditt ledarskaps stil tillfört att organisationens mål har uppfyllts?
- På vilket sätt tror du att transformational ledarskaps stil kan öka organisationens mål?

Kvinnligt ledarskaps beteende och effektivitet
- På vilka sätt tror du att man stereotyperar kvinnlig beteende?
- Hur tror du ditt personliga feminina beteende tillfört till bra ledarskap?
- På vilka sätt tror du att kvinnlig beteende kan leda till högre effektivitet för organisationens mål?

Feminina normer
- Beskriv ditt personliga ledarskaps drag.
- På vilket sätt tror du att feminina normer bidrar till mer eller mindre effektiv ledarskap?
- På vilket sätt har dina personliga feminina normer skapat fördelar inom ditt ledarskaps stil?

Emotion och Ledarskap
- Till vilken grad tror du att kvinnor använder mer känslor i deras sätt att kommunicera inom arbetsmiljön?
- Baseras på dina personliga erfarenheter, till vilken grad bidrar emotionell kommunikation till högre effektivitet bland underordnade?