

# Analysis of Women in Management Positions

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**Abstract:** With the continuous development of diversification and differentiation of enterprise management, more and more women have begun to take up management positions in enterprises, and it has become an important proof to promote the leapfrog development of enterprises. The report mainly analyze women global leaders, diversity, leadership styles and effectiveness, gender problems and so on. It will pay more attention to the relationships between gender, national culture and leadership style, global effectiveness with examples. Additionally, the diversity of leadership depends on many factors such as gender, age, culture, faith and so on. It also brings both positive and negative effects and deserves further analysis. The report will be divided into several parts include these aspects. The reason of an increase in management in India includes external and internal reasons. The analysis of influence that gender and national culture on leadership style and global effectiveness is based on several examples and the influences have two sides: positive and negative. And some recommendations are introduced.

**Keywords:** Human resource management, Leadership, Business management.

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## 1. Introduction

Nowadays, great changes have taken place in society, and people's ideas are keeping up with the trend of time. The development of the society has brought more opportunities to women, and the status of women in the career has become higher and higher. In addition, these developments have shaped specific cultures, which have also brought changes to the leadership style and effectiveness of the organization. With the continuous development of social economy, women's education level and social status continue to improve, but the number and proportion of female leaders are still low, and the development of women's leadership still faces many obstacles. At present, the factors and obstacles affecting women's leadership development mainly involve five aspects: biological differences and physical limitations, contradictions between family responsibilities and career development, gender bias and stereotypes, constraints and norms, personal willingness and psychological factors. In addition, female leaders have many advantages in organizational management, such as reducing communication costs, mobilizing the enthusiasm of members, enhancing decision-making prudence and focusing on the social benefits of organizational decision-making. The report mainly analyze women global leaders, diversity, leadership styles and effectiveness, gender problems and so on. It will pay more attention to the relationships between gender, national culture and leadership style, global effectiveness with examples. Additionally, the diversity of leadership depends on many factors such as gender, age, culture, faith and so on. It also brings both positive and negative effects and deserves further analysis.

## 2. Women in Management Positions in India

Firstly, more and more female leaders have the same excellent professional skills and good qualities as male leaders. Secondly, women are becoming more confident and have the courage to break with convention and prejudice. Thirdly, they are constantly recognized and valued in their professional fields. Besides, they are exposed to more

opportunities and driving forces[1]. Additionally, this phenomenon can also be due to internal and external reasons.

### 2.1. External reasons

To great extent, external reasons motivate women to try and succeed. It just like an "umbrella" that protect women to avoid hurting.

For hiring, companies are largely based on performance rather than gender. For career advancement, companies encourage women to take leadership roles. Along with these changes comes more opportunities. Indian society is not as completely closed and conservative as it used to be [2]. Parents encourage their daughters to learn and provide their resources for their daughters to develop better. And a growing number of husbands support these female work, rather than force them to take on family responsibilities. The change in male attitudes reflects society's greater acceptance of women as managers[3]. Education is the foundation for female managers to succeed in their careers. India has set up institutions to guarantee female learning opportunities[4], which is a good trend. But at the same time, some problems will arise(e.g., limited opportunities and discrimination) [5].

### 2.2. Internal reasons

Female managers are becoming more and more courageous and confident to break down prejudices and try challenges. They are more sensitive to relationships, more compassionate, more proactive, and pay more attention to detail and process[6].

## 3. Influence of Gender and National Culture on Leadership Style and Global Effectiveness

In this part, I will analyze the influence of gender and national culture on leadership style and global effectiveness through some specific examples. Because gender and national culture really represents an important influence on them. Women and culture bring fresh perspectives and unique ways to solve problems, making it easier for women to catch the diverse needs of their customers. This is good for

enterprises to constantly break the inherent thinking and innovation. Besides, women are better at listening and building bridges between teams, helping to create an atmosphere of positive learning and innovation. In recent years, economic globalization and the development of the new economy have provided good opportunities for women to start their own businesses. With the acceleration of social transformation and economic restructuring, as well as the increase in women's educational attainment, the group of women entrepreneurs has developed rapidly. There has been a significant increase in the number of women entrepreneurs, and women entrepreneurs have achieved great results, and women entrepreneurs in developed regions are better at managing political relations.

### 3.1. Cases of various companies

Amazon's women leaders are really rare. Nowadays, Jeff bezos is trying to push more women into Amazon's "team S," an elite group of amazon executives. Recently, Amazon fashion's Christine Beauchamp and Amazon advertising executive Colleen Aubrey are now two of only three women in team S. It brings lots of benefits to Amazon.

The overall lack of female leaders is a formidable challenge, especially in the technology industry. All industrial giants have been criticised for their historically low numbers of women in board of directors , management and even grassroots positions. This has led many companies, such as Facebook, Google and Apple, to publish public reports to demonstrate their commitment to diversifying their job data and developing more female leaders[7].

Additionally, in Japan, many people think that men are responsible for making money and women are responsible for housework. As a result, expectations for women are low. Most Japanese women choose to give up their jobs when they get married. But now, as Japanese economy continues to weaken, more women are working after marriage. Japanese companies have also seen an increase in female executives[8].

### 3.2. Impacts of gender on leadership style and global effectiveness

Nowadays, male and female have similar leadership traits in many aspects(e.g., vision, intelligence, charisma, commitment and motivation). However, compared with male, female have their own unique leadership styles. Firstly, women are more relationship-oriented than men, more process-oriented, more supportive of innovation and change, and more collaborative than men. Women seemed less concerned with the outcome. Secondly, many women consider that power represents a symbol of prestige rather than a tool to accomplish tasks. Compared with men, it seems like that women do not give subordinates as much power and opportunities as men, nor do they treat subordinates as well as men. Thirdly, when it comes to the use of power, women prefer an interactive leadership style, while men prefer a command and control style. Therefore, in various situation, gender may brings varying degrees of influences include positive and negative.

In general, there are obvious differences in leadership styles between men and women, and stereotypes are an objective problem. However, this does not mean that men are better than women in leadership or women are better than men in leadership[9]. Different leadership styles of men and women have their own advantages and disadvantages. As long as they can be used in the right environment, they can

play a good role.

In the workplace, based on the same excellent leadership qualities, despite the strong personality differences between male and female leaders, most of the characteristics of different genders have a positive impact on their leadership style and global effectiveness [10].

For example, female relationship orientation, process orientation and detail orientation make women more likely to be successful in decision-making. For example, male boldness, ambition make men more likely to succeed in innovation.

Female patience and compassion let them can solve employee management better, male rational thinking and high logic make them more likely to keep good relationship and working atmosphere.

To some extent, gender will bring lots of discrimination and problems. Gender discrimination still exists today, which leads to a lack of leadership and competitiveness in the workplace for female leaders. Because women prefer an interactive leadership style, while men prefer a command and control style, female leaders tend to be not fully respected and obeyed by their employees, they lack a certain amount of leadership and control compared to men. This will make the organization lack cohesion and efficiency, and then they can not identify possible solutions and take actions. Therefore, it largely influences the global effectiveness in this aspects.

### 3.3. Impacts of national culture on leadership style and global effectiveness

Culture is a hidden force that drives behavior both inside and outside the organization. As members of specific countries, occupational groups, businesses, communities, families, and other social groups, the culture of these specific groups deeply influences people's behavior. Cultural creation, representation and reinforcement also create the interdependent relationship between culture and leadership.

Leaders of different countries have different characteristics due to their different cultures and histories. Here are some specific examples and analysis.

Excellent managers in German enterprises are characterized by strong work enthusiasm. They are very independent and have the ability to concentrate on solving problems and guide employees to achieve goals. This is largely due to the German culture, where people tend to be demanding, rigorous and perfectionist. This greatly improves the effectiveness.

Japanese enterprises have created unique cultural concepts by integrating Chinese Confucian culture with Japanese excellent culture. This culture includes harmony, mutual assistance, unity, tolerance and cooperation. It is the spirit of a highly effective team.

However, Japanese rigid hierarchy, seniority and loyalty culture repress employees' individuality and potential, it reduce the effectiveness [11].

## 4. Challenges for Women in Work

There are four main challenges faced by female leaders in the workplace: for example, women have more family responsibilities; Women are more cautious and think twice; difficulty fitting into a male-dominated social circle; Subject to preconceived prejudices.

In China, the rapid development of first- and second-tier cities has greatly improved in terms of economic development,

social education, and residents' cultural literacy. Its progress and inclusiveness are far greater than those of rural towns and villages, and in terms of urbanization rate, the number of rural villages in China far exceeds that of first- and second-tier cities. Whether it is economic development, the quality of residents, or the practice of law, the gap between cities and towns and rural areas is huge and uneven. As a result, the social status of Chinese women has been undergoing tremendous changes, but they are still facing various difficulties. In particular, the issue of childbirth is an important factor that directly affects the working environment of women. Enterprises need to solve the problem of female employees taking care of their children, and alleviate the contradiction between women's care of children and employment. But for now, these new "friendly policies" have also had a negative impact on women's employment. To some extent, it has deepened the contradiction between women and enterprises, making it difficult for women to find employment and making the working environment worse.

## **5. Recommendations to Increase Women in Top Management Positions**

With the continuous development of diversification and differentiation of enterprise management, more and more women have begun to take up management positions in enterprises, and it has become an important proof to promote the leapfrog development of enterprises. Nowadays, flexible leadership has become a mainstream development trend of modern leadership theory, which emphasizes the development of female leadership, and takes female leadership as an important part of improving the level of enterprise management, especially the level of enterprise flexible management. Rigidity and flexibility are two inherent attributes of leadership itself, which complement each other and play a huge role in management practice. Rigid leadership is the power conferred by job functions, which is exercised according to the rules and regulations of the enterprise and the management level, and is mandatory; Soft leadership, on the other hand, emphasizes the cultivation of employees' self-awareness, stimulates employees' psychological response through non-coercive methods, and allows employees to consciously implement the leader's decisions and strive to achieve the organization's strategic goals.

Both men and women need to be effectively managed and nurtured to develop their special talents, and there are significant differences in the way male and female leaders view issues. In order to develop a healthy, creative community within a company and improve the status of female leaders, gender differences need to be addressed proactively [12]. The following are the recommendations from different angles.

### **5.1. Recommendations for government**

The government should take actions to provide more resources and opportunities for women by introducing new policies.

Firstly, the government should accelerate the change of social and workplace prejudice against women, promote gender equality in all areas, and address the low proportion of female business leaders. Secondly, the government should take measures to encourage women to start businesses and develop industries that cater to women. Thirdly, the

government should introduce holidays and benefits for women for special periods such as pregnancy and menstruation. Finally, the government should greatly improve female labor participation rate, fully grasp the social benefits and promote regional cooperation to vigorously promote gender equality.

### **5.2. Recommendations for society**

Society has many powerful tools to help increase women in top management positions. Firstly, society should use media and other channels to increase publicity and encourage women to pursue excellence in their careers, and decrease people's discrimination. Secondly, the society should establish relevant organizations and charities to protect female rights and interests in all aspects, and ensure that all women have equal access to education, opportunities to compete and other rights and interests.

### **5.3. Recommendations for organizations**

With the advent of the era of knowledge economy, the management methods of various institutions represented by enterprises have undergone profound changes, and the traditional rigid management is gradually being replaced by flexible management. The new management method advocates more respect and understanding of people, pays attention to the exertion of individual ability and the promotion of its value in the group, and attaches importance to the growth and work experience of employees; Moreover, this management style abandons the communication method based on command, constraint and control, and adopts more humane guidance, incentive and coordination measures.

For organizations, firstly, fair competition between men and women within the organization is indispensable, and the organization should provide equal education and training programs for both men and women to make the organization more "female-friendly." Organizations should give women access to top management, launch women career development programs and women leadership development programs, organizations can provide better protection services for women, such as more comprehensive child care facilities, in order to reduce the impact of children on women work. Finally, organizations can regularly survey women to assess their job satisfaction and take their reasonable suggestions.

For corporations, companies need to strengthen and foster an inclusive culture by working to eliminate unconscious, preconceived biases and ensure that male and female employees are treated equally during work, selection and performance reviews. In addition, companies should provide fair remuneration based on the contributions of male and female employees. Companies should establish clear expectations to help employees identify and overcome potential biases. In addition, by promoting female role models and highlighting their success stories, we help men and women break stereotypes of the past. In addition, women are traditionally seen to have more family burdens, so women often need more help from employers. In response, companies should provide family support measures or flexible work arrangements to employees at all levels, and if necessary, force employees to adopt some of these measures. When leaders implement these family support measures at scale, they can reduce or even eliminate discrimination and involve more employees. For example, by giving men parental leave and flexible working options, employee support measures can

be better promoted and disseminated. Finally, women need to build more formal social circles, access to networking and training opportunities. For example, companies can invite both male and female executives to participate in regular events, where women can reach out to higher-level leaders and develop relationships. In addition, develop a strong pipeline of female candidates by developing systematic and formalized support and succession plans for women. Finally, women are provided with specialized training in socialization, networking and communication to fill in their skills.

#### 5.4. Recommendations for women

For women themselves, on one hand, women should improve their professional skills to enhance their competitiveness and professional quality. On the other hand, women should be more capable of balancing family and work. In their spare time, women can broaden their horizons by reading, traveling and attending interest classes. Besides, women should be aware of their character flaws to make up for them and exercise their willpower. Finally, opportunities will come. Women should actively share their career aspirations with their families and seek help from their spouses and elders. In addition, female executives should change their mindset from the traditional notion of sacrificing their careers for the sake of their families to work hard and create value for their families, society, and the economy. In addition, women should try to discourage risk-averse, withdrawn or silent traits as much as possible, and instead encourage themselves and other women to speak up and seek feedback and support from others to have more voice and value in the workplace. Build self-confidence through practice and learning, and once you start speaking up, it will follow. Second, networking is an important skill in the workplace. By taking the initiative, women can gradually learn to build professional relationships in a natural and comfortable way. When it comes to networking, women need to be intentional about skill development or support from the executives. If you have the opportunity, try to support and nurture other high-potential women, while fitting in as much as possible in a male-dominated social circle. Women need to learn to appreciate their achievements and strengths. Women should confront unfair treatment at work. When men and women find gender bias in the workplace, they should point out this mindset and take action to change it.

## 6. Conclusion

There is much diversity in the workplace. Different people exhibit different leadership and management skills. There are many factors contributing to this difference such as gender, age, cultural differences, religious beliefs and educational background. Besides, lack of human resources, different kinds of leadership, stereotypes and prejudices contribute a lot to inequality. Obviously, the existence of this phenomenon is difficult to be solved quickly, and it needs the joint efforts of all sides to improve. Everyone has a responsibility to take actions. And government, society and organizations must play the indispensable role in increasing women in top management positions.

Today, there are more and more organizations dedicated to helping women develop specific skills. Women are currently disproportionately underrepresented in science, technology, engineering and mathematics (STEM) fields, and traditional

models of skills training will only exacerbate the problem. If we look at these issues through the lens of equity, we will be able to unleash the potential of both men and women to generate more economic and social value in these areas. Many women experience bias at work, not only because of their gender, but also because of their race, sexual orientation, physical disability, or other factors. As a result, women are more likely to experience multiple levels of microaggression at work, making it more difficult for them to advance in their careers. Equity-based solutions in the workplace are not only about addressing inequalities for women, but also for minorities in the professional world.

All in all, every coin has two sides. Although the position of female leaders should be improved, opportunities should not be blindly given. Otherwise, it will make the leadership style become single and the leadership effectiveness decreases. According to the specific corporate culture and the nature of work, the enterprise should put forward personalized solutions to make the best use of talents.

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