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The differences in approaching management by managers of different gender: An example from Serbia

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The new role of man in the working process is oriented towards employee development, creating motivational climate, individual motivation, flexibility and changes. All these factors in great manner contribute towards maintaining good conditions for creating a new style of leadership where a woman has a completely different position. The aim of this paper is to examine the attitudes of managers of both genders with respect to the following aspects of managerial affairs: elements of successful management, dominant behaviour, mode of decision-making and delegating, priorities in leadership styles, leaders' personal characteristics and subordinates' characteristics. Apart from determining the differences between the attitudes of managers of different gender according to the given criteria, the secondary aim is to define the management style of female managers. The obtained results of this paper will show statistically significant differences in the characteristics, attitudes and behavior of managers of both genders in their working environment, according to all the examined criteria.

Key words: Leadership, female, style, management.

INTRODUCTION

The contemporary world of business is experiencing extremely fast changes with respect to new trends, methods and ways of conducting business, that efficient employees are ever-so necessary and essential for the successful operation and growth of organizations.

The human capital represents one of the most important aspects of the intellectual capital. Modern concepts regarding the managing of organizations emphasize the use of the human capital in all working processes. The place and the role of women in the contemporary business world have changed significantly, precisely due to the search and the aim of using the intellectual capital.

The fact that "knowledge is replacing the working power and the capital as fundamental resources in production (Stewart, 1997; Weggeman, 1997)", besides defining the intellectual capital as the "package of useful knowledge (Stewart, 1997)", points out that the 'contents of this package' are given unambiguous preference

compared to the form in which they primarily appeared. It is this space that is the precondition for opening the possibility for women to play an equal role in the management hierarchy.

For many years, many cultures have been grounded on male behaviour and thought. Due to this fact, all the research done related to psychology has been based on male behaviour and thought. Recent studies, however, have begun to ask questions and raise issues about the differences between genders. The research done by using only males as samples was no longer valid, as they could not be generalized to the whole population.

Since World War II, the number of working women has increased by 200% and the mass entering of women into the business world occurred at the beginning of the 1970s in the OECD countries, and soon after, it took global proportions (Naisbitt and Aburdene, 1990). Women's entrepreneurship is mostly present in developed countries, but with the expansion of small and medium sized enterprises, it enters in full swing in the countries in transition as well.

The statistics obtained during the last decade show very significant movement in both the number of employed

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women, and the even larger number of self-employed women. There are also those women who wish to further pursue their education, in order to advance at work and provide support to the thesis that women are ready to equally take over the role that was traditionally assigned to men - to be the leaders at work of this millennium.

Research shows that women can start new businesses twice as fast as men. In Canada, one third of "small businesses" are owned by women, compared to the one fifth in France. Since 1980, the number of self-employed women has increased three times as fast as the number of self-employed men. Recent statistics show that in the USA, there are eight million women who run their own businesses, which grow twice as fast as those founded and run by men (Naisbitt and Aburdene, 1990).

In Japanese small company businesses, women play the role of 23%, while in France and Great Britain, a woman is on average, in charge of one out of four enterprises. The answer could be in the fact that 44% of adult employed women (aged between 25 and 65) have a higher level of education in comparison to the 20% in 1965.

This growing trend of including women into work is also present in countries that are developing. 25% of the businesses started at the end of the 1970s were founded by women in China. In Africa, Asia and Latin America, women are dominant in production, disposal and food production. The participation of women in running family firms is evident in these regions. According to the UN data, women are mostly being discriminated against in the top management of large enterprises. Even when they reach top positions, their salaries amount to less than those of men. In the world of large co-operations, they tend to be "invisible" because they are less inclined to attend informal gatherings (Arfken et al., 2004; Catalyst, 2000; *The Corporate Woman*, 1986; Kanter, 1977; Maume, 2004; Morisson et al., 1987; Ridgeway, 2001; Singh and Vinnicombe, 2004). The presence of women in leading positions is mostly noticeable in the Netherlands, Canada, Finland and Australia.

Nowadays, the factors that influence the growing employment rate of women are the following:

- i. The availability of better education
- ii. New needs that appeared concerning women
- iii. A changed attitude towards the role of women
- iv. A continuous need for increasing the family budget

Much of the research regarding the nature of work and motivation base their focus on the differences between women's and men's work value orientation. Hofstede (2001) examined the questionnaire responses of employees at the IBM Corporation, and found that men valued advancement, earnings, training and up-to-datedness more than women, who, on the other hand, gave preference to friendly atmosphere, position security, physical conditions, a positive relationship with their supervisor, and co-operation with colleagues.

According to Cross and Markus (1993), Simon and Nath (2004) and Pomeroy (2005), in many societies, the process of individual emotion learning regarding gender behaviour starts in childhood, through observation and imitation of gender-related social roles. This develops different interests for boys and girls, and consistent with the theory of planned behaviour, prepares them for the expected gender roles in their adult lives.

Thanks to the traditional role of "mother" and the foundation of the family that she represents, a couple of significant assumptions that make up the basics of the new managing style were built in the women's psychological structure. Based on the previously mentioned cultural inheritance, women developed a capability to hire "players of her own team", assign tasks, organize their time well and encourage personal motivation, which in theory is referred to as 'the democratic style of managing' or the orientation towards people.

Defining the problem

The dominant pyramid principle of the organization of managing an enterprise is a change from the authoritative "military" management, which functions on the principle of order- carrying out the order-control, to a new leadership whose aim is flexibility, a quick response to the changes and the motivation to bring out the best in people in order to achieve those goals. This is not the kind of leadership of an individual who would take care of the personnel in a fatherly manner, but a democratic and a demanding kind of leadership which respects, binds and encourages a high rate of participation of each individual through a combination of individual initiative and team work.

The process of converting the authoritarian and the hierarchic principle of management into a new style of management which emphasises the creation of a stimulating environment, active participation of the subordinates in the process of reaching the aims along with a high level of responsibility, motivation by individual approach, flexibility and teamwork, is what opens the door for women. Based on certain demands that make up the essence of modern management, both the potential and prospect can be recognized in a woman as a manager – leader – of the future.

The aim of the research

The aim of the research is to define the characteristics, attitudes and behaviour of female managers, as a category that is more and more significantly present in the economy, as well as their uniqueness, opposed to the characteristics, attitudes and behaviour of male managers who were, until recently, the absolute majority in this sphere, and naturally, their style of managing was

imposed as a behavioural pattern.

The special goal of the research is to establish the typical relationship of the defined profile of a female manager and the "new style of managing" with the previously stated hypothesis.

The formulation of the hypothesis

H₁: There are statistically significant differences between managers of the opposite sex regarding their attitudes, characteristics and behaviour in a working situation.

H_{1a}: There are statistically significant differences between managers of the opposite sex regarding their attitudes about the elements of successful organizational functioning.

H_{1b}: There are statistically significant differences between managers of the opposite sex regarding their style of managing, way of decision-making and delegating.

H_{1c}: There are statistically significant differences between managers of the opposite sex regarding their attitudes about relevant characteristics of the managers and the subordinates.

METHODOLOGY

The research method employed for this particular research was a survey, where data was collected, based on the representative sample of a group of individuals. The survey was conducted in the form of a questionnaire, consisting of 19 questions, based on the parameters connected to the goal of the research. Each whole was calculated by a series of questions related to the topic and the analyses of the following relationships: manager - organization, manager - environment, manager - decision-making, manager - subordinates. The questionnaire was based on the concept of closed-type questions - a choice of one or more provided answers, which best suit the attitude of the tested individual. In the smaller section of the questionnaire, a technique in the form of scaling was used, more precisely, the Likert scale.

The sample included the total of 111 managers - 51 women and 60 men. There were 38 people who were below the age of 40, 37 people between the ages of 41 and 50, and 36 people above the age of 51. The educational profiles of the managers are: 60.4% were highly educated, 9.9% were MAs, and 6.3% were PhDs, which, in total, makes 76.6% out of the total number of the managers tested. 23.4% out of the total number have completed high school or college.

The data were processed statistically. In order to prevent any loss of information, the scaling of data by means of the Lancaster technique in the form of contingency tables will be carried out with non-parametric measures. In this manner, depending on the frequency, each class is joined by a real number. The scaled characteristic has a normal distribution $N(0,1)$.

The technique of scaling by means of contingency tables, in compliance with the Lancaster technique, replicates the non-parametric measures into parametric ones with a normal distribution $N(0,1)$. The replication of data from a lower to a higher scale so that the scaled characteristic has a normal distribution $N(0,1)$, enables the application of techniques that are related to the proportion scale. This also provides new information in the field of research, which could not have been reached by applying techniques and methods related to the non-parametric scale. The scaling of data does not exclude the use on non-parametric tests.

The review of the estimates of homogeneity of the groups, and the distance between them, is the best possible way of emphasizing the observed phenomenon.

This research does not primarily concern the traits in the framework of the tested criteria which female and/or male managers favour, but the identification of those traits in the framework of the researched criteria, where there is the greatest difference in the attitude between the two sexes.

Prior to analysing the conclusion of the results, their statistical genesis is presented. Each criterion is elaborated by using 7 statistical methods (tests) as follows:

- i. χ^2 test of individual features
- ii. table of contingency – dividing by gender
- iii. MAN's analyses
- iv. Roy's test
- v. Student's t-test on proportions
- vi. Homogeneity of the sample
- vii. Mahalabonis distance

The final method - the Mahalabonis distance - is a test that provides information about the mutual relation of different criteria. Pursuant to the results, it can be concluded that the largest distance is presented in the field of the elements of the organisation's success.

RESULTS

Differences in the attitudes of managers of different sexes regarding the elements of success in an organisation

Based on the fact that $p=0.000$ in the analysis of MANOVA, where there are 9 synthesized distinctions, it can be concluded that there is a statistically significant difference between the two sexes of the tested individuals, based on the attitude regarding the elements of success in the organisation. Roy's test singles out the following traits with a statistically significant difference in the attitude of both sexes:

- i. The capability to convince people of your value and the value of your ideas ($p=.052$)
- ii. Quality of management ($p=.000$)
- iii. Making successful working teams ($p=.037$),

where male managers give advantage to characteristics i and ii, and female managers to characteristic iii. Based on the results, it can be concluded that women marked 'working teams' as an important factor, in other words, the active role of the subordinates in making decisions and the realization of those decisions. On the other hand, the same research showed that men gave advantage to their own quality and the 'quality of management' which they themselves belong to.

The differences in attitudes between managers of both sexes regarding dominant behaviour

Based on the fact that $p=0.0002$ in the analysis of MANOVA, where there are 7 synthesized distinctions, it

can be concluded that there is a statistically significant difference between the two sexes based on the attitude regarding dominant behaviour. Roy's test singles out the following characteristics as statistically significant, considering the difference in the attitude of both sexes:

- i. Creating new ideas and projects ($p= 0.037$)
- ii. "Listening in" for favourable opportunities ($p= 0.047$),

where male managers give advantage to these characteristics. Based on the results, it can be concluded that men are mostly oriented towards the "outside", and they tend to think and work in an entrepreneurial way.

The differences in the attitudes of the two sexes regarding the managing style

Based on the fact that $p=0.018$ in the analysis of MANOVA, where there are 12 synthesized characteristics, it can be concluded that there is a statistically significant difference between the tested groups, based on the attitude regarding managing. Roy's test singles out the following characteristics as statistically significant differences in the attitude of the two sexes:

- i. Compromise ($p=0.001$)
- li. Friendliness ($p=0.082$)
- lii. Proving oneself ($p=0.083$)
- iv. Realization ($p=0.006$)

where male managers give advantage to the characteristics i and ii, and female managers to the characteristics iii and iv. Although in the beginning, before the testing was carried out, it was said that there were no correct or incorrect answers, and that each result reveals only the style of each manager, it can be said that 'proving oneself' and 'realization', as the answers given for the style, and which should be cherished inside an organisation, are in the domain of correct answers.

The differences in the attitudes of the two sexes regarding themselves

Based on the fact that $p=0.000$ in the analysis of MANOVA, where there are 4 synthesized characteristics, it can be concluded that there is a statistically significant difference between the two tested groups in the attitude regarding themselves.

In Roy's test, all the tested criteria are marked as statistically significant differences in the attitude of the two sexes (Table 1):

- i. Weaknesses of managers
- ii. Identification of managers
- iii. Reacting to mistakes

iv. Way of achieving goals

With the criterion way of achieving goals (P9), the difference in the attitude of the two sexes of the managers is the most outstanding ($p=0.00$). An outstanding majority of women chose the characteristics – 'cooperation' and 'joining' (P9-4) as a way of achieving goals, while men opted for the characteristics – 'influence' and 'correction' (P9-1). The results from this group of questions provide information about the fact that the majority of women gravitate towards the democratic style of decision-making, while men gravitate towards the autocratic style (Table 2).

The differences in the attitudes of the two sexes regarding decision-making

Based on the fact that $p= 0.003$ in the Roy's test, it can be concluded that there is a statistically significant difference between the two tested groups based on the way of decision-making.

The significant majority of female managers (64.71%) opted for the answer that they make decisions by consensus, while the answer "I'll shoot right away", which literally means "I decided", was opted for by only 9.80%, of female, but also almost one third of male managers. With the same criterion, the women tested were the most homogenous, at the level of 90%. Based on the results, it can be concluded that female managers encourage participation of their subordinates in decision-making. This question served as a test from the previous set of questions - the way of decision-making by managers of different sexes (Table 3).

The differences in the attitudes of managers of both sexes regarding the relevant traits of managers

Based on the fact that $p=0.006$ in the analysis of MANOVA, where there are 18 synthesized characteristics, it can be concluded that there is a statistically significant difference between the two tested groups, based on their attitude regarding the relevant characteristics of managers. Roy's test singles out the following characteristics as statistically significant, considering the differences in the attitudes of the two sexes:

- i. Honesty and frankness ($p=0.012$)
- ii. Being open and favouring team work ($p=0.020$)
- iii. Efficiency ($p=0.049$)
- iv. A positive attitude ($p=0.001$)
- v. Experience and good judgment ($p=0.008$)

where men, more than women, were determined for the characteristics i and iv, while women were determined for the characteristics ii, iii and v. Once again, female

Table 1. The significance of the difference with managers of different sexes and their attitude regarding themselves.

Construct	Cj	R	F	p
Weaknesses of managers (P6)	0.177	0.180	3.559	0.062
Identification of managers (P7)	0.287	0.299	10.411	0.002
Reaction to mistakes (P8)	0.166	0.168	3.084	0.082
Way of achieving goals (P9)	0.489	0.560	48.520	0.000

Table 2. The significance of the difference between the attitudes of managers regarding themselves according to their sex.

t-test	Level	Proportion		%		t	p
		m1/n2	m2/n2	prop1	prop2		
		MALE GENDER	FEMALE GENDER	MALE GENDER	FEMALE GENDER		
P9	P9-1	35/60	12/51	58.33	23.53	3.70	0.000
P9	P9-4	7/60	33/51	11.67	64.71	-5.80	0.000

Table 3. The significance of the difference between the two sexes (SEX) of managers regarding decisions-making.

t-test	Level	proportion		%		t	p
		m1/n1	m2/n2	prop1	prop2		
		MALE GENDER	FEMALE GENDER	MALE GENDER	FEMALE GENDER		
P13	P13-1	29/60	33/51	48.33	64.71	-1.73	.086
P13	P13-2	19/60	5/51	31.67	9.80	2.79	.006

Table 4. The significance of the difference of managers regarding their attitude and the delegating of the subordinates according to their sex.

Construct	Cj	R	F	p
Participation of the subordinates in making and realizing decisions	0.235	0.242	6.597	0.012
Way of including the subordinates in making decisions	0.355	0.380	17.91	0.000
Reasons to avoid giving tasks	0.346	0.368	16.64	0.000
Reasons for giving tasks	0.126	0.127	1.732	0.191

managers' tendencies towards team work have been proven. Men choose a positive attitude, which is regarded as quite an individual criterion.

The differences in the attitudes of managers of both sexes regarding the delegating of their subordinates

Based on the fact that $p=0.00$ in the analysis of MANOVA, where there are 4 synthesized characteristics, it can be concluded that there is a statistically significant difference between the two sexes of the individuals tested, based on their attitude regarding the delegating of their subordinates.

Roy's tests singles out the following characteristics as statistically significant with respect to the difference in the

attitude of the two genders (Table 4):

- i. Participation of the subordinates in decision-making and realization
- ii. Ways of including the subordinates in making decisions
- iii. Reasons to avoid giving tasks

Regarding criterion i, women, twice as much than men, replied that they always consult and engage their subordinates into decision-making and realization of decisions. With respect to criterion ii, which states the manner in which they engage their subordinates, a little more advantage was given to 'constant and open communication within a team', than to 'giving instructions and controlling realizations'. As for criterion iii - 'the reasons to avoid assigning tasks (to avoid delegating)' - the most common answer was 'efficiency.'

Table 5. The significance of the difference between managers and the attitude regarding the relevant traits of their subordinates according to their sex (SEX).

Construct	Cj	R	F	p
Loyalty (P32a)	0.312	0.329	13.313	0.000
Discipline (P32b)	0.137	0.138	2.130	0.147
Resourcefulness (P32c)	0.124	0.125	1.732	0.191
Humbleness (P32d)	0.235	0.241	6.804	0.010
Efficiency (P32e)	0.109	0.110	1.345	0.249
Favouring team work (P32f)	0.126	0.127	1.801	0.182
Reliability (P32g)	0.211	0.216	5.369	0.022
Communication skills with people (P32h)	0.076	0.077	0.651	0.422
Ambitiousness (P32i)	0.389	0.422	23.815	0.000
Adaptability for changes (P32j)	0.170	0.172	3.360	0.070
Education and its level (P32k)	0.260	0.270	8.622	0.004
Intelligence (P32l)	0.289	0.302	11.059	0.001
Being open to gaining knowledge (P32m)	0.076	0.076	0.645	0.424

Table 6. The significance of the difference between managers with the attitude regarding the relevant traits of their subordinates according to their sex (SEX).

t-test	Level	m1/n1		m2/n2		prop1 %		t	p
		MALE GENDER	FEMALE GENDER	MALE GENDER	FEMALE GENDER	MALE GENDER	FEMALE GENDER		
Loyalty (P32a)	P32a-0	50/60	27/51	83.33	52.94	3.46	0.001		
Loyalty (P32a)	P32a-1	10/60	24/51	16.67	47.06	-3.46	0.001		
Humbleness (P32d)	P32d-0	48/60	49/51	80.00	96.08	-2.54	0.012		
Humbleness (P32d)	P32d-1	12/60	2/51	20.00	3.92	2.54	0.012		
Reliability (P32g)	P32g-0	51/60	34/51	85.00	66.67	2.27	0.025		
Reliability (P32g)	P32g-1	9/60	17/51	15.00	33.33	-2.27	0.025		
Ambitiousness (P32i)	P32i-0	55/60	28/51	91.67	54.90	4.44	0.000		
Ambitiousness (P32i)	P32i-1	5/60	23/51	8.33	45.10	-4.44	0.000		
Adaptability (P32j)	P32j-0	31/60	35/51	51.67	68.63	-1.81	0.072		
Adaptability (P32j)	P32j-1	29/60	16/51	48.33	31.37	1.81	0.072		
Education (P32k)	P32k-0	25/60	35/51	41.67	68.63	-2.84	0.005		
Education (P32k)	P32k-1	35/60	16/51	58.33	31.37	2.84	0.005		
Intelligence (P32l)	P32l-0	37/60	16/51	61.67	31.37	3.18	0.002		
Intelligence (P32l)	P32l-1	23/60	35/51	38.33	68.63	-3.18	0.002		

The differences in the attitudes of managers of both sexes regarding the relevant traits of their subordinates

Based on the fact that $p=0.00$ in the analysis of MANOVA, where there are 13 synthesized characteristics, it can be concluded that there is a statistically significant difference between the two sexes of the tested groups, based on their attitude regarding the relevant traits of their subordinates. Roy's test singles out the following characteristics as statistically significant considering the differences in the attitude of the two sexes (Table 5).

By analysing the results obtained by scaling the characteristics compared to the criteria characteristic sex

(SEX) which make up the two groups, it is observed that for the characteristic 'ambitiousness' ($P=32i$) $p=0.000$, the best possible discrimination was achieved between the two groups of managers. This means that the hypothesis regarding the presence of similarities on the level of the mentioned characteristic can be rejected. The same can be done for the following characteristics: loyalty (P32a) (0.00), intelligence (P32l) (0.001), education and its level (P32k) (0.004), humbleness (P32d) (0.010), reliability (P32g) (0.022) and adaptability for changes (P32j) (0.070).

As for the characteristic 'discipline' (P32b) (0.147), the fact that there were no significant differences, it is accepted for both groups of managers. The same goes for the following characteristics: 'being open to team work'

(P32f) (0.182), 'resourcefulness' (P32c) (0.191), 'efficiency' (P32e) (0.249), 'skills for communicating with people' (P32h) (0.422) and 'being open to gaining knowledge' (P32m) (0.424).

Male managers give advantage to the characteristics (2) 'humbleness', (5) 'adaptability to changes' and (6) 'education and its level', while female managers give advantage to (1) 'loyalty', (3) 'reliability', (4) 'ambitiousness' and (7) 'intelligence'. From the answers that the majority female managers have chosen, a conclusion can be made that they as managers prefer the subordinates who are willing (answer ambitiousness) and who have potential (answer 'intelligence') for development, but apart from these, female managers also demand 'loyalty' (Table 6).

DISCUSSION

As shown in the MANOVA analysis, each of the tested criteria had the result $p < 0.1$. The initial hypothesis which stated that there are statistically significant differences in the attitudes between managers of two different sexes, the traits and the behaviour in a working situation can be accepted. A clear line can be drawn, based on which reliable conclusions can be made.

Based on the tested criteria, a female manager can, to put it in short words, be described as a manager, who making and realizing decisions sees as a mutual process between the management and the subordinates, and where all the decisions are made by consensus. For the need of such organization within a company, a woman supports the clearly defined information concerning its goals which should be made available to everyone, as well as a higher level of education of the subordinates, for which she thinks can influence the result and positioning of the company. At the same time, she values the ambitiousness and loyalty of her subordinates, and gives advantage to their intelligence, which in all indicates that she chooses co-operators who have the will and possibility to make themselves capable of fulfilling a demanding task that is ahead of them. Having in mind the female potential in the managing process can aim for further use of the human capital, in the direction of a better index of all the participants of the working process.

A specific role of women in the society did not have a possibility to develop specific potential, especially in the turbulent conditions which Serbia has been under for years. "A dual career" was imposed on women due to their biological characteristics, but also due to the system of values of the environment in which they live and work. It is precisely these factors that influence the fact that male and female managers have different characteristics. Obtaining a job is just the first step for women, and progressing in companies is often far more challenging. To be promoted to a higher position is even more difficult. This phenomenon is often referred to as the "glass ceiling syndrome"- meaning that women can see the possibility

for promotion, but are separated from it, with what appear to be invisible barriers.

For centuries, women were an "invisible part" of the human race and the history of civilization is full of gaps and ignorance when it comes to their influence on certain issues. A civilized and highly developed society can be created only by a mutual, creative participation of both men and women. It is strongly believed that research of the functioning of women in all fields is necessary for the development of the human capital.

In the same way as "female writing" exists as a literal category, "female management", which is gradually coming into sight in the world of business, is also present. Just like men who tend to be more liable to authoritarian, more formal forms of management and to linear directorial leadership, women are more liable to the non-formal, participative management, to the motivating, relational and communicational style of leadership. In fact, what comes into focus is the issue related to the features of female management in the light of differences, and the specific features that originate from personal development, with new knowledge which places the category gender into the basis of knowledge and experience, identifying it in a particular way of seeing the world.

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