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Are Women in Management Agents of Change?

Natalie Rinfret, Ph.D.

École nationale d'administration publique

Université du Québec

Conference pronounced at the Annual Convention of the
Canadian Psychological Association, Quebec.

June 21, 2001

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Abstract

Although the traditional masculine model of management is still the norm, it is criticized as impairing effective leadership. Adaptation to structural changes currently taking place in organizations requires a significant shift in their culture toward valuing and using talents such as intuition, empathy, flexibility and caring that women have been socialized to develop. Given so, is the increase in the number of women managers contribute to modify, in a favourable way, the attitudes toward them? Are women now allowed to perform their functions as women, without having to imitate men? Finally, do women have the opportunity to contribute to organizational change by developing practices more sensitive to humane factors? These issues were addressed in two surveys conducted with 851 respondents from the Quebec and Federal public service (455 men and 369 women). The results of these studies revealed that 1) women and men experienced the presence of women in management from different standpoints and they are differently sensitive to its various aspects; 2) women's managerial style combines feminine and masculine features; and 3) feminine characteristics were self attributed by both males and females, suggesting emerging changes in organizational culture.

The title of my presentation today is “Are Women in Management Agents of Change?”. In order to provide clues for answering this question, I will present an overview of the current representation of women within the senior management of Canadian organizations. Then, we will review the effects of relative proportions of women managers within an organization on the attitudes toward them, the perceptions of their contribution to the organizational culture, and of their status within the organization. We will also look at how managers of both sexes perceive and appreciate some management practices, which are observed to be more often used by female or male managers.

In a recent survey conducted by the Conference Board of Canada (2000), it was shown that the median percentage of women in senior management teams is 20% among the surveyed private sector firms and 40% among public sector organizations.

Table 1 shows that the representation varies considerably by sector grouping. Public sector organizations – even those not in areas traditionally dominated by women employees – appear to have a far higher proportion of women within their executive ranks than do private sector firms. While the height of the glass ceiling differs by sector, it persists nevertheless.

Insert Table 1 here

But the question we can ask here is do these results represent real progress in the representation of women as managers in Canadian organizations? Women as middle and senior managers are certainly more present in the executive suites than there were in 1980, but these results do not necessarily reflect the extent to which Canadian organizations truly embrace gender diversity. Even when women are present on the executive team, managers cannot assume that gender issues are resolved. As well they cannot dismiss the possibility that antagonistic attitudes or systemic barriers to women's advancement remain in the organization.

To better understand coworkers' attitudes toward women managers I will report the most recent findings of a series of investigations that I conducted with Dr Lortie-Lussier. Their aim was to test Kanter's theory about the impact of the numerical force of a minority. Rosabeth Kanter's (1977) analysis of the damaging consequences of women's scarcity in corporate management led her to propose increases in their numerical representation as a mean to reverse the situation. Based on the premises of social contact theory, she anticipated that their competence and their contribution to organizational culture would gradually be better recognized. Kanter's theorizing is

grounded in the dynamic of relations between groups of different proportions. As tokens, women are isolated and subjected to discrimination on the basis of gender stereotypes; once they become a minority, that is approximately a third of the group, they develop networks and can influence the majority; in balanced proportions, opportunities to interact would likely eliminate inequalities. Now that women represent up to 40% of all managers in Canada, has Kanter's proposition been verified?

Following the logic of Kanter's analysis of numerical size structure, the first hypothesis we propose was that:

As the number of female managers increase from 9% to 20%, the attitudes of co-workers, their perceptions of women's contribution to organizational culture and their status will be evaluated more favorably. The same phenomenon will be observed as the number of women as managers will pass from 20% to 35%. When the number of women will pass from 35% to 45% we postulate that we will not observe change in the attitudes and the perceptions of the co-workers because we estimate that 35% represent the critical mass.

Insert fig.1 here

Even so, our hypotheses are the same for women and men co-workers, their reactions will be tested separately, as a subset of the hypothesis.

Also, In view of the importance of the individual factors selected in our initial investigation in the shaping of attitudes and opinion, we verified their impact anew across all percentages, with separate analysis for women and men.

A questionnaire had been sent to eight hundred and eighty managers by personnel officers in different departments of the federal public service of Canada, where the female to male ratios in management were 9%, 20%, 35% and 45%.

The sample comprised two hundred and twenty five men and two hundred and one women. Of the total sample, 6% were junior managers, 55% and 29% were middle and senior managers, respectively. Whereas the numbers of women and men were nearly even in the junior and middle ranks, men outnumbered women significantly in the highest echelons. Age ranged from 28 to 63 years ($\bar{M} = 43.7$) with an average seniority of 18 years. Experience of working with a woman as supervisor was reported by 76% of the respondents. There were two hundred and sixty six Anglophones and one hundred and eighty seven Francophones.

Insert table 2 here

The respondents had to complete the questionnaire in French or in English, as they chose.

The three dependent variables were selected for their relevance with regards to Kanter's analysis of interaction between groups of different, or balanced proportionate size. Attitudes measured on the Attitudes Toward Women as Managers Scale, refer to characteristics needed to be a competent and efficient manager. Status in the recognized dimension of power structure. Culture represents the values of the organization that a manager adheres to.

In order to test the first hypothesis with the total sample, scores were analyzed using a 4x 2 analysis of variance.

Results of an initial MANOVA on the three variables indicate main effects for proportions and sex and no interaction between factors. Univariate tests reveal that proportions have significant effects on all three variables, as can be seen in Table 3.

Insert table 3 here

Post-hoc Tukey tests show significant differences between conditions for the three variables. Although the attitudes toward women as managers (WAMS) are significantly more favorable in the 20% and 45% conditions than in the token one, the increase from 20 to 35% does not render them significantly more favorable. It should be noted, though, that attitudes are the most positive in the gender-balanced condition. For the contribution of women to organizational culture, significant differences between conditions were also found, but not as predicted. Scores are significantly higher in the 20% and above conditions than in the token one, and no significant change when the proportion reaches 35%. A similar pattern of differences was found for the evaluation of STATUS.

Sex, as a second factor, has a significant effect on attitudes and on the evaluation of women's STATUS. Women's attitudes (WAMS) are significantly more positive ($\bar{M} = 3.41$) than those of men ($\bar{M} = -2.34$). Men's estimation of the STATUS of their female colleagues is significantly higher ($\bar{M} = 1.33$) than women's own estimation ($\bar{M} = -1.55$). Overall, there is no support for the hypothesis that increasing the proportion of women managers from 20% to 35% would have a significant impact on the selected variables, for the total sample.

For the subset of that hypothesis, women's and men's scores were submitted separately to oneway ANOVAs, with proportionate size as single factor.

Insert Table 4 here

As we can see on table 4, for women, the proportionate size does not have a significant effect on their attitudes (WAMS), but they have one on CULTURE and on STATUS. Whatever their proportions, women hold positive attitudes toward same-sex colleagues. The post-hoc Tukey test performed on the CULTURE scores shows that in the 20 and 35% conditions the evaluation is significantly more positive than in the lowest condition, with no significant differences elsewhere. Although the evaluation women make of their STATUS is low throughout all conditions, there is a significant improvement in the 35% condition compared to the 9% one.

For men, proportions have a significant effect on attitudes (WAMS), on CULTURE and on STATUS. A Post-hoc Tukey test shows that in the highest proportion condition, attitudes (WAMS) are significantly more positive than in the lowest one. For the evaluation of women's contribution to CULTURE, the Tukey test reveals that it is significantly more positive in the 20% and higher conditions than in the 9% one. The same pattern was revealed by the Tukey test for the estimation of women's STATUS.

In sum, there is no support for the first hypothesis for women and men, taken separately.

In order to verify the influence of individual factors, others selected socio-demographic variables was tested with ANOVA for the total sample, and then separately for women and men.

1) It was expected that being or having been supervised by a woman manager would foster more favorable attitudes and opinions. Univariate tests reveal only one significant difference, for attitudes (WAMS) for the total sample. As expected,

managers who had this experience had higher scores ($\underline{M} = .71$) than those who did not ($\underline{M} = -1.93$).

2) Age has a significant influence on attitudes (WAMS) and it is so, only for women. The Tukey test shows that women aged between 46-50 years have the most positive attitudes ($\underline{M} = 6.03$) and the oldest ones (51 years and over) the least favorable ($\underline{M} = -1.10$). Age also has a significant impact on their evaluation of CULTURE, again those aged between 46 to 50 years being the most positive ($\underline{M} = 3.11$).

3) Level of management position yielded one significant difference, for the estimation of STATUS, for the total sample. The Tukey test shows that senior managers consider it to be higher ($\underline{M} = 0.70$) than do middle ($\underline{M} = -0.22$) and junior ($\underline{M} = -1.10$) managers.

4) Seniority has a significant influence on attitudes and estimation of STATUS, and it is so only for men. The Tukey test revealed that male managers who have been in the public service less than 10 years hold the most favorable attitudes toward women managers. For the second variable, STATUS, male managers with a seniority of less than 10 years and between 16 and 25 years estimate it higher than those whose seniority was between 11 and 15 years and more than 25 years.

5) The variable Field of studies has a significant influence on attitudes (WAMS) and on STATUS, regardless of sex. Tukey tests show that respondents with degrees in arts and social sciences have significantly more positive attitudes ($\underline{M} = 1.68$) than science and engineering graduates ($\underline{M} = -4.52$). With regards to women's STATUS, those with degrees in administration estimate it to be significantly higher ($\underline{M} = 0.67$) than those with degrees in arts and social sciences ($\underline{M} = -.48$).

6) Finally, Ethnolinguistic identity has a significant effect on the variables WAMS and CULTURE for the total sample. Francophones are more favorably inclined toward women managers ($\underline{M} = 1.21$) than Anglophones ($\underline{M} = 0.85$), and it is the opposite for the evaluation of their contribution to organizational CULTURE ($\underline{M} = -0.72$ and $\underline{M} = 0.51$ respectively).

The present investigation did not support the prediction based on social contact theory (Kanter, 1977), that women managers would be appreciated significantly better by female and male coworkers as their representation increased from 9% to 20% and then to 35%. Otherwise, it was found, consistent with the earlier findings, that individual factors which have an impact on attitudes and opinions should be taken into account, alongside structural factors. They include supervision by a woman, age, seniority, position level, field of studies and ethnolinguistic identity, although their respective impact varies for women and men.

Despite the lack of support for the proportionate size hypotheses put forward, numbers do matter, as revealed by the overall differences between opinions and attitudes toward women in the token condition and in one or the other of the 20% and above conditions. It is therefore in order to discuss our findings from an inclusive perspective that will provide a better understanding of the impact of structural size, and ultimately of the critical mass notion. Underrepresentation is as detrimental to women managers in the Canadian public service as in numerous other organizations (see Beaton & Tougas, 1997), as Kanter (1987) had first stated. While men have little regard for their female colleagues as managers in that condition, women tend to share their views. But as their proportion represents 20% or more, women benefit from significantly more positive evaluations than when it is 9%. However, the impact of

proportionate size between 20% and 45% varies to such an extent as a function of sex and of the selected variables that its significance should be assessed carefully.

The majority, that is men, responded positively to higher proportions of women with respect to their motivation, commitment and loyalty to the organization, as measured by the variable culture. The estimation of women's status, which follows a similar pattern, combines different elements including power and salary, on the one hand, and political pressures to insure women's position, on the other. High scores on this variable might hide paternalistic or neosexist attitudes (Beaton et al, 1996), derived from beliefs that women are given status privileges at the expense of men. The result about status should, therefore, be interpreted cautiously.

Turning to attitudes, it is only in the close to gender-balanced condition that they are significantly more positive than in the token condition. It suggests that the opportunity to interact and work closely with women is a necessary condition for men to recognize their worth as managers. Resistance against the female managers was most prevalent among the oldest and most senior male managers. They represent traditional cohorts of male managers who had few opportunities in the past to work close to female as colleagues. By virtue of their status at the time the investigation was conducted, they may have derailed and delayed organizational efforts, such as affirmative-action programs, to integrate women within their ranks. Taken together these results suggest that if increasing proportions appear to foster recognition of women's worth as managers, they also make them the more likely to be threatening competitors.

The minority, that is women, appear ambivalent about their situation, whatever their proportionate size. Even when they are underrepresented, women are self-

confident about their talents as managers, although the oldest ones, irrespective of proportions, display less favorable attitudes toward same sex coworkers. In contrast, women of all age groups are sceptical about the recognition of their status in all conditions, even in the gender- balanced one. Women acknowledge, though, that their participation in the organization and their contribution to it are more highly valued when their representation reaches 20% and 35% instead of 9%, but they doubt it when it is close to equality. The 46 to 50 age group is the most satisfied in this regard, regardless of proportions. In sum, these findings convey a certain malaise, for the oldest ones particularly, that is well echoed in the Carney report about women managers in the Canadian public service. In the eyes of the minority, increasing proportions is not a guarantee of the quality of their relationships with the majority, as Beaton and Tougas (1997) had observed.

To sum up the findings, not only do women and men experience the presence of women in management from different standpoints, but they are also differently sensitive to its various aspects.

Their respective views are as divergent as those found at other times and in other places, leaving the impression that few, if any, things have changed over the years. However, the influence of the individual factors examined here points to time as an important factor contributing to the acceptance and fair treatment of larger numbers of women managers. The respondents who displayed greater readiness to regard women as valuable partners in a traditionally male field were found among the young, those who had degrees in the humanities and social sciences, had experienced a woman supervisor and were French-Canadians. Inversely there was more resistance among Anglophone and older managers, those who had more seniority, held higher

level positions and were trained in scientific disciplines. The older managers will eventually be replaced by the actual cohort of young managers. It would be important, in future research, to assess whether in five or ten years they would still entertain egalitarian relationships with their female counterparts, who would presumably have advanced in the ranks, or alternately, if they would feel threatened by them, which could be exacerbated in periods of downsizing and restructuring.

But we should not lose sight of the fact that numbers do matter despite drawbacks and difficulties of adaptation experienced by the minority and the majority. The critical mass notion put forward by Kanter may be disputed in terms of a specific proportion. A percentage in the vicinity of 20% seems to represent the threshold to reverse the consequences of tokenism. Does it mean though that it is the equivalent of the critical mass of 35% that Kanter advocated ? If the findings of the present investigation are of any guidance, gender-balance is the objective to strive for. Without underestimating the barriers to the advancement of female managers, gender-balance appears to be a turning point for the recognition that they have the skills to be as competent as men. The decrease in stereotyping may not be sufficient to guarantee women's ascent to decision making positions, but it may foster hopes and sustain their determination to reach for those positions.

Otherwise, another aspect that could help to diminish the discrimination toward women managers are the qualities required by managers to face the context of world market globalization. Traditionally, men have been seen as better suited than women to executive positions. The qualities usually associated with being a successful manager are masculine traits such as drive, objectivity and authoritative manner. Women have been seen as different from men, as lacking the necessary personal

characteristics and skills to make good managers. The entry of women into senior levels within organizations over the last decade or so, has brought such stereotypes into question.

Recent developments in organization theory, such as human resource management and Japanese management, have moved away from the hardness of quantitative methods and deterministic conceptions of corporate strategy. According to new orthodoxy, effective management needs a softer edge, a more qualitative, people-oriented approach. Successful firms are described as people oriented and decentralized. Leadership is now concerned with fostering shared visions, values, directions and responsibility.

In the more popular versions of these new wave theories, gender images are commonly deployed. They are used to suggest that women have more consensual style of management, and that will be an advantage in post-industrial corporations. According to management gurus Peters and Waterman, managers need irrational, intuitive qualities for success, qualities that are explicitly described as feminine. They challenge the masculine image of the rational manager by demonstrating that seemingly feminine characteristics are actually potent managerial tools. Similarly, in its report *Management Development to the Millennium*, the British Institute of Management (1994) argues that female ways of managing will be more appropriate in the millennium. In the future, they say, organization will be less hierarchical, will rely more on teamwork and consensus management, and feminine skills of communication and collaborative working will come to the fore. So the advantage men formerly

enjoyed in command and control style organization will pass to women in these new organizations, unless they adopt themselves these feminine characteristics.

Moreover, one of the issues generating debate is whether or not women bring a distinct style of management to organizations? The research project that I will now report try to answer this question and look at the management styles prevailing in upper and middle management in the Quebec provincial public sector. It compared the values adopted by men and women, on the one hand, and assessed the perceptions they held of certain psychological characteristics, as they apply to women and men.

The following hypotheses were tested:

The first one proposes that there are marked differences between male and female management styles. The premises for this hypothesis are derived from Baak, Carr-Ruffino and Pelletier's who reported that compared to male managers, women engage more in a listening mode aimed at identifying the needs of employees, make more use of intuition and adopt a more supportive approach. Also, they are more likely to adopt a collegiate approach, and encourage collective rather than individual success. Hence, we predicted that females would score higher than males in management styles focussing on "human resources", "cohesion" and "vulnerability" while men would score higher than women on styles focussing on "power and social status", "norms and procedures", "expertise" and "personal success".

Another prediction, based on different contributions of research on sex stereotypes, is that male and female managers would attribute to themselves opposite

management characteristics. These contrasting styles would have taken their roots during childhood socialization when males and females develop gender identity.

A total of a thousand and fourty self-administered questionnaires were randomly distributed throughout management of the Quebec public service. From this total, 421 questionnaires were returned, for a return rate of 38%.

Insert Table 5 here

Overall, one hundred and sixty eight female and two hundred and thirty male managers participated to the study. 48% of the respondents were upper level managers and 47% were intermediate level managers. 79% were university graduates. Their mean age was 46 years, with an average of 20,4 years of experience in the public sector, including 13 years in a management position.

Following a series of short semi-structured interviews conducted with 20 men and 21 women managers working in the Quebec public service, a questionnaire was designed to assess, values and management styles.

Management style

Management style was measured with 7 Likert type sub-scales. The sub-scales are:

Power and status which measure a manager's desire to move forward in his/her career by tapping a variety of power sources as well as the tendency to perceive him/herself as superior to their colleagues.

Human resources referring to the proneness to take care of other peoples' opinions and well-being, to reward employees, to delegate responsibility to them and to include them in the decision process.

Expertise a measure of the power associated with competence, expertise and the importance for a job well done.

Personal success referring to the subjective importance granted to professional achievements and the means used to reach them.

Vulnerability assessing the various expressions of an inferiority feeling.
Cohesion a measure of the will to create a cooperative working climate, stressing competence and empowerment.

And, finally, Norms, procedures and tasks a sub-scale aimed at measuring the importance devoted to the end result of some action, the proper enforcement of procedures and the respect of the rules.

Management characteristics

Management characteristics are measured using two sub-scales: masculinity and femininity. Respondents were asked to indicate, on a 7-point scale, to which extent each of the characteristics are associated with male or female managerial attitudes. These two sub-scales are derived from the work of Bakan and Eagly. These researchers grouped together characteristics associated to each sex according to two dimensions: agentic (instrumentality) and communal (expressive), associated respectively with masculinity and femininity. The agentic dimension refers to

individual characteristics associated with the desire to contribute to the financial support of the family. The communal dimension describes a person devoted to the care of the family and harmony at home.

Data pertaining to management styles were submitted to a one factor ANOVA, the sex of respondents being the single factor. An initial multivariate analysis had revealed the significant influence of this factor on the combined sub-scales. Univariate tests were performed and the results are displayed in table 6.

Insert Table 6 here

The univariate ANOVAs showed, in accordance with our hypothesis, that women have significantly higher scores than men on the following subscales: "human resources", "cohesion" and "vulnerability". However, contrary to our hypothesis, female managers were found to have significant higher scores on the following subscales: "power and status" and "norms, procedures and task completion". There were no significant sex differences for "personal success" and "expertise".

Another multivariate analysis was performed on the femininity and masculinity subscales with sex as single factor, which proved to have a significant influence.

Insert Table 7 here

The results of the univariate analysis showed, in agreement with our hypothesis, that women attribute themselves more feminine characteristics than men. It also showed that, compared to men ($M=14,86$), women attribute themselves more

male associated managerial characteristics, contrary to our hypothesis. Finally, a paired t-test showed that men, as well as women assign themselves more female associated characteristics than male characteristics.

The results of various statistical analyses indicate that, in the Quebec public sector, both men and women, have adopted a management style which values flexibility, open communication, professional development of employees, team work and search for consensus within the decision process. While the difference is not very important, it is more marked for women, as they have adopted a management style based primarily on the importance of human resources, cohesion and on vulnerability. In contrast to the findings of other researchers, female managers from the Quebec public sector would not feel bound to fit the male model in order to achieve success and hence to reject their femininity. As for male managers, their management style does not differ significantly from the female style with respect to the acknowledgment of other peoples' contribution.

The above results do not mean, however, that management oriented toward male values has totally disappeared. In fact, female managers value more than their male counterparts a management approach oriented toward a masculine style, based on power, social status, respect of the norms, procedures and on task completion. There is no difference between the sexes through on the valueS of expertise and personal success. All in all, these results suggest that, in order to access to an executive position in the Quebec public service, at least women must respect the dominant organizational culture. It suggests also that they are still trying hard to prove their ability by behaving

like their male colleagues and to show likewise their commitment toward the organization.

The findings of this study are encouraging. It was found that female managers do not feel bound to adopt either an exclusively male or female style of management. While including traditional male elements of management, the female managers' style also had typical female elements, suggesting that style convergence is not yet total. On the other hand, male managers were found to adopt some of the values endorsed by women hence indicating that they too, were contributing to an emerging androgynous management style.

Such a transformation of the traditional male management style is considered by several researchers, to be more appropriate to today's economy for which, according to Blanchard and Sargent, the association of task completion values with behaviours of cooperation and support is considered to be a key issue toward achieving success.

With regard to managerial characteristics, both men and women assign themselves more feminine than masculine characteristics, although women obtained higher scores than men in both categories. The pattern of men's self-attributed characteristics suggests that men too are converging toward what is considered now a days to be efficient leadership, that is, a transformational leadership as opposed to the traditional transactional one.

Overall, it is relevant here to ask ourselves to which extent the current male management style is a result of the growing presence of female managers in the organizational environment.

While women in the workforce are still cautious and critical about their status in the public sector, both in Canada and around the world, it was found here, that without being aware of it, women could have influenced the current management style. In the present context where their numbers are growing, they have the opportunity to contribute to develop a new management style and hence establish a balance between task completion and cohesion-oriented attitudes. Without negating typical masculine and feminine psychological characteristics, a new paradigm of leadership may be consolidated.

Table 1. Proportion of women in senior management positions

Sector	Median % of women on senior executive team
Public sector (N=157)	40.0
Health & Social services (N=47)	50.0
Education (N=38)	40.0
Provincial government departments (N=35)	35.3
Federal government departments (N=23)	33.3
Other public sector organizations (N=14)	35.4
Private sector (N=200)	20.0
Equipment manufacturing (N=10)	26.1
Communications (N=19)	25.0
Consumer goods (N=14)	24.3
Other manufacturing (N=22)	20.2
Finance, insurance, real estate (N=54)	20.0
Transportation services (N=9)	18.2
Other private sector services (N=20)	16.7
Energy (N=10)	15.5
Retail & wholesale (N=10)	13.5
Professional services (N=14)	26.7
Primary industries (N=18)	12.8

Study 1 - Hypothesis

+
WAMS
STATUS
CULTURE
-

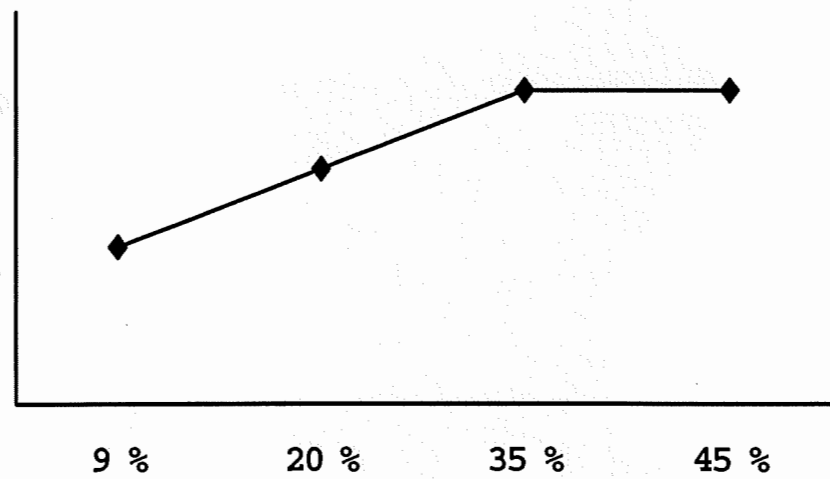


Table 3. Results by percentage

VARIABLE		Percentage of women managers				F
		9%	20%	35%	45%	
WAMS	<u>M</u>	-3.25abc	0.51a	0.54b	2.19c	4.41**
	<u>SD</u>	(13.53)	(9.41)	(10.33)	(8.43)	
STATUS	<u>M</u>	-0.97ab	0.59a	0.39b	0.11	7.83**
	<u>SD</u>	(3.27)	(2.93)	(3.34)	(3.58)	
CULTURE	<u>M</u>	-2.51abc	1.46a	1.47b	-0.10c	10.93**
	<u>SD</u>	(6.10)	(6.29)	(6.15)	(5.65)	

** $p < .005$

abc group means with same superscripts are significantly different

Table 4. Results by sex

VARIABLE		Percentages			
		9%	20%	35%	45%
WAMS					
Women	<u>M</u>	1.55	4.32	4.83	3.85
	<u>SD</u>	(9.85)	(7.71)	(6.60)	(7.01)
Men	<u>M</u>	-6.46	-1.77	-3.52	0.76
	<u>SD</u>	(14.79)	(10.29)	(13.73)	(9.36)
STATUS					
Women	<u>M</u>	-2.61	-.82	-.51	-2.00
	<u>SD</u>	(3.33)	(3.28)	(3.71)	(3.93)
Men	<u>M</u>	0.77	1.71	1.49	1.90
	<u>SD</u>	(2.65)	(2.12)	(2.41)	(1.54)
CULTURE					
Women	<u>M</u>	-2.22	1.17	1.94	-.86
	<u>SD</u>	(5.81)	(6.05)	(5.07)	(5.60)
Men	<u>M</u>	-3.32	1.56	0.91	0.59
	<u>SD</u>	(6.18)	(6.57)	(7.28)	(5.92)

Table 5. Characteristics of the sample

	MEN (N = 230)	WOMEN (N = 168)	
Age (\bar{X})	47,38	44,21	$F = 35,79^{***}$
Marital status (N)	229	167	$\chi^2 = 28,46^{***}$
Married with children	165	83	
Married without children	42	38	
Single with children	8	25	
Single without children	14	21	
Level of education (N)	228	167	$\chi^2 = 6,63^*$
High school	8	14	
College	29	29	
University	191	124	
Level of position (N)	226	162	$\chi^2 = 5,73^*$
Middle	97	89	
Senior	121	67	
Seniority (\bar{X})	21,50	18,87	$F = 15,91^{***}$
Experience in management (\bar{X})	14,49	10,62	$F = 35,24^{***}$

* $p < .05$; ** $p < .01$; *** $p < .001$

Table 6. Results for managerial style

Management style :	MEN		WOMEN		<i>F</i>
	\bar{X}	<i>S.D.</i>	\bar{X}	<i>S.D.</i>	
Power and status	46,90	12,95	50,26	15,44	5,57*
Human resources	83,35	8,82	86,27	8,63	10,81***
Personal success	38,34	8,47	39,54	9,49	1,75
Vulnerability	30,82	7,16	32,61	6,59	6,486**
Expertise	31,26	6,01	32,26	5,99	2,705
Cohesion	56,17	6,54	57,48	6,44	3,927*
Norms, procedures and tasks	32,52	5,77	34,08	5,57	7,306**

* $p < .05$; ** $p < .01$; *** $p < .001$

Table 7. Results for managerial characteristics

	MEN	WOMEN	
Managerial characteristics	(N = 230)	(N = 168)	
Femininity (\bar{X})	21,39	25,61	F = 84,62***
Masculinity (\bar{X})	14,86	18,20	F = 118,47***

*** p < .001



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