

## WOMEN MANAGERS IN A GLOBALIZED SOCIETY

**Alina Voiculeț, Assist. Prof., PhD and Nicoleta Belu, Assist. Prof., PhD, "Constantin Brâncoveanu" University of Pitești**

*Abstract: Women's role in the society has changed over time as a result of major developments. First regarded as just "souled beings", then worshipped in various stages of humankind, women in modern society are mainly appreciated for their manifold roles: being wives, mothers, income providers, or managers. In a men's world, one's desideratum to be promoted and to be successful due to one's intellectual abilities and to typical feminine values creates the prerequisite of successful management careers for strong women. Modern globalized societies that are more open to mentality changing promote women in management positions and thus give them equal chances.*

*Keywords: women managers, globalization, modern globalized societies, leadership, feminine values.*

### 1. Introduction

The present article aims at the promotion of the image of the emancipated woman-manager, dismantling thus the myth of the man as the efficient manager since the current society demands ambitious, independent and capable women to take the lead. Their desire of being promoted to leadership positions is based not only on their intellectual capacities but also on typically feminine values, which synergistically ensure their career success. Modern societies, that promote change at any time, especially change of mentalities, blaze the way for strong women managers.

### 2. Women's role in the contemporary society

Throughout history, women's role in the society has changed dramatically from the mere "living being" towards a focus of veneration.

In the traditional societies, the division of roles was much more striking, in the sense that men were the ones who secured the economic needs of the family, whereas the women fulfilled their daily responsibilities, applying themselves mostly to the education and the raising of children.

The same phenomenon carries on during the industrial age so that the woman performed her ancient house-related duties, while the man remained the sole income provider of the family. Nevertheless, women gradually got involved in their husband's affairs and started to gain a new position by dedicating more of their time to their social lives and therefore their status also gained momentum.

There are two phenomena specific to the late 20<sup>th</sup> century:

- a sharp increase of the number of women in the labour market, as some jobs were then made available to them;
- the revival of the feminist movement that fought for the reconsideration of women's professional, cultural and political status, as well as their role in the family; some voices had claimed for equal rights between men and women ever since the end of the 18<sup>th</sup> century on the occasion of the proclamation of the "Declaration of Human Rights."

In modern times, the woman acquired her clearly stated social status and attitudes emphasized a nontraditional division of roles and egalitarianism, women having equal decision-making power in the family with regards to serious matters. According to sociologists, decision-making is regularly exercised over a short period of time, whereas in the case of women, this process is a long term one, which demonstrates that there is a

procedure of decision construction implied herein. A woman's mandatory duties are numerous, as a wife, daughter and mother, adding to the fact that she also has a job to contribute to both the social and financial welfare of the family. The woman is regarded as a sensitive, emotional and gentle creature whereas men are associated with traits such as independence, courage, ambition, power and aggression, and they are portrayed as rather single-minded, focused on tasks and goals.

Oscar Wilde once said that "the woman is nature and God's most precious gift, and who, although different from man, cannot exist without him. The relationship between them is complementary and a partnership."

### 3. *The eternal dilemma: woman - manager versus man- manager*

A highly debated issue in current studies is that of "gender management," who could be more suitable for a management position-- a man or a woman? The question obviously gives rise to a division of opinions and, along with managers and business people, specialists support both views by resorting to the pros and cons of the matter. Right from the very start, women seem to lose ground due to stereotypes like "the man is the head of the family," implying that things should remain the same at the workplace and men be the leaders of the companies.

#### **Gender-based advantages for leadership positions**

Table 1

<i><b>Women-managers</b></i>	<i><b>Men-managers</b></i>
<ul style="list-style-type: none"> <li>• rigorous;</li> <li>• diplomatic;</li> <li>• risk-takers;</li> <li>• inspirational figures for employees;</li> <li>• highly empathetic;</li> <li>• present-oriented and focused on results.</li> </ul>	<ul style="list-style-type: none"> <li>• intuitive;</li> <li>• visionaries;</li> <li>• trustworthy, upright and reliable;</li> <li>• stress resistant;</li> <li>• analytical and logical thinkers;</li> <li>• future-oriented;</li> <li>• focused on gaining trust and power.</li> </ul>

*Source: the authors*

Some studies underline the fact that one needs a masculine behaviour in order to lead and women are sometimes obliged to adopt this type of demeanour to be successful in their key positions. Undeniably, women have different qualities from those of men, but this does not mean they cannot be fit for an equal level of success. Nevertheless, mention should be made upon the fact that some fields of activity are suitable to be driven by men and others by women. Organisations are usually linked to typically masculine values such as determination, dominance, force, so that men are preferred for management positions in technical fields and women in fields which require "sentience" as public relations and human resources for instance, or in the financial sector. Top management appears thus the prerogative of men.

As for the global image, the numbers of women-managers in the world have reached a rate of approx. 24% and, in the emerging economies in Asia, women-managers and women-entrepreneurs tend to exceed the number of men who are in charge of companies. In 2013's China, 51% of management positions were held by women, compared to 25% in 2012. In the U.S., the number of women in management positions is about 23%, out of which only 10 to 15% are senior leaders of corporations.

In the European Union, the same trend is evident, although the number of women with higher education exceeds that of men. The employment rate of women, according to recent data, was of 59%, compared with 69% for men: in the Czech Republic, 31% of managers are women, in Romania 35%, in Slovakia 23% and in the Netherlands 20%.

In Romania, women-managers work in areas such as financial services, consumer goods and professional services; their age is between 25 and 45. On the other hand, men outgrow them in areas such as industry, transport, banking and IT.

Increasing the number of leading women remains thus a challenge, although it has been shown that companies led by men only get worse results than those led by mixed teams.

#### **4. Conclusions**

Women who aspire to leadership positions have to face a number of challenges. The profile of the successful woman-manger requires a strong character, a good balance between intuition and logic, intelligence and emotions, a constant desire for knowledge and the condition of having discarded all prejudice. Her most important assets are her persuasion, responsibility, flexibility, empathy and creativity.

The main problem seems to remain the challenge to overcome the mentality according to which key positions that require great responsibility, a lot of hard and stress are not suitable for women. However, all these “false pretexts” can be now countered within a context of increased level of education, rising living standards and better career guidance.

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