



Széchenyi István University
Multidisciplinary Doctoral School of Social Sciences

Czeglédi Csilla
M.Sc. in Business Administration

The Nature of Women Leaders' Role in Hungary

Theses of Doctoral Dissertation

Consultant: Prof. Dr. Józsa László

Győr
September, 2008

PURPOSE OF DISSERTATION AND THEORETICAL BACKGROUND

Importance of the research and its validity

Is it just a dream or could it become reality? We hear this question often when we try to achieve something, but we know that we might come across several obstacles on the way. This is what describes most the situation of women leaders in Central Europe nowadays, in Hungary as well. It is typical in our region that the attitude towards the „women leaders’ question” is rather dismissive, which also applies to women’s economical situation.

Employing more and more women has been the phenomena of recent decades. With the improvement of female education and growing number of female employees, the number of women leaders has been increasing intensively also, in each country. Their proportion has improved on every level of leadership only in different phases depending on the given country and its culture. Despite the dynamic growth in the headcount, there is still a significant difference between the chances for man and women to become leaders. The low rate of women in leading positions is an international phenomenon, and women usually get stuck in lower or middle-management levels.

By the new millennium women have slowly started to take part of control. In the areas of science, culture, public life and business the masculine world of management is ending. The fact that 2007 was announced to be the Year of Equal Opportunities for All by the European Union also represents the importance of integration.

The special female attitudes, competencies, skills and strengths should be recognized instead of being considered a disadvantage.

At the same time the new challenges will come with a lot more responsibility for women leaders, that is why it is extremely important to deal with their topical dilemmas, which I am also trying to achieve in my work.

Important events related to the woman leaders’ question have occurred in the developed western countries first, which means this subject has a much longer history abroad than in Hungary.

My personal interest and commitment to this topic has already started in college where I have specialized in „culture-economist” and have read plenty of related material to this subject. My interest has deepened during the time I spent studying in the UK. These were the main reasons why I have chosen to work with this subject. As a woman, I would like to help to see clearly in this controversial and disputed topic. Many questions and problems were raised during my research, waiting for solutions. Based on my investigations, I would also like to find out what is the reason why women, female work force and women’s roles are so underestimated by the economy and our society.

My goal is to demonstrate and share my organized knowledge with the academic community, and to bring more attention to the problems and highly valued methods of our women leaders with the help of the results of my study.

It is not my intention to create problems and conflicting situations with my dissertation. It is not my aim to strongly support feminism either, or to deny and ignore differences between man and woman. My purpose is to evaluate the changing situation and role of women in our society and economy. I have completed several different researches on the following fields: family, decision making, work place, education opportunities, etc. and I also considered special circumstances that can influence the general situation.

Based on my limited number of examinations I would like to either prove, confirm or to deny and reject the existing assumptions and speculations.

Structure of dissertation

My dissertation is built up as follows:

In the chapter after the introduction I wrote about the objective and relevance of my researches and I also described the logical structure of my work.

It is followed by the literary summary of my secondary research for which I have used the STEEP-analysis to organize the gathered information. After that I continue with the review of

leadership as a function and describe the different leadership styles based on my researches in related material and at the end I deal with the feminine leadership style.

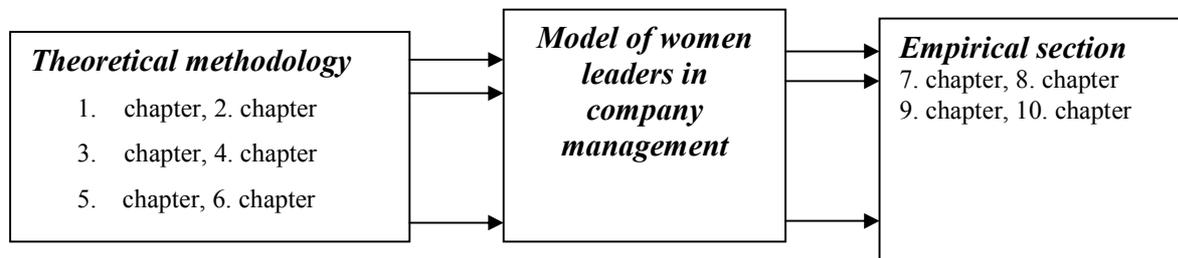
The next topic is the introduction of my research-model, which was created based on an existing model (Powell-model) with a few changes. Here I evaluate the factors that do not belong to the STEEP-analysis but important to get to know the subject better. I have created the following chapter's hypothesis-system based on my research-model.

In the next chapter I deal with the methodology of the research. I discuss and introduce the indexes, new complex analyzing tools which I have created myself during the evaluation.

This is followed by the demographic analysis of my examinations. The next chapter describes the confirmation of hypothesis using all components of my research-model.

I close my dissertation with a summary in which I already mention future directions related to these kinds of researches.

DIAGRAM 1. STRUCTURE OF DISSERTATION



Source: Own edition

Since the topics of my researches are mostly built on the history of women, their situation at labor market and its regulations, in the summary of my dissertation I also write about the history of women's work, in connection with the trends of labor market – specifically with women on the labor market – for which I have also used statistical data.

Based on the objectives I have set up my research-model, which is indicated on the diagram of the next subsection. I have created groups of factors which can influence not only each other but women leaders' role as well. The arrows and different levels describe the relations also. I have

separated six basic factors which have direct influence on the „glass ceiling symptom?“ that is related to women’s leadership style and function.

Review of literary work

The first five chapters of my dissertation contain all the knowledge that I have gained from gathering related material from domestic and international sources:

- I have introduced the connection points and diversified areas of the topic using the STEEP analysis. The added value is that this analyzing system has not been used for such topic before, but my examination has proved this to be a multidisciplinary tool.

CHART 1. INTERPRETATION OF STEEP FACTORS ON THE CHOSEN TOPIC

Social and cultural environment		Economical environment	Technological environment Natural environment	Legal, political environment
<i>Social factors:</i> - social influence on different genders - female stereotypes - social mobility	<i>Family:</i> - family-model - family life-cycle - conciliation of family and work	Effect of globalization Human-fund theory	Technical development of Service sector Effects of automation	Development of women’s suffrage Family politics Civil organizations
<i>Cultural factors:</i> - Cultural groups				

Source: Own edition

- I have reviewed the short history of women’s work using the article of Robicon 2001/6 which was a special edition specifically on this subject. Besides that, I have found plenty of information in the works of Lévai K., Szalai J., Katus L., Züserling V., etc. These articles contain information about the changes of women’s roles and its consistencies as well reaching back all the way to ancient times.
- I have scrutinized equal opportunities based on statistical data primarily related to female employment from different aspects. I have mainly used domestic and international

databases: Eurostat 2008., Labourforce-survey, 2005., 2008. KSH; Stadat Database KSH, 2007.

In modern societies labor market is the tool which rules out which groups can make it to the world of paid work and with what kind of conditions.

In my reseach I am using data from 2000 till 2006, the reason for this is that in my opinion the problems occured with the position of the women on the labour market during the change in Hungary 1989 are over. The data I am using covers age-group from 15 till 74 years¹.

I have made my review according the following points:

- Employed persons
- on the basis of highest qualification
- employment Rate in priority sector
- on the basis of Equal Employment Opportunity Index

In the following part I am dealing with the theoretical part of Leadership Management, where I emphasis the role of women, for example where they are positioned; is there any womanish leadership style?

The theory of ledership has been developed through years. A lot of authors had been methodized this development (Bakacsi, 2004, Varsányi, 2006, Radó-Réthy, Gaál). I have summerized the theory of classical neoclassical and modern leadership schools. I dind't care about the differences between manager, leader and the executive (Kotter, 1990; Zaleznik, 2004. Hunt, 1999.).

In my dissertation, I find it very important that a leader has to be aware of the organization's technical function, but beyond this he or she has to have the ability to influence it as well. So leaders have to have special features and ability. The scope of dutis of leaders were differenciaded according to levels (first line manager, second line manager, executive manager).

¹ Labour Force Survey suggests this age-group

This section gives a brief overview of a selection of leadership development.

A review of the leadership literature reveals an evolving series of 'schools of thought' from “Great Man” and “Trait” theories to “Transformational” leadership. Whilst early theories tend to focus upon the characteristics and behaviours of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership. Over time, a number of theories of leadership have been proposed. Here are some of the main ideas.

CHART 2. REVIEW OF LEADERSHIP THEORY

Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. The use of the term 'man' was intentional since until the latter part of the twentieth century leadership was thought of as a concept which is primarily male, military and Western. This led to the next school of Trait Theories
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life
Behaviourist Theories	These concentrate on what leaders actually do rather than on their qualities. Different patterns of behaviour are observed and categorised as 'styles of leadership'. This area has probably attracted most attention from practising managers
Situational Leadership	This approach sees leadership as specific to the situation in which it is being exercised. For example, whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organisation

Contingency Theory	This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances
Transactional Theory	This approach emphasises the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers
Transformational Theory	The central concept here is change and the role of leadership in envisioning and implementing the transformation of organisational performance

Source: http://www.leadership-studies.com/documents/mgmt_standards.pdf

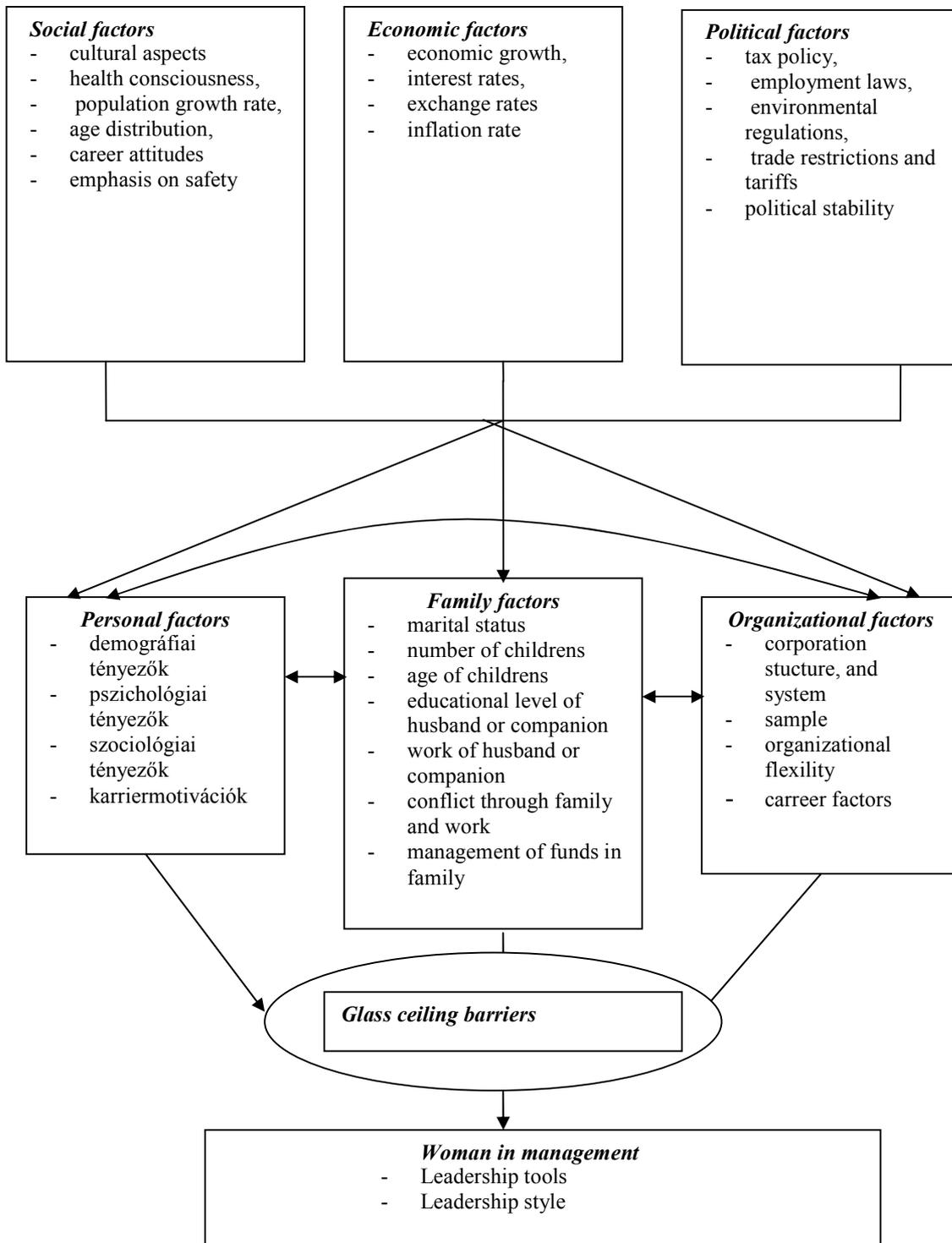
A disszertáció kutatási modellje

Women's representation in a range of occupations has increased over the past 20 years, with changes in some higher level jobs being particularly distinct. This trend cannot however be equated with an end to discrimination on the basis of gender. Evidence from a number of occupations shows that increasing equality of access to certain occupations does not mean that women and men progress at the same rate within them. Even in occupations where women have a long history of access, they remain under-represented at the top. The main barriers to women's equal participation in the labour market can be divided into two broad categories:

- practical barriers, such as access to affordable and flexible childcare and flexible working arrangements
- cultural barriers, including the persistence of informal networks from which women are excluded, unease about women in positions of authority, and the continuation of working cultures in which women are not encouraged or expected to succeed.

The next chart show the factors, which influence this labourmarket situation.

CHART 3. THERORATICAL FRAMES OF RESEARCH, MY MODEL



Source: Own edition

COMPOSITION OF THE HYPOTHESIS

I tested the hypothesis, what I have stated below, with a further empirical research. With the help of deep interviews I stated the main points of the theme, from which each hypothesis has born.

CHART 4. HYPOTHESES OF RESEARCH

<i>I. hypothesis group: Woman leader and the family</i>
H1. With the improvements of female education the „Central European marriage model” has gone through a lot of changes, the family life cycle has shifted forward.
H2. The bigger the company is, the more chance is given to independent women with less family commitment to become leaders.
<i>II. hypothesis group: Conception of women’s role</i>
H3. The role of women leaders and their higher education can develop ambitions and attitudes that will reflect the „modern women’s role” of our times.
H4A. The age of women can influence their attitude towards their role as leaders, which means their approach can greatly depend on their age.
H4B. The family life cycle of women can influence their attitude towards their role as leaders, which means their approach can greatly depend on their family situation.
H4C. The relationships of women can influence their attitude towards their role as leaders, which means their approach can greatly depend on the fact whether they are single or live together with a partner.
<i>III. hypothesis group: Women as leaders</i>
<i>Decision making</i>
H5. According to the different decision making patterns set up by Likert, women are usually more consultative than autocratic in decision making.
<i>Leadership style</i>
H6. There is a connection between leaders’ decision making mechanism (Likert-theory) and other methods that they use in different aspects of their job.
H7. Even though there are many skills and features related to women that are important and useful for all leaders, women leaders usually emphasize the importance of such leadership features that are considered to be masculine attributes.
<i>Carrier factors</i>
H8. Regarding promotions functional and meritocratic factors are considered important.

Job satisfaction

H9A. Job satisfaction factors from Herzberg's motivation theory are represented in my research.

H9B. According to the Hoppock-theory, the higher up people work in the hierarchy, the higher their job satisfaction is. This theory is also justified in my research.

Empirical tests for the hypothesis

The data collection were in October 2006. Non-likelihood technique was used in this case, with the help of Corporate relationships and lists available at University in the West and Middle-Transdanubian region. The questionnaire was filled out by 282 person, but some of them were false. So in my analysis I worked on 271. This number is not so high, so the results should be treated with care. My sample is not representative, so the result should be treated carefully as it has low spread. The important fact in this case could not be found by the number of the questionair, but the tendecies and the relationship of the factors that I focused on.

I completed my work with help of SPSS 14.0. After coding the data, I chose easy and complex statistical analysis (easy: crosstables, frequences; complex: factors, variance analysis). I used verificatory statistics for the proof of my hypothesis. It was needed to combine and recode some factors. So I created the following indexes:

- Family lifecycle index
- Social mobility index
- Marital mobility index
- Female conception index

RESULTS OF THE RESEARCH

In the below chart I have summarized the lessons and decisions regarding the acceptance and rejection of the hypothesis in my research:

CHART 5. DECISION REGARDING THE ACCEPTANCE / REJECTION OF THE EXAMINED HYPOTHESIS IN MY RESEARCH

<i>I. hypothesis group: Woman leader and the family</i>	<i>Results</i>	<i>Thesis</i>
H1. With the improvements of female education the „Central European marriage model” has gone through a lot of changes, the family life cycle has shifted forward.	Accepted	T1. Alteration of the „Central European marriage model” and delayed family life cycle can be observed among women leaders.
H2. The bigger the company is, the more chance is given to independent women with less family commitment to become leaders.	Partially accepted	T2. Compared to smaller companies, it is typical at big and multinational companies that independent women with less family commitment have greater chance to become leaders.
<i>II. hypothesis group: Conception of women’s role</i>	<i>Results</i>	<i>Thesis</i>
H3. The role of women leaders and their higher education can develop ambitions and attitudes that will reflect the „modern women’s role” of our times.	Rejected	T3. Compared to other women of similar ages, we can not say that the „modern women’s role” is only a characteristic of women leaders.
H4A. The age of women can influence their attitude towards their role as leaders, which means their approach can greatly depend on their age.	Partially accepted	T6A. Regarding their role as leaders, there is only a slight difference between women leaders that are over 50 years old and those of other ages.
H4B. The family life cycle of women can influence their attitude towards their role as leaders, which means their approach can greatly depend on their family situation.	Partially accepted	T6B. Surprisingly, women living together with a partner but without any children have a more modern conception than single women who are rather conservative in comparison to those living in different family situations.
H4C. The relationships of women can influence their attitude towards their role as leaders, which means their approach can greatly depend on the fact whether they are single or live together with a partner.	Accepted	T6C. Between single women and those living in a relationship single women have proved to be more conservative.
<i>III. hypothesis group: Women as leaders</i>	<i>Results</i>	<i>Thesis</i>
<i>Decision making</i>		

decay. An other result of my research is that there is a change in the eastern european marital process. The third outcome is that the single leaders are more conservative than those who live in relationship. My experience was that the rule conception didn't depend on the age, and education level. In the other part of my thesis I was dealing with how the leadership is effecting the life of women; what kind of motivatoin kit they have; what kind of leadership quality they have; and at last but not least I was searching for the being of women leadership style.

As a conclusion I found that the womanish and manish type of leadership is not represented by either sex. There are feminine and masculine leadership styles as well, that could be typical for either sex.

Similar to the American researches, the examined leadership samples prove that women in high position are rather have masculine qualities. Wajcman also stated that ther is a so called Management Speak at this stage.

An other result of my research is that women use meritokratical factors in order to reach higher positions. This could be a new trend in the comperison with the men leaders.

All together this is a cross-sectional research, which made a character-drawing of the women in leader positions, this helps me to accept or reject the present theories.

In my thesis I found that the predominating of stereotyp thinking is invalid at the work places.

THE ASSUMPTIONS, THE BARRIERS, AND THE CHACE OF EXTENDING THE RESEARCH

I targeted middle and senior managers, the top managers are absent from my sample, and the lower managers and enterprenoures can be found.

In some cases the comparison with the male sample is missing. I have also lived with the opportunity of narrowing during my empirical study that signals a limitation of the research. A step forward would be developing a better measurement system, since due to the present system I was only able to accept partially some of the hypotheses. The elements of the theory tested could not have been adjusted to the empirical research completely. Also, the size of the sample and the territorial dimension of sampling should be widened, since the role of women in managerial

positions should be examined in other regions too. The dissertation is lacking an international comparison that would open new way in the research. (e.g. Carli, L. L.-Egly, A. H., Powell, G. N. – Graves, L. M. 2003). The comparison is missing since the sample of other researches significantly differed in relation to the range of women questioned and also in relation to time when the researches have been executed, consequently I did not find proper to do a comparison in my dissertation.

THE AUTHOR'S PUBLICATIONS AND CONFERENCE PAPERS RELATING THE TOPIC

Czeplédi Csilla-Csuka Ildikó-Somogyi Ferenc: Hiánygazdaságtól az eladósodott gazdaságig In: Magyarország és a 21. század kihívásai az Európai Unióban Tanulmánykötet az azonos című tudományos konferencia anyagai alapján, 2004. április 29. Komárom. Szerk.: Beszteri B. Komárom: MTA Veszprémi Területi Bizottság, 2004. I. kötet 173–188. o.

Józsa László–Czeplédi Csilla [2004]: Strategische Planung und die Rolle der Information in Mikro- und Kleinunternehmen. In: Panstwo i Spoleczenstwo w XXI Wieku, Krakowska Szkola Wyzsza im Andrzeja Frycza Modreowskiego, Krakko, 13-24. o

Czeplédi Csilla [2004]: Női vezetők helyzete a KKV szektorban Magyarországon. In: A versenyképesség regionális, vállalati és intézményi dimenziói. Fialat regionalisták IV. konferenciája, 2004. november 13–14., MTDI Győr, CD-kiadvány

Czeplédi Csilla [2005]: The role of cultures differencies by women in economy according to the international statistics. In: SZE JGK MTDI ÉVKÖNYV 2005.. (Szerk.: Rechnitzer János) „Átalakulási folyamatok Közép-Európában” ISSN 1787-9698. Széchenyi István Egyetem MTDI-ETK „Átalakulási folyamatok Közép-Európában” c. Konferencia 147-153. o.

Czeplédi Csilla [2005]: The labour market position of the women. In: EDAMBA 8th International Science Conference Nové Zámky

Czeplédi Csilla [2005]: Női versenyképesség. In: EU-napi Konferencia – Verseny élesben, Nyugat-Magyarországi Egyetem MÉTK, Mosonmagyaróvár,

Józsa László-Czeplédi Csilla [2005]: Női munkavállalók szerepe a gazdaságban a nemzetközi statisztikák tükrében. In: III. EU kihívások Konferenciája. Szegedi Tudományegyetem Élelmiszeripari Főiskolai Kar ÉMT, Szeged ISBN 963 482 757 8, 309-314. o.

Czeplédi Csilla–Józsa László [2005]: Női munkavállalók helyzetének alakulása az elmúlt években. In: Beszteri B. sz.: Fenntartható fejlődés, fenntartható társadalom és integráció I. KJF-MTA VEAB, ISBN 963 9558 48 6, I. kötet 330-336. o.

Czeplédi Csilla [2006]: A nők helye a vállalati vezetésben. Kheops Automobil Kutató Intézet , Mór . I. KHEOPS „Kihívások és trendek a gazdaságban és a közszférában napjainkban” c.

Tudományos Konferencia, Mór In: Svéhlik Csaba (szerk.) CD-kiadvány: ISBN: 963 2298 497, 140-149. o.

Czeglédi Csilla [2006]: Nők munkaerő-piaci hátrányai. In: BMGE GTK Műszaki Menedzsment Gazdálkodás- és Szervezéstudományi Doktori Iskola II. országos konferenciája, BMGE Budapest "A magyar gazdaság versenyképessége" c. konferenciakötet ISBN 963 420, 77-83. o.

Czeglédi Csilla [2006]: The Role of men and women in the workplaces. In: 11th International Scientific Symposium SM, Szabadka ISBN 8672331249, 33-39. o.

Czeglédi Csilla [2006]: The Hungarian women in the labour market: an European comparison. In: MendelNET 2006 European Scientific Conference of PhD. Students, Bruno

Czeglédi Csilla [2006]: Férfi és női vezetők közötti különbségek. In: MTA VEAB „Várostérségi egyenlőtlenségek Európában, megújulási válság és leküzdése „c. tudományos konferencia KOMÁROM In: MTA VEAB – SZE MTDI (Szerk.: Józsa László-Rechnitzer János-Varsányi Judit-Beszteri Béla): „Versenyképesség és regionalitás - Megújulási válság és leküzdése” c. tanulmánykötet Veszprém-Győr, ISBN: 963 7385 80, 0 55-60. o.

Czeglédi Csilla [2006]: Menedzsment a marketingben, avagy van-e női és férfi vezetési stílus? Magyar Marketing Szövetség - Marketing Oktatók Klubjának „Innováció, társadalmi felelősség, fenntartható fejlődés – marketing közelítésben” c. 12. Országos Konferenciáján In: Deli-Gray Zs. - Petruska I.- Szalkai Zs. - Vasné Egri M. - Vágási M. (szerk), 7. o.

Czeglédi Csilla [2006]: A nők munkaerő-piaci helyzetének kultúrafüggő sajátosságai. In: IX. APÁCZAI NAPOK „Hagyomány és fejlődés” Nemzetközi Tudományos Konferencia, Győr, 6. o.

Czeglédi Csilla [2006]: Nők munkaerő-piaci kihívásai. In: Fiatal regionalisták V. országos konferenciája - Tudáshálózatok a regionális rendszerekben szekció, Győr, 7. o.

Czeglédi Csilla [2006]: A nők munkaerő-piaci helyzetének kultúrafüggő sajátosságai E-tudomány (HU ISSN 0786-6960) 2006/3. szám 3. o.

Czeglédi Csilla [2007]: Női vezetői csoportok. In: Svéhlik, Cs. (szerk., lektorálta) II. KHEOPS Tudományos Konferencia, ISBN 963 2298 497

Czeglédi Csilla [2007]: A női vezetők munkával való elégedettségének értékelése egy kutatás eredményei alapján In: IV. EU kihívások Nemzetközi Konferencia Szegedi Tudományegyetem Mémnöki Kar Ökonómia és Vidékfejlesztési Intézet, ISBN 978-963-482-857-0 161-166. o.

Czeglédi Csilla [2007]: A női vezetők munkával való elégedettségének értékelése In: A Vállalati növekedés- változó menedzsment / marketing Konferencia, MTDI Győr, ISBN-számmal

Czeglédi Csilla [2007]: Fiatal női vezetők In: „Várostérségi egyenlőtlenségek Európában, megújulási válság és leküzdése” - VEAB konferencia, Komárom

Czeglédi Csilla [2007]: A női vezetők munkával való elégedettsége In: Marketing és Menedzsment XLI. évf., 2007/4-5. 141-146. o. ISSN 1219-03-49

Czeglédi Csilla [2008]: Karrierösztönzők és karriertényezők szerepe a nők szakmai előrelépésében III. KHEOPS „Útkeresés az üzleti és közszférában” c. Tudományos Konferencia, Mór In: Svéhlik Csaba (szerk.) CD-kiadvány