



# A Structural Analysis of the Complex of Professionally Important Qualities of Male and Female Managers

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The relevance of the issues of managers' professional advancement related to the formation of the structure of professionally important qualities (PIQ), which guarantee a successful and effective work, remain open and poorly explored till nowadays. The aim of that article was to reveal gender-specific features of a complex of professionally important qualities. The research data clarify the idea of this complex by supplementing it with personal gender-specific characteristics. The article presents the results of a research on psychological characteristics of managers successful in their careers. Some particular aspects of interrelations of personal qualities in the correlational structure were revealed. The particular nature of gender-specific structures was demonstrated, which points at the necessity of differential approach to the study of psychological problems associated with professional advancement in male and female managers.

**Keywords:** structure of professionally important qualities complex; individual gender-specific features of managers.

## INTRODUCTION

### Urgency of the problem

A persisting need for professional management personnel calls for targeted training of managers employed in different fields of work. Due to the specificity of managerial work and its subject-subject character, its research requires taking into account psychological peculiarities of this activity. Since managerial activity is characterized by a high intensity, cognitive complexity, necessity of quick assessment of problematic situations, taking decisions under conditions of uncertainty and risk, a profound analysis of this activity requires consideration of personal qualities necessary for its successful realization. V. I. Andreev (2009), commenting that the importance of managers in the modern world can hardly be

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overestimated, writes that an attempt to make a list of the most significant qualities of a manager as a creative personality has shown that some 50-60 qualities can be singled out. However, the core can be constituted of the 10-15 primary ones. Our preliminary research (Gabdreeva and Khalfieva, 2014) has shown that for managers. In this regards, as Y. V. Balakshina (2008) notes, the issues of managers' professional advancement related to the formation of the structure of professionally important qualities (PIQ), which guarantee a successful and effective work, remain open and poorly explored. She has stated that the peculiarities of professionalization and the social situation of managerial work activate a special complex of PIQ where the following basic qualities stand out: creative motivation, activity, will, leadership, economic risk, sociability, emotional stability. Similar data are obtained in other works (Khokhlova, 2011, Chirikova, 2000).

Despite numerous research works dedicated to this topic, few authors take into account gender differences, which must also have an influence on shaping the structure of professionally important qualities. This is suggested by scientific data presenting the specific personality features of managers related to their gender. For example, F. O. Semyonova has shown that men and women successful in career use different strategies for their professional advancement depending on their psychological traits (Semyonova, 2011). Most researchers, although not finding any differences between men and women in terms of management efficiency, do detect a situational specificity of its manifestation: some situations and roles are better dealt with by men, others – by women (Shevtsova, 2014). Performing the same professional activity, men and women take different approaches. The former perceive career as a prestigious job, the latter are more likely to regard it as a way of self-realization. The masculine style is more efficient either in structured situations and tackling simple tasks or in situations with a high level of uncertainty, while the feminine style is of greatest efficiency in routine circumstances. The rank of management is also important: higher ranks favor men, while middle and low ranks prefer women (Symons, 2005). J. Rosener, an associate in California State University Management School, who carried out a research on female company management peculiarities, says: "The first female executives, because they were breaking new ground, adhered to many of the "rules of conduct" that spelled success for men. Now a second wave of women is making its way into top management, not by adopting the style and habits that have proved successful for men but by drawing on the skills and attitudes they developed from their shared experience as women. These second-generation managerial women are drawing on what is unique to their socialization as women and creating a different path to the top. They are seeking and finding opportunities in fast-changing and growing organizations to show that they can achieve results—in a different way. They are succeeding because of—not in spite of—certain characteristics generally considered to be "feminine" and inappropriate in leaders." (Rosener, 1990). O. M. Shterts emphasizes the differences in the choice of communicative and value-related components of male and female managers' lifestyle (Shterts, 2007). A. A. Chekalina, who also analyses male and female managerial behavior, writes that a male manager is more likely to assume the role of a directive leader, whereas women possess a more flexible management style. Men, as well as women, concentrate on achieving the established goals, but women are more likely than men to be guided by the condition of the staff and have warmer personal relationships with their subordinates; they are more ready to establish personal contacts (Chekalina, 2009). O.R. Samartseva explains it by the fact that women are more relationship-oriented because they are naturally more emotional than men, and men demonstrate a striking task orientation since they are characterized by greater persistence and determination (Samartseva, 2000).

The results of the given research works speak for the necessity of a differential approach to the study of psychological peculiarities of male and female managers,

especially since the issues of gender-related psychological differences have been drawing an increasing public attention recently because the roles of men and women in the social sphere are undergoing major changes today. An active infiltration of women into management systems and formation of a distinct social group represented by “business-women” have been going on, which is especially evident in developed countries. The rapid development of gender economy also makes it necessary to reconsider management theories. A significant strengthening of women’s positions in the system of social relations leads to a gradual scrapping of existing gender stereotypes and perceptions. The American economists R. Peterson and K. Weirmair dubbed this phenomenon a “quiet revolution on a world scale.” (Maury, 1990)

The current demographic situation, the analysis of women’s employment, the ratio of men and women involved in managing processes suggest that the female component in economy and specifically in the management sphere is rapidly growing (Chirikova, 2000). This gives the psychological research on male-female differences and personal qualities ensuring a successful managerial work a particular current interest.

## **METHODOLOGICAL FRAMEWORK**

This research contributes to the body of knowledge of gender differences psychology, in particular, by identifying the dominant features of personality traits and their structures shaping PIQ complexes of men and women employed in managerial work. Managers of various management ranks were involved in the work: operating managers, middle managers, and top managers. The diagnostic methods used included: “Communicational and Organizational Skills” test (Fetiskin and Kozlov, 2002), “Rapid Diagnosis of Personal Competitiveness” scale (Fetiskin and Kozlov, 2002), the diagnostic method of motivation for success and fear of failure (Fetiskin and Kozlov, 2002), Rathus Assertiveness Schedule (Fetiskin and Kozlov, 2002), “ЯДРО” (“The core”) creative potential diagnostic method (Rean, 2006), C. Ryff’s “The scale of psychological well-being” (Ryff, 1995), A. M. Shubert’s “Level of personal readiness to take PSK risks” (Shubert, 1999), “BMPT” (A Brief Multiple Personality Test) (Zaytsev, 2004), Y. V. Raspopin’s “PSRT” (Psychological Stress Resistance Test) (Raspopin, 2009), M. V. Chumakov’s diagnostic method of personal volitional traits (Chumakov, 2006). The research analyzes personal qualities most often appearing as basic in descriptions of managers’ personalities. This being said, it has been suggested that the basic personality characteristics determining the leadership efficiency also include gender characteristics. To confirm this assumption, S. Bem’s “Methodology of masculinity-femininity” was included into the diagnostic battery (Bem, 1974). As a result, 56 factors identified using the above-mentioned techniques were analyzed.

The mathematical statistical methods used included comparative, correlational, and divergence analysis, which allows identify reliable differences between both individual qualities and structures of the compared samples of male and female managers.

## **RESULTS**

This article lays emphasis on the description of the results of a divergent analysis that served as a basis for our concept of structural features of psychological characteristics complexes that predetermine a successful professional activity of male and female managers. However, it should be noted that a bulk of significant and statistically reliable male-female differences is found already at the level of

comparison of mean values of the compared factors. Table 1 shows that these differences are found in the values of more than 40% factors diagnosed.

**Table 1.** The results of a comparative analysis of mean values of the compared factors

# of the factor	Factors	Factor's value (points)		Student's t-test value	Differences reliability level
		Men	Women		
3	Organizational skills	13.38	15.51	-2.194	p≤0.05*
6	Autonomy	67.00	59.74	2.402	p≤0.05*
14	Energy	6.92	8.31	-3.525	p≤0.001***
15	Willingness to take risks	6.92	4.18	2.808	p≤0.01**
16	Lying scale	2.08	1.05	4.740	p≤0.001***
18	Favorable self-perception scale	9.62	5.97	5.004	p≤0.001***
19	Hypochondria scale	1.85	3.87	-2.425	p≤0.05*
23	Paranoia scale	3.62	5.49	-2.860	p≤0.01**
24	Psychasthenia scale	3.54	6.64	-4.092	p≤0.001***
25	Schizophrenia scale	4.62	7.85	-3.340	p≤0.01**
26	Hypomania scale	4.69	6.00	-2.080	p≤0.05*
27	General psychological resistance to stress	189.46	174.59	2.211	p≤0.05*
29	Resistance to negative self-esteem	16.31	13.54	2.206	p≤0.05*
34	Resistance to monotonia	14.15	10.62	4.057	p≤0.001***
36	Resistance to specific threat situations	14.15	12.21	2.243	p≤0.05*
37	Resistance to everyday stressors	13.77	11.49	4.198	p≤0.001***
38	Resistance to unexpected stressors	11.38	13.10	-2.445	p≤0.05*
40	Sincerity scale	23.23	20.74	2.058	p≤0.05*
46	Stamina	7.38	6.28	2.036	p≤0.05*
47	Perseverance	5.62	4.44	2.296	p≤0.05*

Note: the table only includes factors whose mean values have reliable differences between male and female samplings.

As we can see from Table 1, male managers are characterized by a stronger ambition for autonomy, self-confidence, willingness to take risks, resistance to stress, stamina, and perseverance. Female managers are characterized by organizational skills and energy, but they have higher levels of hypochondria, psychasthenia, and other neural irritability indicators. Overall, these results are consistent with data from other researchers, and sometimes add new information to them [3, 4, 5, 6, 7, 8].

The correlational analysis has shown that all the factors diagnosed are interrelated, thus forming a complex of professionally important qualities (PIQ). Furthermore, the gender-specific personality characteristics (degree of masculinity-femininity), forming a close relationship with other components (21 reliable correlations in male sampling, 20 – in female sampling), also fit into the PIQ complex. Virtually all of these relationships are negative in both samplings and suggest that the increase of feminine characteristics does not lead to the manifestation of many personal qualities which are professionally important in managerial work (initiative, resoluteness, and others) in both men and women.

To compare the whole complexes of personal qualities united in integral structures, divergence analysis facilities were used, which is a new technique in the research of gender-specific characteristics of managers. The data of the divergent analysis given in Table 2 demonstrate reliable differences between the compared structures of male and female samplings.

**Table 2. Pairwise comparisons of correlational matrices**

#	Correlation coefficients		Pairs of factors	TF coefficient	#	Correlation coefficients		Pairs of factors	TF coefficient
	Men	Women				Men	Women		
1	0.79**	-0.43**	1-6	4.244***	47	-0.76**	0.69***	11-48	-5.107***
2	0.95***	0.03	1-47	4.998***	48	-0.89***	0.16	11-54	-4.487***
3	-0.52	0.61***	2-11	-3.605***	49	0.92***	-0.11	12-32	4.828***
4	0.80**	-0.19	2-20	3.585***	50	0.95***	-0.19	12-35	5.719***
5	0.93***	-0.04	2-22	4.693***	51	-0.69**	0.59***	12-40	-4.250***
6	0.94***	-0.19	2-24	5.397***	52	-0.39	0.79***	12-48	-4.112***
7	0.96***	-0.10	2-25	5.560***	53	-0.87***	0.29	12-52	-4.584***
8	-0.59*	0.53***	2-40	-3.505***	54	-0.76**	0.29	13-23	-3.627***
9	0.93***	0.29	3-23	3.830***	55	0.93***	-0.12	13-30	4.909***
10	-0.55	0.60***	3-33	-3.641***	56	-0.58*	0.59***	13-36	-3.746***
11	0.82***	-0.19	3-36	3.747***	57	0.89***	-0.06	16-29	4.076***
12	-0.66*	0.51***	3-40	-3.796***	58	0.78**	-0.22	16-39	3.565***
13	-0.75**	0.43**	3-52	-3.987***	59	-0.89***	0.22	16-50	-4.598***
14	-0.95***	-0.27	4-20	-4.347***	60	0.97***	0.18	17-43	5.372***
15	0.87***	-0.14	4-40	4.158***	61	0.91***	0.08	17-44	3.967***
16	0.93***	0.30	5-18	3.733***	62	0.88***	-0.04	17-47	3.927***
17	0.90***	-0.34*	5-35	5.091***	63	0.96***	0.05	17-48	5.431***
18	-0.88***	0.14	5-38	-4.220***	64	-0.85***	0.16	18-30	-4.005***
19	0.89***	0.02	6-12	3.877***	65	-0.80**	0.38*	19-29	-4.202***
20	-0.41	0.70	6-30	-3.660***	66	-0.94***	0.19	19-49	-5.314***
21	0.90***	-0.15	6-34	4.604***	67	0.87***	-0.01	19-50	3.733***
22	-0.77**	0.66***	6-38	-5.073***	68	-0.93***	-0.14	20-40	-4.290***
23	-0.91***	0.18	6-52	-4.739***	69	-0.82***	0.24	20-53	-3.916***
25	-0.94***	0.23	7-19	-5.401***	71	-0.92***	-0.04	21-53	-4.354***
26	-0.71**	0.62***	7-30	-4.479***	72	0.95***	0.19	22-44	4.548***
27	-0.65*	0.59***	7-38	-4.030***	73	-0.93***	-0.10	22-49	-4.313***
28	-0.63*	0.57***	7-44	-3.900***	74	-0.86***	-0.03	24-49	-3.536***
29	0.99***	0.22	8-12	6.373***	75	0.97***	0.19	25-44	5.463***
30	0.90***	0.09	8-32	3.849***	76	-0.90***	-0.07	25-49	-3.948***
31	0.96***	-0.08	8-35	5.700***	77	0.95***	0.23	26-44	4.432***
32	-0.80**	0.17	8-38	-3.568***	78	-0.88***	0.30	26-49	-4.729***
33	-0.90***	-0.18	8-52	-3.609***	79	-0.83***	0.07	28-44	-3.513***
34	-0.83***	0.52***	9-30	-4.923***	80	-0.82***	0.44**	30-41	-4.555***
35	0.89***	0.12	9-35	3.554***	81	-0.63*	0.48**	32-44	-3.527***
36	-0.94***	0.42**	9-38	-6.159***	82	-0.86***	0.08	33-42	-3.837***
37	-0.83***	0.21	10-13	-3.878***	83	0.97***	-0.14	34-41	5.988***
38	0.90***	0.05	10-18	4.018***	84	0.96***	-0.23	36-41	6.078***
39	-0.98***	0.77***	10-30	-8.987***	85	-0.75**	0.48**	37-54	-4.190***
40	-0.82***	0.78***	10-38	-6.160***	86	-0.93***	0.44**	38-41	-5.975***
41	0.77**	-0.25	10-55	3.547***	87	-0.80**	0.24	38-51	-3.737***
42	-0.94***	0.39*	11-26	-6.053***	88	-0.89***	0.19	40-51	-4.465***
43	0.87***	-0.17	11-28	4.204***	89	0.91***	0.20	40-52	3.677***
44	0.91***	-0.14	11-32	4.672***	90	0.98***	-0.42**	42-55	7.868***
45	-0.65*	0.72***	11-43	-4.711***	91	0.55	-0.42**	49-53	2.981***
46	-0.80**	0.16	11-44	-3.518***	92	-0.93***	0.44**	51-52	-5.862***

Note: The table includes pairs of factors, the critical values of correlation coefficients of which are at the highest significance level of TF coefficient ( $p \leq 0.001$  (\*\*\*) at  $t=3.491$ ).

The divergence analysis has shown that there is a large number of differences between the structures of managers' personality characteristics factors which appear at the levels of  $p \leq 0.5$  (\*) ( $t=2.008$ );  $p \leq 0.01$  (\*\*) ( $t=2.676$ ) and  $p \leq 0.001$  (\*\*\*) ( $t=3.491$ ).

Table 2 presents the pairs of factors where the most reliable differences were found ( $p \leq 0.001$ ). Significant differences were detected in the pairs of factors where one of the "partners" is "Communicativeness" (this factor forms 21 pairs with other ones), "Positive relationships with other people" (18 pairs), "Inquisitiveness" (18

pairs), "Open-mindedness" (18 pairs), "Personal growth" (17 pairs), and "Autonomy" (16 pairs). The total number of such pairs, which are manifestly different in the nature of their relations, is 92. The article's scope limitations do not allow describing in detail the characteristics of all these differences, therefore only interpretations of some of them are provided further.

As we can see from Table 2, the higher level of "Communicativeness" a male manager has, the lower (in contrast to women) are the indices of "Positive relationships with other people" and "Inquisitiveness", while his figures of "Depression scale", "Emotional psychopathy scale", "Psychasthenia scale", and "Schizophrenia scale" are higher. This indicates that the wider social circle a male manager has, the worse are his relationships with other people and the less is his interest to learning something new. His other qualities are inclination to anxiety, shyness, and dissatisfaction with himself, assertiveness, sensitivity, conscientiousness, high level of intuition, flexibility of mind, inventiveness, and originality of judgments. This is probably related to the fact that communicative male managers construct their activities mainly on the basis of contacts and conversations. As for female managers, here the nature of relations between the factors differs from that of male ones. We could say that the higher a female manager's figure of "Communicativeness" is, the higher is the "Inquisitiveness" figure. Other factor relations identified in male samplings did not appear in female managers. That is, the more communicative qualities a female manager shows, the more open-minded she is and the stronger is her interest to innovations. This is perhaps due to the fact that developed communicative skills of a female manager help her to fulfill tasks and achieve career success, while for men, communicativeness in some way interfere with professional activities.

The analysis of "Positive relationships with other people" factor relations has revealed that the better relationships with his surroundings a male manager has, the lower are his figures of stress index for "Unexpected stressors", while in the structure of the factors diagnosed in female managers such a relationship is insignificant. It is also worth noticing that the better relationships a male manager has with his surroundings, the more self-confident, domination-oriented, and good at controlling his emotions he is, but, at the same time, the stronger is his tendency to isolation (loneliness). As regards women, the increase in the figures of "Positive relationships with other people" is accompanied, conversely, by a decrease in "Isolation" figures. This means that the intense interpersonal relationships of male managers contribute to their readiness for possible stressors and lead to a certain separateness and isolation, while women, on the contrary, become even more associative and inclined to active communication.

One of the main structural factors of a manager's personality, which defines a large number of differences between male and female managers, is the factor of "Inquisitiveness". The stronger this factor is manifested in male managers, the lower are their indices of "Hypomania scale", "Initiative", "Resoluteness", "Energy", and the higher are the indices of "Negative social appraisal" and "Information overload". The situation with female managers contrasts with the previous one: the higher their "Inquisitiveness" figures are, the higher are those of "Initiative", "Energy", and "Hypomania scale". Other relationships of female sampling are statistically insignificant, contrarily to the male one. The data analysis suggests a paradoxical pattern: the more interested in innovations a male manager is, the less he is initiative, determined and energetic in his professional activity; he is also less talkative, self-confident, and risk-averse, has little desire to be at the center of society, and he is often not married. An opposite trend is found in female managers: they are more initiative, energetic, and risk-averse, and this has no effect on their marital status.

The next factor having a large number of structural relationships is "Open-mindedness". It was found that high figures of this factor in male managers meet high levels of "Information overload",

"Isolation (Loneliness)" and low levels of managerial career. As regards female managers, the higher are their "Open-mindedness" figures, the higher their "Energy" figures are. This fact can be explained in the following way: open-mindedness increases the number of information overloads in male managers and promotes a pursuit for isolation. It also appears that this factor has a strong negative correlation with the level of the manager's professional career. The figures in the female sampling are quite different. Their open-mindedness, on the contrary, leads to such qualities as energy and activity, while other factor relationships are negligible, contrary to the data provided by the male sampling.

The "Personal growth" factor and its large number of positive correlations with other structural factors such as "Open-mindedness", "Information overload", "Isolation (loneliness)" suggest that the higher is a male manager's sense of his ongoing development, self-perception as "growing" and self-realizing, the more open he is to new experience. Other consequences include a sense of realization of his potential, observation of improvements in himself and his actions over time, changing according to his own knowledge and achievements. He is also more likely to adopt innovative methods in his work, more able to resist the information overload, which is increasing in the modern world, and more resistant to situations of interpersonal isolation, lack or absence of social contacts. The factor being analyzed has also a strong negative correlation with the factors of "Unexpected stressors" and "Level of professional career", indicating that the more attention a male manager pays to his own personal growth, the less resistant he is to sudden, unpredictable events that violate the planning and exercise of any activity, and the lower is the level of his professional career. This is possibly due to the fact that preoccupation with one's personal development draws away from the current more important things in the professional activity, preventing the construction of a successful career. It is worth noticing that significant correlations with this factor in women have not been found.

With regard to the "Autonomy" factor, which also has a large number of structural relationships, the analysis revealed that the higher is the figure for men, the higher are their indices of "Open-mindedness" and "Conversational hysteria" and lower those of "Uncertainty", "Unexpected stressors", and the level of professional career. This means that the more freedom of action a male manager feels and the more independent he is, the more he is willing to introduce innovations into his activities. At the same time, being under stress, he has a tendency to hysterical reactions of conversational type, i.e., the appearance of somatic disorders such as hysterical paralysis, disorders of sensitivity, aphonia, and vegetative disorders associated with hysterical mechanisms. The more freedom of action and independence a male manager has, the weaker is his resistance to such types of stressors that occur in situations of uncertainty and surprise. This property is not one of those that positively influence the development of a professional career. Perhaps this is due to the fact that a male manager has more opportunities to apply innovative methods in his activities if he is independent of the opinions and judgments of others, does not rely on others' opinions in making important decisions, and does not give in to the society's attempts to force him to think and act in a certain way. Nevertheless, it is associated with a great risk where one has to take responsibilities for the result. In case of teamwork, there is an opportunity to consult with staff that are more competent and, being guided by the team, to take more circumspect and cautious decisions, reducing the possibility of risks and stresses associated with them. Female managers have a different relationship pattern. The "Autonomy" factor here is very low-grade. However, the divergence

analysis has revealed that there is a strong positive correlation of this factor with the "Unexpected stressors" scale. In other words, the higher is a woman's score in the given scale, the greater is her resistance to unexpected stressors. This is possibly due to the fact that a female manager's readiness for unexpected and unforeseen situations in her professional activity is (contrarily to male managers) in direct ratio to her levels of independence and self-sufficiency, the ability to resist the society's attempts to force her to think and act in a certain way, the possibility to regulate her own behavior and to appraise herself according to her own criteria.

The revealed relationships of gender-specific personal characteristics with other components of PIQ structures also have gender-related differences. For example, the male sampling reveals the following pattern: weakening of masculine characteristics and strengthening of the feminine ones leads, on the one hand, to reduction of depressive signs, on the other hand - to decrease of competitiveness, self-confidence, and attentiveness. Such correlations are not characteristic of women; however, in this case the strengthening of feminine features is accompanied by deterioration of psychological resistance to numerous stressors, which is not observed in the male sampling.

## CONCLUSION

At the beginning of our research, we have suggested the existence of gender-specific differences in psychological characteristics of male and female managers found not only in mean values, but also in the structures of factors of these characteristics. Indeed, significant differences in the pairs of factors were revealed, which are especially noticeable when comparing the pairs where one of the "partners" is "Communicativeness", "Positive relationships with other people", "Inquisitiveness", "Open-mindedness", "Personal growth" and "Autonomy", which indicates various strategies and forms of behavior in interpersonal communication, as well as the differences in personal development, perception of the environment, and forms of self-organization. A large number of differences between the structures of personality factors of male and female managers successful in their careers requires an independent analysis of samples selected on the criterion of gender.

In addition, the research has shown that the introduction of gender characteristics to the PIQ complexes of the managers' personalities that we had initiated is quite justified. The masculinity-femininity index organically fit into the structure of the investigated parameters of both samples tested. In connection with the obtained results, further research could be done on issues that would deepen our understanding of the impact that gender characteristics of managers have on the efficiency of their activities and career growth.

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