

WOMAN LEADER, MOTIVING FACTOR IN ACCEPTING CHANGE AT ORGANIZATION LEVEL

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***Abstract:** The concept of Leading Woman represents the latest trend in career, personal and professional development, worldwide. Career plans initiated and developed by women are an important source of inspiration and result in increased living standards. Accepting changes from the classical leader - man to the innovative leader - woman comes with a lot of prejudices, but also with many benefits. The female leader creates a motivational juncture at the organizational level and facilitates acceptance of changes. The research methods used are: observation and analysis of documents and quantitative analysis based on questionnaires. Research Question: Is the female leader a motivating factor in accepting change at the organization level? Research hypothesis: The leading woman is a motivating factor in accepting change, whose central aim is to improve the management of the organization. Research Purpose: Female leadership is the motivation to facilitate change acceptance at the organization level.*

***Keywords:** leadership, women leader, motivation, change.*

***JEL Classification:** M12, H12, L26.*

1. Introduction

1.1. The woman leader - motivations and constraints

This work comes to ensure the overall satisfaction of the initiative to become a successful leader of the Romanian woman. Thus, we conducted a study at a representative sample of women leaders from the South-Muntenia Region. The perception of society about the role of the leading woman differs from one country to another, from one region to another and is influenced mainly by cultural differences. Female leadership is considered one of the most innovative and creative concepts. In the last decade, there have been researches based on comparing the performance of organizations led by women with those of men, by identifying the percentage of women involved in leadership activities, as well as analyzing the relationship between leadership experience and family life; identifying the resources that contribute to the success of women leaders, studying the motivations underlying the performance of women leaders, the influence of social and political constraints on women, the influence of the residential environment on women's leadership behavior. At the global level, women's leadership is constantly expanding, motivated by women's desire to balance work and work responsibilities with family commitments (Pocol and Moldovan - Teselios, 2014).

1.2. Women's leadership and sustainability

The concept of leading woman has been recognized, in the last decade, as a motivating factor in achieving organizational performance, and implicitly, as an important source of economic growth at the macroeconomic level. Leading women succeed in motivating employees in a different way than men, offering new solutions in terms of organization and management, as well as through different ways of exploiting economic opportunities. However, statistics show that the female leader is a minority. Unfortunately, the attention paid to women leaders in society did not appear natural, but came rather as a reaction to various decision-makers, such as: European Union directives on equal opportunities between women and men, International Labor Organization, agencies government, etc.

Although the characteristics of female and male leaders are generally similar, however, there are differences in motivation, education, and personality traits. Men are motivated by the desire to satiate their personal vanity, while women tend to be motivated

by the lack of performance validation. Both leading women and leading men are energetic, independent and sociable. However, men are more self-confident and often less tolerant and flexible than women. This leads to the approach of totally different leadership styles (Ceptureanu and Ceptureanu, 2016).

The study carried out by the strategic consulting company Roland Berger, reveals that most inequities regarding the gender of the leader, reside from the unequal division of domestic responsibilities. Worldwide, women receive jobs with less responsibility than men. On the other hand, we are enjoying, with the digital revolution, the creation of a new business paradigm that favors the leading woman. These new technologies allow women to access the labor market more easily and to ensure a favorable climate for professional development.

The digital revolution facilitates the promotion of gender equality and supports the development of women's leadership by emphasizing the issues related to: high flexibility of the work program and the place where the activity is carried out, transparency in the measurement of results, as well as rewards, access to communities of women leaders who develops mentoring relationships. The Romanian society has learned that the notion of sustainability implies responsibility and leadership. This is how the concept of "Leaders for Life" was born, a new generation of leaders who are concerned about the positive impact on the environment and society, to the same extent as achieving the organization's objective.

The global trend is to integrate sustainability into the decisions of Romanian leaders from all fields. The concept of a common organizational objective loses its value, as non-renewable resources are reduced at an alarming rate, thus endangering the sustainability of our society. The economy and the environment must be in perfect harmony (Revista Cariere, 2020).

2. Results and discussion

According to Eurostar data, Romania holds a leading position in Europe, with a percentage of 41% women in leading positions, compared to the European Union average of 36% (Revista Cariere, 2020). The purpose of this scientific paper is to validate or deny the central hypothesis - "The leading woman is a motivating factor in accepting change whose central purpose is to improve the management of the organization".

In order to achieve the stated objective, we used as a research method the quantitative analysis, based on a questionnaire, at the South-Muntenia Region level. Through the questionnaire used we set out to gather information based on the experience and perception of the respondents regarding the quality of women to be a motivating factor in accepting change at the organization level and achieving organizational performance. Thus, we selected a few items that we considered relevant to the proposed theme and which we will interpret in this paper.

Table1. Do you consider that the employees of the organization in which you work express their opinions more easily in front of a female or male leader?

Respondents' opinion on the ease of expressing their opinion in front of a female or male leader	Male leader	Count	73
		% within Respondents' opinion on the ease of expressing their opinion in front of a female or male leader	100.0%
		% of Total	39.2%
	Female leader	Count	113
		% within Respondents' opinion on the ease of expressing their opinion in front of a female or male leader	100.0%
		% of Total	60.8%
Total	Count	186	
	% within Respondents' opinion on the ease of expressing their opinion in front of a female or male leader	100.0%	
	% of Total	100.0%	

Source: by the author

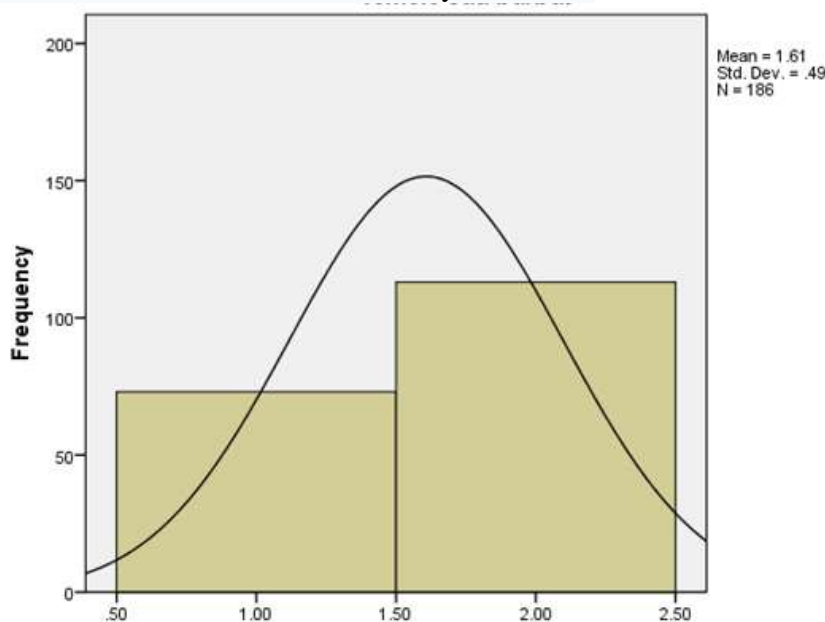


Figure 1. Respondents' opinion on the ease of expressing their opinion in front of a female or male leader

Respondents' opinions regarding the ease of expressing their opinions in front of a female or male leader are represented in Table 1 and provide us with the following information:

-39.2% appreciated that they feel less free to speak in front of a male leader;

-60.8% appreciated that they can express their opinion more easily in front of a female leader. The relatively average central tendency identified at the sample level is 1.61 (Figure 1.). It is worth noting that there is a considerable difference in the case of employees who seem to have more courage to express their opinions in front of a female leader.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	emotional balance	10	5.4	5.4	5.4
	ambition	24	12.9	12.9	18.3
	sociability	13	7.0	7.0	25.3
	capacity to accept change	15	8.1	8.1	33.3
	self-improvement	25	13.4	13.4	46.8
	intellectual curiosity	23	12.4	12.4	59.1
	orientation towards innovation	21	11.3	11.3	70.4
	emotional volatility	5	2.7	2.7	73.1
	handling	3	1.6	1.6	74.7
	skepticism	3	1.6	1.6	76.3
	melodrama	4	2.2	2.2	78.5
	precautions	9	4.8	4.8	83.3
	imaginativeness	11	5.9	5.9	89.2
	social disconnection	4	2.2	2.2	91.4
	perfectionism	13	7.0	7.0	98.4
	passive-aggressiveness	1	.5	.5	98.9
	tendency to dominate	1	.5	.5	99.5
arrogance	1	.5	.5	100.0	
Total	186	100.0	100.0		

Table 2. Respondents' opinion on shaping the profile of the female leader

Source: by the author

From Table 2 it is observed that the respondents consider as important for a female leader, the following characteristics:

- ambition;
- sociability;
- capacity to accept change;
- self-improvement;
- intellectual curiosity;
- orientation towards innovation

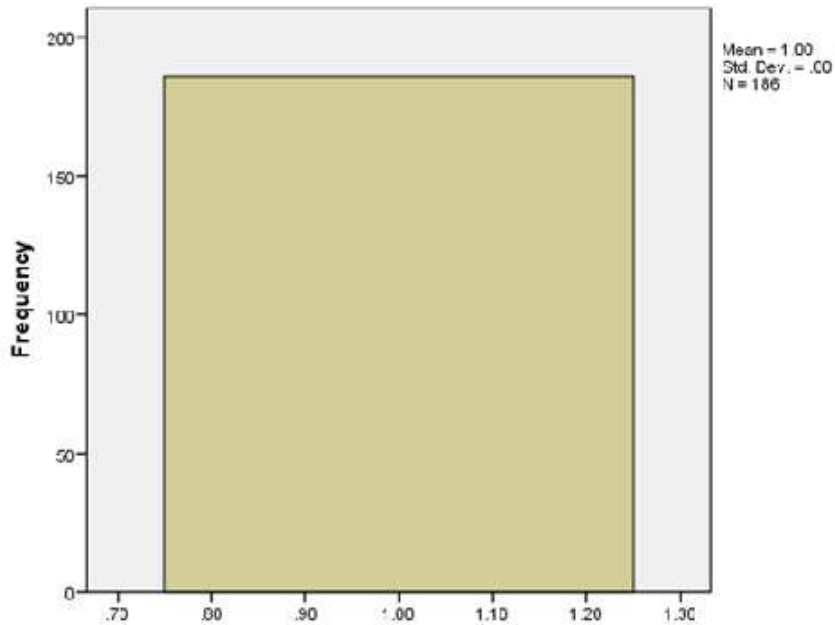


Figure 2. Respondents' opinion on the increased interest in achieving professional success of the female leader

The maximum central tendency identified at the sample level is 1.00 (Figure 2), and we found that the respondents unanimously appreciated the increased interest of the leading women in achieving professional success. Women with leadership status tend towards performance through their determined attitude and ambition.

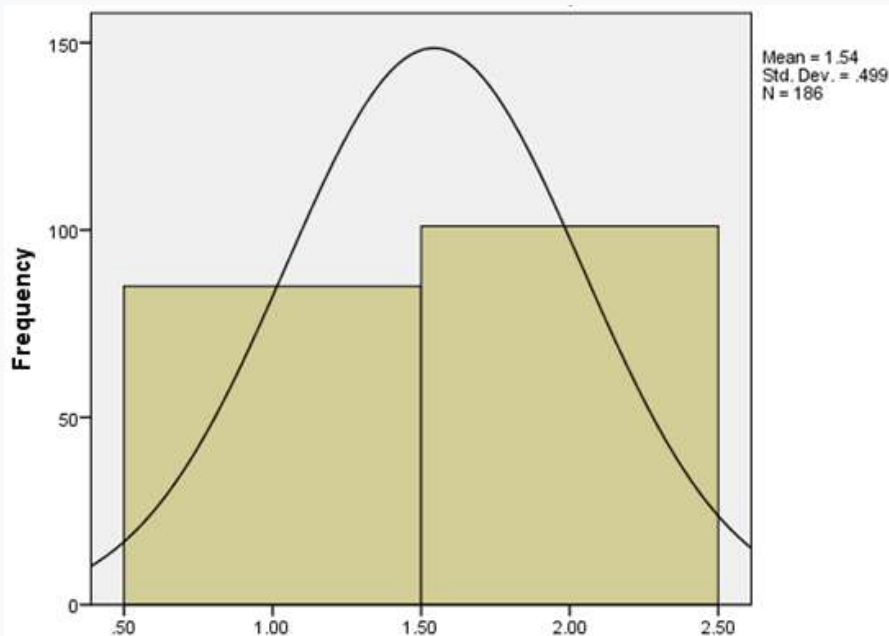


Figure 3. Respondents' opinion about women who are more concerned about the quality of relationships at work than men

The relatively average central tendency identified at the sample level is 1.54 (Figure 3), resulting in women being more concerned about the quality of human-to-work relationships than men.

3. Experimental

To validate the research hypothesis: The female leader is a motivating factor in accepting change, whose central aim is to improve the management of the organization. Likert type. Statistical data processing was performed using the IBM SPSS Statistics Version 20 (Statistical Package for the Social Sciences) program.

4. Conclusion

In order to achieve success in the field of interest, the female leader needs to fulfill a number of attributes: work power, knowledge, skills, courage and maturity. In conclusion, the leading women in the studied region are generally concerned with achieving professional success by developing the qualities highlighted in this scientific paper, resulting from interpreting the results of the case study. The originality and particularity of this research lies in the fact that the female leader was analyzed and evaluated, as a motivating factor in accepting the change in the South-Muntenia region, highlighting the results generated by the attempt to eliminate gender differences. The results of the research represent an important tool to know the position of the women leaders, as well as to monitor the progress made by the women leaders in the analyzed region. In conclusion, the central hypothesis of the paper has been validated.

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