

Melero, E. (2011). Are workplaces with many women in management run differently? *Journal of Business Research*, 64(4), 385-393.doi: [10.1016/j.jbusres.2010.01.00](https://doi.org/10.1016/j.jbusres.2010.01.00)

Keywords: Women in Management, Interpersonal Communication, Behaviors, United Kingdom

Summary

Literature review: This article focuses on the relationship between women in higher management and how it affects the workplace, considering that a controversial issue is the gender difference in leadership style. This article provides the gap in literature between women and the practices they use in the workplace. As women today want to be working and have high recognition of their work ethic, they have been working to have higher management positions. This article is not necessarily asking if men or women are better in a higher management position, but more reporting what practices are seen as more effective. This is an important relationship because it shows how people react to the practices given on the survey and will help form business plans. Some methods that were talked about were Kaiser Meyer Olkin measure of sampling adequacy (MSA) and Ordered Probit Regression. Both methods were used to help correlate the data from the surveys taken and how to act on them considering not all the workplaces are the same. (Melero, 2011)

Melero had four different hypotheses that he was working with to see how or if there was a difference in the workplace. Hypothesis one and two debated about the different leadership styles which were task oriented and interpersonal orientation. Task oriented means that as a manager you tell your subordinates what you expect from them whereas interpersonal oriented means that you are invested in their lives and health. As a leader you are either task oriented or interpersonal oriented. Hypothesis three brought up the idea of leadership and how you lead with decision-making. Decision-making is an important part of being a manager and deciding how you delegate the process. Identifying autocratically or democratic style means do you delegate the responsibilities or do you trust them to make their own decisions. Hypothesis four is the dimension in which leadership styles a manager portrays, transformational or transactional. As a transformational leader they are a source of inspiration, creativity, and a mentor to others that form for them whereas a transactional leader which is the opposite. As stated, this study is providing information for the gap of literature with this topic. (Melero, 2011)

Method: This was a quantitative study that took its data from the WERS98 Survey, a United Kingdom national survey. There are 341,411 eligible workplaces in which they took a random sample of 2729 workplace in which 1759 workplaces completed the survey. The UK collects information from management and representative of workers. From the 1759 workplaces 25 subordinates are randomly selected and surveyed. Providing multiple surveys for different people, higher management answers the Management Questionnaire as it partakes to their fields. The rest were given to the subordinate Employees Questionnaire and the Employees Profile Questionnaire which include questions such as age, occupation, and view on management. Results of data being used were between 1547 and 1589 observation. (Melero, 2011)

Discussion: Ordered Probit Regression method was found to be the most suitable method to use. They discovered that hypothesis one was not supported on task orientation. The results for hypothesis two show weak support which proposes with more female managers subordinates tend to be more intense than informal in organizations. The result of hypothesis three was similar to hypothesis two as it showed weak support at first but after using the matrix of varimax which broke the result into three factors. Then computed through Bartlett's method it shows a positive

effect on all three factors which in the end strengthen the support for hypothesis three. Hypothesis four showed the strongest support with the result of this study. Meaning that female managers are more demanding and allocate more time to hear the feedback from their subordinates. Using the MSA to make sure the answers given in the survey were acceptable, which found the answers suitable for the study. (Melero, 2011)

The study shows that a higher percentage of women in management do affect the practice of the workplace, mainly, when it comes to individualized consideration of subordinates. Another point that the results show is that with more women in a management team the more widespread the leadership styles. Applying their preferred style of leadership which makes it a more diverse style of management. The final point that I can take away from this study is that it is not necessary for women or men to have the best management skill but with the findings we can see that good management comes from women's leadership style. This doesn't mean that a woman has to be the one in a management position, but the practices of woman leadership style are what make good management. The practices for good management are identified from the survey with the supported hypothesis. (Melero, 2011)

Evaluation

The author knew that this was a controversial issue among many organization scholars with this research he was filling in the gap of literature. It was blazing a new trail well and also rehearsed already-established communication. He knew that there was a chance that his data could be unusable considering that there could be a bias in perception of how they practice management skills. Also, interviewees for the WERS98 survey may have had pressure to answer the questions a certain way, but Melero used the MSA to prove they were suitable results. He made sure that all the I's were dotted, and the t's were crossed. In the final section he goes on to bring up the idea of who is a more effective leader, male or female. This comment can make a person who is interested in the subject do some more research and continue with the topic, but just asking a different question. He is trying to expand your knowledge and for myself, it is a cliffhanger. I want to investigate more studies to see if research has been successfully done on that subject. The relationship between female management and the practices used can be relevant for a company if they are looking to hire someone or deciding on how to promote. People who are in HR can look for these types of characteristic in either gender and know if they will be a good candidate. Overall, very informational study, and really enjoyed reading about women in management positions. (Melero, 2011)