

Mariola DŹWIGOŁ-BAROSZ\*

## PERCEPTION OF MEN AND WOMEN IN BUSINESS FROM THE PERSPECTIVE OF EMOTIONAL INTELLIGENCE

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The paper presents the differences in perception of men and women in business. It presents management styles and characteristics for both sexes in accordance with Polish and foreign research. Focus is placed on the role of emotional intelligence, which is the key to achieving professional success. The paper presents research results of other authors and arguments for increasing the share of women in managerial positions in order to diversify team gender balance which increases enterprise effectiveness. It presents the methodology of the research on the perception of men and women from the perspective of emotional intelligence. The research results of a survey carried out in the years 2015-2016 on 228 respondents regarding 33 emotional intelligence competences, divided into 11 groups. It points out competences where men and women in managerial positions were rated similarly and areas where one of the sexes is perceived as better.

**Keywords:** business, gender, emotional intelligence

### 1. INTRODUCTION

It is commonly believed that intelligence quotient (IQ) determines career and success. In reality intelligence quotient is important, but insufficient without the ability to create proper relations with other people.

Emotional intelligence characteristics have greater influence on success in life, both personal and professional. Emotional intelligence includes a number of competences which allow managers to deal with the requirements they face in modern enterprises. The constant feeling of uncertainty and the increasing requirements that managers face forces them to present high stress management skills, persis-

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\* Politechnika Śląska, Wydział Organizacji i Zarządzania, Instytut Zarządzania, Administracji i Logistyki.

tence in the face of failures, maintaining self-control and not giving in to worries. Therefore, aggregated emotional intelligence competences are crucial for problem solving and achieving targets in a modern environment.

Management literature often argues that men and women present different managing styles. J.B. Rosener (Rosener, 2003, pp. 349-352) states that management differences based on sex do exist. According to the author, women show interactive management in accordance with their life experience that is focused on cooperation and communication with others. According to her, men, on the other hand, prefer order and a control system, which means they manage by passing down orders from the top, performing authoritarian management.

H. Fisher (Fisher, 2003, pp. 21-23) has a similar view; she states that women have a tendency for contextual thinking. They often have a wider view on problems than male managers, they take more information into consideration in the decision making process and see more possible lines of action. According to the author, female thinking is network thinking, as opposed to sequential thinking that is focused, labelled, linear and associated with men. Whereas men see the enterprise as a diversified set of varied elements, women show a tendency to perceive the enterprise as a whole, as a system of interconnected material and non-material assets that influence one another.

As W. Nickels shows, the higher the management level, the more prominent is the role of co-operation skills and conceptual skills and the role of technical skills declines (Nickels, 1999, p. 342). Partnership and teamwork skills are more important than individualism and an authoritarian personality. Women have talent for co-operation, integrating people and creating good relationships between them, flexibility and dealing with failures (Ben-Yoseph, Gundry, 1998, p. 59). More female than male managers have a sense of internal control in the work environment, meaning they perceive themselves as agents of changes, believe they can shape reality and do so (Porzuczek, Danaj, 1998, p. 38). It must be noted that “women possess the emotional intelligence that is required today: sensitivity, emotionality, empathy [...] their intuition, holistic perception of the situation, and as such, more accurate decision making ability, are more developed” (Majewska-Opiełka, 2012, p. 242). Thanks to those characteristics, women are better at motivating workers.

Are women in managerial positions perceived better than men in regard to emotional intelligence competences?

The article presents differences in perception of men and women in managerial positions according to the research of Polish and foreign authors and presents the author's own research on perception of men and women from the perspective of emotional intelligence.

## 2. DIFFERENCES IN PERCEIVING MEN AND WOMEN IN BUSINESS

It is commonly believed that a man is a better manager because his innate, gender-specific qualities predestine him for the role.

Male managers are more ruthless in pursuing goals, make decisions quicker than women, their leadership skills are better developed and they are more eager to take risks. According to most respondents, female managers are more meticulous in action and more open to co-operation with other people. They also perceive emotions more often than men – says A. Wilk (University of Wrocław sociologist and Talent Club program expert) (Wilk, 2011).

R. Kanter (Budrowska, 2003, p. 76) explains the differences in male and female management styles with differentiated positions within the enterprise, i.e., due to the cultural factor, not the natural predispositions of any one sex. She claims that if the status and power held by men and women were equal (it is not comparable, as men still hold more power and status in both society and the work environment), both sexes would behave similarly in managerial positions.

H. Rubin claims that women utilize “management-by-love”, whereas men use “management-by-fear” (Rubin 1997, Brol, Kosior, 2004, p. 10). According to reports, the latter results in a lack of motivation for work and has a negative impact on the enterprise atmosphere, so enterprises move away from such a management style and start appreciating the soft methods personified by women (Świeboda-Toborek, 2000).

Considering the different *modus operandi* of men and women, the question then arises: who can guarantee better enterprise management results?

Research conducted by the “Diners Club” under the Talent Club program shows that although most people see differences in men’s and women’s management styles, they do not think that those differences influence their efficiency and professional achievements (Ibarra, Ely, Kolb, 2014, pp. 43-44).

In research titled “Wojna Płci” (“Gender War”) (Wilk, 2011) over 500 Polish managers answered questions related to managerial positions held by men and women. According to nearly two thirds of them (63%) gender does not have a noticeable impact on managers’ efficiency and according to more than half (58%) – on their professional achievements.

Most respondents agreed that differences between the sexes do exist but are not significant enough to influence the quality and efficiency of a male or female manager. According to the respondents, good team leadership skills depend overwhelmingly more on an individual’s work practice and interpersonal skills, such as encouraging creative thinking and leaving them a choice regarding the execution of their duties, than on gender.

G.N. Powell (Powell, 2002, p. 362) claims that there are no differences in the management styles of men and women. He claims that men and women present

a similar managerial potential, high motivation to pursue leadership. However, he acknowledges that women are more often focused on self-development and interesting challenges and men are focused on the work environment, its prestige, possibilities of exerting influence and the pursuit of highest possible remuneration. He also confirms that women have a tendency for democratic management and men are more authoritarian. According to the author, the above mentioned differences do not justify the conclusion that women are less suitable for managing than men or that men are more suitable for managing than women. G.N. Powell claims: "There are few reasons to believe that only men or only women can be perfect managers. Member of each sex can be an outstanding, mediocre or poor manager" (Powell, 2002, p. 362).

The research presented by the author (Dźwigoł-Barosz, 2015, pp. 117-130) on the one hand creates an image of a woman unburdened with motherhood, family affairs and pregnancy itself. On the other hand, it proves a general preference for male leadership and management style. Women are perceived as more emotional than men, who, according to the respondents are characterized by the so-called "clear thinking". According to the respondents, women are not too nice or emotional, they also tend not to feel irritated when a woman is performing better and they can value men in the working environment. Respondents believe they are better at dealing with failures, pay more attention to challenges and work satisfaction rather than promotion. Although the respondents did not agree with the opinion that business is still a man-created world for men, in the end they still choose men<sup>1</sup> as their superiors.

### **3. ROLE OF EMOTIONAL INTELLIGENCE IN CREATING PROFESSIONAL SUCCESS**

It is an open secret that neither school grades nor intelligence quotient or SAT results predict who is going to be successful in life. In the best case scenario, a person's intelligence quotient determines 20% of factors deciding on success, which means that 80% depends on other variables (Goleman, 1997, p. 35). Factors independent of the intelligence quotient, such as social class background, and sheer luck, play a major role in determining an individual's position within society (Gardner, 1995).

Intelligence consists of two groups of personality traits: rational intelligence and emotional intelligence.

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<sup>1</sup> This opinion is backed up by 50% of respondents. Only 7% of respondents would choose a woman and 36% believes that gender is irrelevant to the managerial position. 6% of the respondents find it hard to make a stand on the discussed matter.

Rational intelligence is measured as the ability of rational thinking, meaning (Blikle, 2014, p. 182):

- the ability to analyse the state of affairs,
- ability to generalize, i.e. synthesizing cases into general knowledge,
- ability to see cause-and-effect relations between facts and events,
- ability to draw conclusions (deduction),
- ability to define notions,
- ability to notice and solve problems.

The notion of an “emotional quotient” (EQ) became famous thanks to D. Goleman’s publication: “Emotional Intelligence” (Goleman, 1997).

But it was H. Gardner, who started the research on emotional intelligence and included (Gardner, 1989):

- intrapersonal intelligence, including skills related to understanding and regulating own emotions (relation with oneself),
- interpersonal intelligence, understood as the ability to understand and deal with interpersonal relations (relations with others).

D.R. Caruso and P. Salovey distinguish the following emotional intelligence ingredients (Caruso, Salovey, 2009, pp. 8-9):

- recognizing and realising own states and the emotions of others,
- utilizing emotions within thinking and acting processes,
- understanding emotions,
- governing emotions.

Emotional intelligence is the individual's personal competences understood as the ability to recognize the emotional states of oneself and others, as well as the ability to use own emotions and deal with the emotional states of others (Mikołajewska, Mikołajewski, 2013, p. 3).

Emotional intelligence includes the ability to control and regulate one's mood, which allows one to deal with various situations. The ability to understand emotions and their skilful use play a crucial role in human life as well as in professional life.

Emotional intelligence competences complement rational intelligence.

D. Goleman states that emotional intelligence is responsible in 80% for a manager's professional success, and general intelligence is responsible in 20% (Goleman, 1997, p. 183). This claim has not yet been confirmed. Emotional intelligence research is long-term research and is still being conducted. Until reliable research results regarding the subject matter are available, the notion is that emotional intelligence is the dominant factor determining professional success.

Research and observation of business leaders seems to prove that 40-45% of professional success is a result of knowledge, expertise and general intelligence. In the remaining cases, constant self-improvement and diligence, as well as a warm, calm personality, i.e. character, including traits called emotional intelligence, played the decisive role (Bieniok, 2007, p. 69). Therefore, one can say that emotional intelligence plays a crucial role in achieving professional success.

Emotional intelligence research shows women have an advantage: they score higher than men in almost every aspect of emotional intelligence, i.e. (Pinker, 2005, p. 489):

- they show a higher degree of empathy (recognition and reading others' emotions);
- it is easier for them to recognize and name their own emotions;
- they deal better with frustration and stress;
- they have better concentration skills;
- they are more efficient at solving interpersonal problems and conflicts.

Women are definitely weaker in one regard: they lack self-confidence and faith in their success.

This is proved by observations (Wiecka, 2014, p. 74) showing that the main barriers on women's path to promotion are: a lack of self-confidence and belief in own strengths as well as giving in to the opinion and bias of the environment. One poll (Hawlett, Buck Luce, 2006, p. 19) shows that while almost half of the men claim to be very or extremely ambitious, only one third of the women see themselves as such. However, the percentage is higher among businesswomen, where 43% claims to be very ambitious. On the way to the top they lose out to men, although they are well-educated, have the knowledge and skills required to hold key positions in enterprises.

Therefore, it must be noted that emotional intelligence, combined with the use of partnership-building language and ease of starting and maintaining relations, can decide on success. It's worth stressing that those skills to a great extent determine efficient management.

#### **4. INCREASED EFFICIENCY THROUGH DIVERSITY**

Many researchers prove that a distinct prejudice against women is still present in enterprises and society which distorts the learning cycle that is crucial to becoming a leader. Those researchers also point out actions enterprises can undertake to alleviate the situation. It is not enough to determine the required skills and competences and pass those on to people as if they exist in a social void. It is necessary to create a climate that will motivate women to strive for power and encourage others to notice and support women's efforts (Ibrarra, Ely, Kolb, 2014, p. 42).

An increased number of women in higher positions is beneficial to an enterprise's results. American Catalyst analytic centre made a groundbreaking discovery while researching the correlation between women in high power posts and enterprises from the Fortune 500 list. It turned out that a group of enterprises with the highest percentage of female representatives in the highest managerial positions had much better results than those with a lower percentage of female representa-

tives. The proprietary capital return rate was 35.1% higher and total shareholder return was 34% higher (The Bottom Line, 2004).

H. Ibarra, R. Ely and D. Kolb propose actions aimed at making managerial positions more accessible for women (Ibarra, Ely, Kolb, 2014, pp. 43-44):

- educating men and women on second generation gender bias,
- creating safe “identity development areas” where women will find support in the process of climbing the professional ladder,
- encouraging women to make the goals they want to achieve as leaders the cornerstone of their work and not follow rooted stereotypes.

Similar methods for supporting female managers’ chances in business were developed by “MetLife”. That is why Klub Kobiet w Biznesie (Women in Business Club) was founded. It organizes meetings with both sexes in order to exchange experiences, build relations and get mutual support and advice (Dąbrowska, 2014, p. 44).

If the employment rate of women in the United States, Japan and Egypt was at the same level as the employment rate of men, their GDP would be higher by 5.9% and 34% respectively (Empowering The Third Billion, 2012). There is a certain improvement in the approach to women pursuing managerial careers. In 2003, 60% of the population supported such activity, whereas in 1993 only 48% of Polish citizens approved. Unfortunately, the approach to women in business still seems to be based on stereotypes despite women having better school results and diploma grades.

For the first time more women than men study at universities, and women frequently have a very good education and interesting experiences (Nitzsche, 2005, p. 8). In OECD countries the majority (54%) of university graduates are women (Education at a Glance Report, 2006).

P. Cieślak, a management practitioner who observes the business environment, notices that female presidents “are less inclined to waste time. They are more efficient. Men have a tendency to wander off into other areas or discussions on other subjects. Women have better business discipline, better target focus and use facts to persuade. They are more ‘masculine’ than men” (Deloitte Report, 2012, p. 19).

Countries and enterprises that allow women to realize their full potential will benefit from their educational achievements. Among women aged 25-34 an average of one third has a higher education compared to 28% of men (Women and Men in OECD Countries, 2006). Currently 59% of all university diplomas and 61% PhD titles in Europe are given to women (She Figures, 2006).

Secretary-General of the Organisation for Economic Co-operation and Development (OECD), A. Gurría, says that women are the least utilized economic commodity in the world’s economy (Women and equal rights economy, 2014, p. 24).

In 2010 “Science” (Wooley, Chabris, Pentland, 2010) published research implying that the efficiency of groups working on solving tasks or issues increases with the diversity of competences of their members. More diversified groups have a higher potential for finding adequate and profitable solutions. Diversity is mostly

gender-related – teams with female members are in general more effective. Therefore, diversity increases efficiency.

Today's businesses require other skills than those developed by a masculine work culture. Today's business environment relies on a knowledge-based economy, organization structures are becoming more horizontal and managers notice the benefits of diversity. The era of management by fear is over, it is time for management by partnership.

The business environment is still far from stable. In those turbulent times even enterprises and industries that were stable can't be certain what tomorrow brings. That is why managers should be prepared to face different scenarios and make their enterprises agile and flexible by utilizing the management styles of both genders.

It can not be said with certainty that an increase in the number of women on company boards will cure national economies, but it must be noted that the diversity introduced by women in managerial positions can undoubtedly determine an organization's success.

## **5. METHODOLOGY OF RESEARCH ON DIFFERENCES IN PERCEIVING MEN AND WOMEN IN BUSINESS**

An analysis of the literature on the subject and the research results of Polish and foreign authors show ambiguity and a lack of consistency in relation to women in managerial positions.

Taking into consideration the traits attributed to both men and women, a question arises: how are men and women in managerial positions perceived from the perspective of emotional intelligence competences so important for modern enterprise management?

Gathering information for the comparison of the perception of men and women from the perspective of emotional intelligence is possible by studying respondents. One type of such a study is a questionnaire. For this research it is assumed that a questionnaire is the best source of reliable data for resolving the main research issue. Usage of a questionnaire was also dictated by the ability to gather in a timely and systematised way matters relevant to the issue at hand and subject them to unified grading.

The used questionnaire research method was developed in accordance with questionnaire construction guidelines (Babbie, 2009, pp. 275-293). Due to the ambiguity of the matter at hand, the questionnaire in written form consists of multiple choice questions, as it limits the possible number of answers. The multiple choice questions are presented in a cafeteria-style (Bieniok, 1999, p. 158), i.e. where the respondents are given a set of predefined answers and can only pick from among the given answers.



It was proposed that the given emotional intelligence competences would be graded on a five-point Likert scale (Likert, 1932, p. 140).

Social research methodology uses the five-point scale in questionnaires. Using the Likert scale allows the observation of the level of acceptance of phenomena or opinions, etc. as well as a measurement of the attitudes towards certain issues or opinions.

This research aims at comparing the perception of men and women in managerial positions regarding 33 emotional intelligence competences divided into 11 groups. Table 1 shows the competences as they were given to the respondents.

Respondents were asked to evaluate on a five-point scale (1 – the lowest, 5 – the highest) the importance each of the 33 emotional intelligence competences from the 11 groups in relation to both men and women.

The higher the variable intensity, the higher the point rating.

Table 1. Emotional intelligence competences; own elaboration based on Goleman, D. (1996), *Emotional Intelligence: Why It Can Matter More Than IQ*, Bantam Books, New York

	<b>SELF-AWARENESS</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to recognize own emotional states		
2	knowledge of own feelings, values, preferences		
3	self-esteem		
	<b>SELF-ASSESSMENT</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	belief in own strength		
2	awareness of one's capabilities, skills		
3	awareness of one's limitations		
	<b>SELF-CONTROL</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to self-control one's emotional states		
2	ability to cope with stress		
3	ability to form one's emotions in accordance with oneself, own norms, principles and values		
	<b>EMPATHY</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	awareness of feelings, needs and values of others (understanding others)		
2	sensitivity to the feelings of others		
3	focus on helping and supporting others		
	<b>ASSERTIVENESS</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to express opinion, critique, needs and wishes		
2	ability to say no in an unsubmitive way and without hurting others		
3	ability to be criticized, evaluated		

Table 1 – cont.

	<b>PERSUASION</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to reason		
2	effective communication		
3	ability to alleviate conflicts		
	<b>LEADERSHIP</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to create a vision and motivate others to achieve it		
2	ability to win over allies		
3	charisma		
	<b>CO-OPERATION</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to form bonds and co-operate with others		
2	ability to work as a team in order to achieve goals		
3	ability to perform as a team and solve problems together		
	<b>MOTIVATION</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	own commitment		
2	drive for achievements		
3	optimism		
	<b>ADAPTIVE SKILLS</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to change		
2	ability to act and make decisions		
3	ability to act and make decisions under stress		
	<b>CONSCIENTIOUSNESS</b>	<b>WOMAN Points 1-5</b>	<b>MAN Points 1-5</b>
1	ability to take responsibility for tasks and perform those tasks		
2	ability to take pleasure in duties		
3	consistency in actions		

Company research time frame: 2015-2016.

228 respondents from 14 different enterprises and 7 industries were qualified for the research.

The sample had the highest percentage of female respondents (53%) aged 36-50 (39%) and 26-35 (36%). Respondents with higher and secondary education constitute 43% and 42% respectively, technical education (33%), economic and others (32%) and legal (3%). White collar workers constitute 60% of the respondents, blue collar workers – 24%, and managers: 17%. About 23%, i.e. 53 respondents, stated that their work experience is over 26 years, 20% – up to 5 years. Respondents working for 6-10, 11-15 and 16-25 years constituted 19% for each group.

The highest number of respondents represented private sector enterprises (58%), state-owned enterprises constituted 42%. Mining industry enterprises are vastly dominant (33%). Enterprises from other branches constituted as follows:

15% – food industry, mechanical industries, construction and education – 11%, legal services and banking – 10%. Respondents represent enterprises of various size. 34% of respondents work in enterprises with up to 50 employees, a similar number (31%) works in enterprises of 201-500 employees. The percentage of managers in enterprises with over 200 workers and 51-200 workers is 23% and 12% respectively.

For a precise result analysis of the differences in perception of men and women in managerial positions it was checked if a statistically significant difference in the evaluation of men and women in managerial positions exists.

All tests had a statistical significance  $\alpha = 0.05$ .

Responses were divided in accordance with the questionnaire into two groups:

- group 1 – responses evaluating women,
- group 2 – responses evaluating men,
- v1, v2, ..., v33 – questions from the questionnaire.

The following statistical hypotheses were assumed:

H0: statistical distributions for both groups are equal (averages for groups 1. and 2. are statistically equal).

H0: statistical distributions for both groups are not equal (average for group 1. is not equal to average for group 2.).

If  $\alpha$  (statistical significance) < asymptotic significance; so if asymptotic significance > 0.05, there is no ground for discarding the H0 hypothesis, which means it can be assumed that the averages for both groups are equal (i.e. there is no difference in the evaluation of men and women in the answer). The research was conducted using the Mann-Whitney U test.

Table 2 contains competence level ratings.

The conducted calculations show that there are no statistically significant differences for all competences from the motivation category, i.e. own commitment, drive for achievements, optimism, as well as:

- self-awareness,
- ability to form one's emotions in accordance with oneself, own norms, principles and values,
- consistency in actions.

This justifies the claim that men and women are perceived as being on the same level with regard to those competences.

The compiled results of the studied respondents show that in case of 14 emotional intelligence competences men are rated higher than women.

Men are perceived higher in all competences related to empathy, persuasion and co-operation. The remaining competences where men were rated higher than women:

- knowledge of own feelings, values, preferences,
- awareness of one's limitations,
- ability to be criticized, evaluated,
- ability to take responsibility for tasks and perform those tasks,

– ability to take pleasure in duties.

Research results show that there are 13 emotional intelligence competences where women were rated higher than men.

Table 2. Competence level research results; own elaboration

Competence group	question/competence	Minimum	Maximum	Average	Minimum	Maximum	Average	difference between average	asymptotic significance (2-sided)	Description
self-awareness	v1	1	5	3.91	1	5	3.89	0.01	<b>0.586</b>	statistically insignificant difference
	v2	1	5	3.94	2	5	4.13	-0.19	0.027	men rated higher than women
	v3	1	5	3.80	1	5	3.52	0.28	0.001	women rated higher than men
self-esteem	v4	1	5	3.99	2	5	3.82	0.17	0.010	women rated higher than men
	v5	1	5	3.77	1	5	3.48	0.29	0.000	women rated higher than men
	v6	1	5	3.46	1	5	3.83	-0.36	0.000	men rated higher than women
self-control	v7	1	5	3.93	1	5	3.66	0.26	0.005	women rated higher than men
	v8	2	5	4.04	1	5	3.67	0.36	0.000	women rated higher than men
	v9	1	5	3.82	2	5	3.92	-0.10	<b>0.345</b>	statistically insignificant difference
empathy	v10	1	5	3.60	1	5	4.01	-0.42	0.000	men rated higher than women
	v11	1	5	3.37	1	5	3.89	-0.52	0.000	men rated higher than women
	v12	1	5	3.52	1	5	3.64	-0.11	0.089	men rated higher than women
assertiveness	v13	1	5	4.03	2	5	3.65	0.37	0.000	women rated higher than men
	v14	1	5	3.82	1	5	3.40	0.42	0.000	women rated higher than men
	v15	1	5	3.06	1	5	3.44	-0.38	0.000	men rated higher than women
persuasion	v16	1	5	3.61	2	5	3.90	-0.29	0.002	men rated higher than women
	v17	1	5	3.33	2	5	4.09	-0.76	0.000	men rated higher than women
	v18	1	5	3.58	1	5	3.92	-0.34	0.000	men rated higher than women
leadership	v19	2	5	4.11	2	5	3.78	0.33	0.000	women rated higher than men
	v20	1	5	4.14	2	5	4.00	0.14	0.041	women rated higher than men
	v21	1	5	4.13	1	5	3.57	0.56	0.000	women rated higher than men
co-operation	v22	2	5	3.89	2	5	4.13	-0.24	0.002	men rated higher than women
	v23	1	5	3.49	3	5	4.17	-0.68	0.000	men rated higher than women
	v24	1	5	3.17	2	5	3.99	-0.82	0.000	men rated higher than women
motivation	v25	1	5	4.36	3	5	4.48	-0.12	<b>0.193</b>	statistically insignificant difference
	v26	2	5	4.48	3	5	4.44	0.04	<b>0.625</b>	statistically insignificant difference
	v27	2	5	4.04	2	5	4.15	-0.11	<b>0.224</b>	statistically insignificant difference
adaptive skills	v28	2	5	3.92	1	5	3.60	0.32	0.000	women rated higher than men
	v29	2	5	4.24	1	5	3.86	0.38	0.000	women rated higher than men
	v30	1	5	3.87	1	5	3.38	0.49	0.000	women rated higher than men
conscientiousness	v31	1	5	3.89	2	5	4.02	-0.13	0.019	men rated higher than women
	v32	2	5	4.00	2	5	4.27	-0.26	0.000	men rated higher than women
	v33	2	5	4.14	2	5	4.14	0.00	<b>0.743</b>	statistically insignificant difference

- Those include all competences related to leadership and adaptive skills as well as:
- self-esteem,
  - belief in own strength,
  - awareness of one's capabilities, skills,
  - ability to self-control one's emotional states,
  - ability to cope with stress,
  - ability to express opinion, critique, needs and wishes,
  - ability to say no without hurting others.

## 6. CONCLUSION

Business imposes a specific code on conduct on managers - regardless of their gender. The business environment is often a ruthless environment where tasks must be completed quickly and efficiently.

Which approach to managing a modern enterprise will be better: male tactics focusing on efficiency, or tactics based on rational reasoning that, according to research (Deloitte Raport, 2012, p. 20), are more often associated with women?

Informatization and globalization force managers to take into consideration a larger number of factors and holistic thinking, which according to H. Fisher (Fisher, 2003, pp. 21-23) is associated generally with women, becomes very useful. Men have to master it, while women – reach to their resources and talents. According to T. Peters (Peters, 2005) – an American business specialist – women make better leaders than men because they are more decisive and gain trust easier than men. He also claims that women are better salespersons (thanks to highly developed communication skills) and investors (thanks to reasonable decision making), they are educated and open to changes – they have traits much needed in a modern business environment. The new business environment prefers women as they pay less attention to hierarchy than men, are better at sustaining relations and they would rather co-operate than compete.

I. Majewska-Opiełka (Majewska-Opiełka, 2012, p. 67) also stresses the importance of intuition in leading others, and intuition is strictly related to women and until recently no male manager would admit to using it in fear of being ridiculed.

Research in 2000 on Polish female managers<sup>2</sup> has shown that, firstly, women do not have a worse predisposition for management than men, and secondly, it clearly

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<sup>2</sup> This was ground-breaking research on Polish women in managerial positions funded by the U.S. Agency for International Development (USAID). It included 20 thousand women in managerial positions, from independent accountants to a chief execution officer in enterprises with 5 or more employees. 1892 women answered the questionnaire. Due to the age of female managers, the sample was representative. The research represented the

showed that women have tendencies for democratic, i.e. participatory and partnership-based management. Such management develops an attitude of active co-operation and responsibility for the enterprise, identification with the enterprise and motivates report's productivity (Lisowska, Bliss, Polutnik, Lavelle, 2000, pp. 225-241).

The author's own research confirms other authors' research results proving ambiguity in the perception of men and women in managerial positions.

Research results regarding the perception of men and women in managerial positions from the position of emotional intelligence presented in the paper creates the image of motivated, optimistic and committed individuals with achievement, drive and persistence, regardless of sex. Both men and women in managerial positions were seen as self-aware and able to form own emotions in accordance with themselves.

Research results where specific groups scored higher are surprising. They show that women are rated higher in leadership and adaptive skills, while men score higher in empathy, persuasion and co-operation. Women are more aware of their skills and capabilities, while men are more aware of their limitations. Male managers show a higher fulfilment from duties and an ability to take responsibility for tasks and their execution, while women are better at dealing with stress. Respondents also pointed out that female managers are able to express opinions, critique, needs and wishes and can say no in an unsubmitive way and without hurting others. Men are better at accepting critique and being graded than women. Women are seen as being able to consciously control their own emotional states, but men, on the other hand, scored higher in regard to knowledge of their emotions, values and preferences. Women scored higher in regard to belief in their own strength and self-esteem.

In the light of those results, further research on the subject matter is justified. It would be expedient to include other, not present in this research, aspects regarding the perception of men and women in managerial positions such as: how respondents of both sexes rate one another, how age, education, type and length of work or enterprise size or legal status influence the differences in perception.

Future research could utilize tools such as Mayer – Salovey – Caruso Emotional Intelligence Test (MSCEIT) or Emotional Intelligence Test (EIT) to measure emotional intelligence competence levels instead of researching the perception of men and women from the perspective of emotional intelligence.

Nowadays a surprising number of managers, despite high general intelligence (academic), knowledge and competences, are not successful at management. This is true not only for managers (Bieniok, 2011, p. 18).

Emotional intelligence plays an important role in economy and enterprise operation, as this kind of intelligence is responsible for all interactions between work-

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private sector in a larger extent and feminized branches of industry in a lesser extent than GUS research on the general population of women in managerial positions shows.

ers. The claim that emotional intelligence dictates relations between employees and is an important variable in enterprise management is fully justified (Opolska, Karbowski, Cichocki, 2009, p. 38).

The research results obtained by the author do not show that any gender has an advantage in the field of emotional intelligence. Emotional intelligence competence analysis associated with men and women in managerial positions creates an area for similar activity of men and women.

Enterprises should utilize the competences of both sexes and consciously use their diversity and create a more efficient work culture. This notion is in line with the claim that the lines between the management styles of men and women are getting blurred. This is already visible in Western Europe, but not yet in Poland, where a typical personification of an efficient manager is a confident authoritarian man.

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## POSTRZEGANIE KOBIEC I MĘŻCZYŻN W BIZNESIE PRZEZ PRYZMAT INTELIGENCJI EMOCJONALNEJ

### Streszczenie

W artykule zaprezentowano zagadnienia dotyczące różnic w postrzeganiu kobiet i mężczyzn w biznesie. Przedstawiono style zarządzania i cechy charakterystyczne dla obu płci według badań polskich i zagranicznych autorów. Zwrócono uwagę na rolę inteligencji emocjonalnej, która odgrywa kluczowe znaczenie w kreowaniu sukcesu zawodowego. Przytoczono wyniki badań innych autorów oraz argumenty przemawiające za zwiększeniem udziału kobiet na stanowiskach kierowniczych celem zróżnicowania zespołów pod względem płci, co sprzyja efektywności przedsiębiorstw. Zaprezentowano metodykę badania kobiet i mężczyzn na stanowiskach kierowniczych przez pryzmat inteligencji emocjonalnej. Przedstawiono wyniki badań ankietowych zrealizowanych w latach 2015-2016 na próbie 228 respondentów w zakresie 33 kompetencji z 11 grup kompetencji z obszaru inteligencji emocjonalnej. Wskazano kompetencje, w obrębie których zarówno kobiety, jak i mężczyźni na stanowiskach kierowniczych zostali ocenieni podobnie oraz te obszary, w których poszczególne grupy są postrzegane lepiej.

**Słowa kluczowe:** biznes, płeć, inteligencja emocjonalna

