



9th International LAB Meeting - Summer Session 2007

European Ph.D. on
Social Representations and Communication
At the Multimedia LAB & Research Center, Rome-Italy

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In Media and Society

"Structural Approach to Social Representations.
Advanced courses on Analysis of Similarity
and Evoc package"

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Didactic Material

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Women Future Managers' and Women Managers' Gender Identity Content

9th International Lab Meeting – Summer Session 2007



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Theoretical Basis of the Research

- Social Identity theory (Tajfel & Turner, 1979);
- Social identity content partly covered by values and attitudes (Skevington & Baker, 1998);
- System of values and attitudes (Rokeach, 1968, 1973);
- Gender identity as type of social identity (Jenkins, 1996);
- Types of gender identity: androgynous, feminine, masculine, undifferentiated (Bem, 1979);
- Gender identity as agile and changeable plurality (Koestner & Aube, 1995);
- Gender consists of gender identity (individual component) and gender relations (structural component) (Ely, 1999);
- Gender identity of women managers (Duane, 1998).



Research Design

Hypothesis of the research is that the type of gender identity of female managers is interconnected with the choice of priority values, attitudes toward gender relations.

Methodologically the study was based on the following procedures:

S. Bem test – the type of gender identity,

M. Rockeach test – priority values, 5-grade scale,

Lusher test modification.

Quantitative analysis – SPSS 13.

Sample – 250 female university students of Management Department and 52 female bank managers.



Representation of Gender Identity Types

Type of gender identity	Female students	Female managers
Masculine	18%	13,5%
Feminine	36%	38,5%
Androgynous	40,8%	38,5%
Undifferentiated	5,2%	9,6%



Terminal Values Factors of Students Future Managers

- 1st factor “**Active position in life**”: active life (,711), materially well provided life (,531), knowledge (,523), productive life (,622), development (,503), freedom (,678) and self-confidence (,642).

This factor reflects aspiration for being an active social actor, able to broaden boundaries of philosophy of life, need to be free in the choice of activity while having good material base and being confident.

- 2nd factor “**Creative humanistic position in life**”: beauty of nature and art (,761), happiness of others (,598) and creativity (,694).

This factor reveals connection between self-realization in creativity as well as contemplation of beauty with care about other people.

- 3rd factor “**Social aspect**”: interesting work (,714) and good and loyal friends (,775).

Here the need in professional self-realization is bounded with positive interaction among friends.

- 4th factor “**Love**”: love (,887).
- 5th factor “**Philosophical aspect**”: life wisdom (,610) and health (,701). In this factor philosophical attitude to life is connected with awareness of the health importance as a value to strive.



Cluster Analysis of Terminal Values (Students)

1st group the values-goals of the factors “Love” and “Philosophical aspect”, 2nd group – “Creative humanistic position in life”, 3rd group – “Active position in life”, “Creative humanistic position in life” and “Social aspect”.

Types of gender identity	Group 1	Group 2	Group 3
Masculine	37%	3,7%	59,3%
Feminine	30,2%	11,3%	58,5%
Androgynous	22,4%	6%	71,6%
Undifferentiated	75%		25%



Instrumental Values Factors of Students Future Managers

- 1st factor “**Conscientiousness in activity**”: accurateness (,611), good upbringing (,663), efficiency (,597), intolerance to shortcomings in self and others (,522), responsibility (,627), effectiveness (,588).

This factor unites characteristics of conscientious worker aimed at gaining effective result in work.

- 2nd factor “**Intellectual pragmatism**”: good education (,561), rationalism (,732), self-control (,672) and broad-mindedness (,579) - characteristics of people striving to professionalism as a value.
- 3rd factor “**Sincere care**”: tolerance (,564), honesty (,735) and sensitivity (,812) which are congruent with traditional stereotypes of femininity.
- 4th factor “**Determined persistence**”: high standards (,540), cheerfulness (,583), independence (,657), braveness in dispute (,609), strong will (,677), which are characteristic for real leaders.



Cluster Analysis of Instrumental Values (Students)

The 1st group - “Conscientiousness in activity” and “Sincere care”. Students of this group are efficient, conscientious workers who can work in subordinate position and who is able display empathy according to the stereotypes of traditional femininity.

For the 2nd group - “Intellectual pragmatism” and “Determined persistence”. Students of this group think that it is important to be determined while achieving their goals; they highly evaluate their independence and are aware of importance of those qualities which characterize real professionals.

Types of gender identity	Group 1	Group 2
Masculine	25,9%	74,1%
Feminine	64,2%	35,8%
Androgynous	28,8%	71,2%
Undifferentiated	37,5%	62,5%



Terminal Values Factors of Female Managers

- The 1st factor “**Lofty humanism**”: creativity (,801), beauty of nature and art (,667), happiness of others (,509) and with negative sign materially well provided life (-,617) and social recognition (-,614).

This factor reflects priority of creative self-realization and care about others over material components and social self-establishment.

- The 2nd factor “**Positive private life**”: happy family life and having good and loyal friends.

This factor reflects awareness of the family and friends’ support importance.

- The 3rd factor “**Active self-perfection**”: knowledge (,796), development (,747), productive life (,724) and life wisdom (,544).

All these values together reflect aspiration for self-perfection and acquisition of life wisdom by means of knowledge, development and practical realization of acquired knowledge in active activities.

- The 4th factor “**Being carefree**”: active life (,816) with entertainment (,782) and freedom (,600).

It means aspiration for active leisure without duties and restrictions.

- The 5th factor “**Being captivated with work**”: aspiration for interesting work (,845) and love (-552) with negative sign.

That reflects awareness of necessary choice between self-realization at work and ability to feel love.



Cluster Analysis of Terminal Values (Managers)

The 1st group is characterized by showing values of the factors “Positive private life” and rejection of the values included in factor “Lofty humanism”, “Being captivated with work”. This group is oriented on self-realization in family and communication with friends.

For the 2nd group – “Lofty humanism”, “Being carefree”, “Being captivated with work” and rejection of values from factors “Positive private life”. This group shows orientation on self-realization at work and creative activity and in active leisure.

Type of gender identity	Group 1	Group 2
Masculine	28,6%	71,4%
Feminine	37,5%	62,5%
Androgynous	27,8%	72,2%
Undifferentiated	66,7%	33,3%



Instrumental Values Factors of Female Managers

- The 1st factor **“Professional determined insistence”**: braveness in dispute (,813), strong will (,745), self-control (,728), independence (,630) and rationalism (,427).

The combination of these values is characteristic for a leader who is sure in his/her professionalism, who highly evaluate independence and is able to consider arguments very pragmatically.

- The 2nd factor **“Helping competent efficiency”**: accurateness (,773), good upbringing (,770), responsibility (,670), rationalism (,512), education (,410), sensitivity (,435), efficiency (,445).

These characteristics describe efficient, competent worker who is able to reveal empathy.

- The 3rd factor **“Democratic sincerity”**: broad-mindedness (,828), tolerance (,822), sensitivity (,611), cheerfulness (,500) and honesty (,446).

These values-means are characteristic for democratic and tolerant, optimistic worker who feel importance to be honest and who is able to show empathy.

- The 4th factor **“Conscientiousness”**: effectiveness (,711), efficiency (,638) and honesty (,580).

These qualities characterize conscientious worker aimed at gaining result of work and ready to honestly complete his/her work.

- The 5th factor **“Authoritativeness”**: high standards (,798), intolerance to shortcomings in self and others (,723) and rationalism (,419).

These qualities characterize extremely demanding even authoritative workers.



Cluster Analysis of Instrumental Values (Managers)

The 1st group – “Helping competent efficiency” and absence of values included in “Conscientiousness” factor. The values of this group characterize worker as competent executives.

The 2nd group – “Professional determined insistence”, “Democratic sincerity” and, especially, “Conscientiousness” as well as absence of values from the factor “Helping competent efficiency” and “Authoritativeness”. This combination of values is characteristic for leaders without tendency to extreme authoritativeness, oriented on gaining result of their work and tolerant enough.

Types of gender identity	Group 1	Group 2
Masculine	85,7%	14,3%
Feminine	92,9%	7,1%
Androgynous	77,8%	22,2%
Undifferentiated	100%	



Conclusion

- It is possible to assume that androgynous type of gender identity promote reduction of inner conflict between gender and leadership roles, while feminine type of behavior can intensify this conflict.
- Practical meaning of this study is related to developing psychological TRAINING for women future managers taking into consideration gender identity type and its meaning content. Such training can be included in the main course of Management Department and can be optional.



THANK YOU ...