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EXAMINING LEADERSHIP DIFFERENCES BETWEEN FEMALE AND MALE MANAGERS

Dilafruz Kuchkorova

PhD Candidate

Westminster International University in Tashkent

E-mail: dil.quchqorova@wiut.uz

ORCID: 0009-0002-9193-4177

Abstract. Leadership styles of female and male managers are examined to identify their distinctive characteristics and managerial approaches. The relevance of this topic is associated with the increasing participation of women in leadership positions and the growing interest of organizations in identifying leadership practices that contribute to organizational effectiveness. Evidence from previous studies indicates that female managers tend to emphasize communication, collaboration, employee engagement, and the creation of a supportive working environment. Male managers, by contrast, are more likely to focus on organizational structure, clearly defined objectives, and performance outcomes through a more direct and task-oriented leadership approach. However, no single leadership style can be considered universally superior, as managerial effectiveness depends on organizational context, team characteristics, and strategic objectives. Both leadership styles can produce successful outcomes when applied appropriately. The study employs a systematic literature review to synthesize existing empirical and theoretical research on gender and leadership.

Keywords: gender and leadership, female leadership, transformational leadership, transactional leadership, management effectiveness, systematic literature review

Аннотация. Рассматриваются различия в стилях лидерства руководителей-женщин и руководителей-мужчин, а также особенности их управленческих подходов. Актуальность исследования определяется ростом числа женщин, занимающих руководящие должности, и возрастающим интересом организаций к выявлению наиболее эффективных моделей лидерства. Анализ научных исследований показывает, что руководители-женщины чаще ориентируются на коммуникацию, сотрудничество, вовлечение сотрудников и формирование благоприятной рабочей среды. Руководители-мужчины, напротив, уделяют больше внимания организационной структуре, четко сформулированным целям и достижению результатов, используя более прямой и ориентированный на выполнение задач стиль управления. Вместе с тем отсутствуют основания считать какой-либо из стилей лидерства универсально более эффективным, поскольку результативность управления определяется особенностями ситуации, характеристиками коллектива и стратегическими целями организации. Оба подхода способны обеспечивать высокую эффективность при их адекватном применении. В исследовании используется методология систематического обзора литературы, позволяющая обобщить существующие эмпирические и теоретические исследования по вопросам гендера и лидерства.

Ключевые слова: гендер и лидерство, женское лидерство, трансформационное лидерство, транзакционное лидерство, эффективность управления, систематический обзор литературы

Annotatsiya. Ayol va erkak rahbarlarning yetakchilik uslublari hamda ularning boshqaruv yondashuvlaridagi farqlar tahlil qilinadi. Tadqiqotning dolzarbligi rahbarlik lavozimlarida faoliyat yuritayotgan ayollar sonining ortib borayotgani hamda tashkilotlarda samarali yetakchilik yondashuvlarini aniqlashga bo'lgan ehtiyojning kuchayib borayotgani bilan izohlanadi. Ilmiy tadqiqotlar tahlili ayol rahbarlar ko'proq muloqot, hamkorlik, xodimlarni jarayonga jalb etish va qo'llab-quvvatlovchi ish muhitini shakllantirishga e'tibor qaratishini ko'rsatadi. Erkak rahbarlar esa, aksincha, tashkiliy tuzilma, aniq maqsadlar va natijalarga erishishga yo'naltirilgan, vazifaga asoslangan boshqaruv uslubini ko'proq qo'llaydilar. Biroq yetakchilik uslublaridan birini mutlaq ustun deb baholab bo'lmaydi, chunki rahbar faoliyatining samaradorligi vaziyat, jamoa xususiyatlari va tashkilotning strategik maqsadlariga bog'liq. Har ikkala uslub ham tegishli sharoitda samarali natija berishi mumkin. Tadqiqotda gender va yetakchilik masalalariga oid mavjud empirik hamda nazariy tadqiqotlarni umumlashtirish maqsadida sistematik adabiyotlar sharhi metodologiyasidan foydalanilgan.

Kalit so'zlar: gender va yetakchilik, ayollar yetakchiligi, transformatsion yetakchilik, tranzaksion yetakchilik, boshqaruv samaradorligi, sistematik adabiyotlar sharhi



INTRODUCTION

Leadership is one of the most important factors influencing how a company or organization functions. Managers play a key role in shaping the work environment, as they influence employees' attitudes, motivation, and job performance. Effective leadership can enhance productivity and foster a positive working atmosphere, whereas ineffective leadership may reduce employee motivation and organizational performance. Therefore, many researchers have examined leadership styles to better understand the factors that contribute to effective leadership.

In recent years, increasing attention has been paid to gender differences in leadership. This is largely because more women are assuming leadership roles across various fields and industries, including in countries such as Uzbekistan. As a result, growing interest has emerged in understanding whether women and men lead in different ways and how these differences may influence teams and organizations.

This development raises an important question: Do women and men lead differently, and does this have a meaningful impact on workplace success? Addressing this question can help organizations adopt more effective management strategies and enhance overall organizational performance.

The goal of this paper is to analyze the differences between female and male leadership styles and to examine how these differences influence employees, teamwork, and organizational outcomes.

LITERATURE REVIEW

The importance of gender diversity in leadership is also supported by global research [1], which shows that diverse teams often achieve better results and make more effective decisions. Leadership has long been a significant subject of research in the field of organization and management. Researchers have extensively investigated the effects of leadership behaviors on employee motivation, organizational performance, and decision-making. One of the areas that has attracted considerable scholarly attention is whether differences exist between the leadership styles of female and male managers. For a long time, leadership has traditionally been viewed as a masculine characteristic, associated with authority, competitiveness, and decisiveness. Nevertheless, contemporary leadership theories and empirical research indicate that gender is not the only factor determining leadership effectiveness. Rather, leadership styles depend on individual characteristics, organizational context, and social expectations. Therefore, understanding the potential differences between the leadership styles of female and male managers is important for organizations seeking to enhance leadership diversity and organizational effectiveness.

Eagly and Johnson [2] conducted one of the earliest and most influential studies examining gender differences in leadership styles. Their research involved a meta-analysis of a large number of studies comparing the leadership styles of women and men. The authors concluded that the differences between male and female leadership styles were relatively small and were often reinforced by gender stereotypes. Nevertheless, several consistent patterns were identified. Women leaders were slightly more likely to adopt democratic or participative leadership styles, whereas male leaders were slightly more likely to employ autocratic or directive leadership styles. Democratic leadership involves engaging employees in decision-making processes, whereas autocratic leadership is more centralized, with the leader exercising greater control over organizational decision-making. Eagly and Johnson [2] further suggested that these differences may be attributed to social expectations and gender roles rather than to inherent leadership abilities.

Previous studies have also examined employees' and organizations' perceptions of leadership effectiveness. Paustian-Underdahl, Walker, and Woehr [3] conducted a comprehensive meta-analysis of gender differences in perceived leadership effectiveness. Their findings challenged the conventional perception that men are more effective leaders than women. The study found that female leaders were perceived as being equally effective, or even more effective, than male leaders in various organizational settings. Leadership behaviors related to communication, teamwork, and emotional intelligence were particularly valued in contemporary organizations, and these behaviors were more commonly associated with female leadership styles. The authors therefore concluded that situational factors and leadership behaviors play a more important role in determining leadership effectiveness than gender alone.

A significant contribution to the literature was made by Koenig, Eagly, Mitchell, and Ristikari [4], who investigated whether leadership stereotypes remain closely associated with masculinity. Their meta-analysis revealed that, although traditional leadership stereotypes have historically favored masculine characteristics, these perceptions have gradually evolved over time. Interpersonal communication, cooperation, and emotional intelligence have become increasingly important in modern organizations. Consequently, leadership expectations have become less strongly associated with masculinity. Such changes may gradually reduce barriers to women's leadership and promote greater gender diversity in management positions.



More recent studies have continued to examine the effects of gender on leadership behavior and leadership performance. Shen and Joseph [5] conducted a criteria-based review exploring gender differences in leadership performance. Their study highlighted that gender differences in leadership between men and women are generally moderate and should not be overstated. The authors emphasized that leadership competencies, including communication skills, strategic thinking, and decision-making, are among the key factors determining leadership effectiveness. Organizational context is also an important determinant. For example, hierarchical organizational structures may encourage directive leadership styles, whereas collaborative environments are more likely to promote participative leadership styles. Therefore, differences in the leadership styles of male and female managers are generally influenced by organizational conditions rather than by gender characteristics alone.

Another stream of leadership research focuses on gender differences in leadership emergence and career development. Badura et al. [6] examined the relationship between gender and leadership emergence through a meta-analysis of the existing literature. Their study revealed that men were more likely to attain leadership positions in organizational environments that emphasize competition and dominance. Nevertheless, the authors observed that these patterns are largely influenced by cultural expectations and institutional factors rather than by differences in leadership capability. As organizations create more inclusive environments and reduce gender stereotypes, women are more likely to attain leadership positions and demonstrate effective leadership practices.

Previous research has also shown that structural barriers remain among the major factors limiting women's access to leadership positions in many organizations. Hoobler et al. [7] stated that gender inequality in leadership roles is influenced more by organizational factors, historical gender stereotypes, and institutional constraints than by differences in managerial competence. Their meta-analysis indicated that women often encounter challenges in career advancement because of leadership stereotypes and traditional expectations regarding family roles. These barriers may reduce opportunities for women to attain senior management positions despite possessing qualifications and leadership competencies comparable to those of their male counterparts.

Furthermore, previous studies have explored the relationship between gender diversity and organizational performance. Post and Byron [8] examined the impact of gender diversity on corporate boards and financial performance. Their meta-analysis demonstrated that organizations with greater female representation on corporate boards tend to exhibit stronger governance and more effective monitoring practices. Female representation on corporate boards can also contribute diverse perspectives and enhance organizational decision-making.

Similarly, Glas and Cook [9] observed that women who attain senior leadership positions often encounter additional challenges compared with their male counterparts. According to their research, female leaders may experience greater scrutiny and higher performance expectations, particularly in highly competitive environments. Despite these challenges, the study also demonstrated that women leaders make valuable contributions to organizational performance and leadership diversity.

A further stream of the literature addresses gender differences in managers' risk attitudes, a factor closely associated with decision-making behavior. Byrnes, Miller, and Schafer [10] conducted a meta-analysis and found that men generally exhibit greater risk-taking tendencies than women across a wide range of decision-making contexts. Building on this work, Filippin and Crosetto [11] re-examined the evidence and confirmed that gender differences in risk attitudes, although smaller than previously believed, remain statistically robust after methodological and contextual factors are taken into account. In the managerial context, Krishnan and Parsons [12], as well as Barua, Davidson, Rama, and Thiruvadi [13], found that female executives tend to be associated with more conservative financial reporting and decision-making practices. Likewise, Faccio, Marchica, and Mura [14] demonstrated that firms led by female chief executive officers (CEOs) generally pursue less risky investment and financing strategies than firms led by male CEOs. Palvia, Vähämaa, and Vähämaa [15] similarly reported that female bank executives tend to adopt more conservative risk-management approaches, particularly during periods of financial instability. Collectively, these findings suggest that gender-related differences in risk attitudes may partly explain observed differences in managerial decision-making styles, complementing the leadership-style literature discussed above.

RESEARCH METHODOLOGY

This study adopts a systematic literature review (SLR) approach to examine differences in leadership styles between female and male managers and their implications for employee performance. A systematic literature review was selected instead of a narrative review because it provides a transparent, replicable, and rigorous process for identifying, evaluating, and synthesizing relevant academic literature on gender and leadership.



Search Strategy. Relevant peer-reviewed publications were identified through electronic databases, including Google Scholar, Scopus, and Web of Science, using combinations of the following keywords: “gender and leadership,” “female leadership,” “leadership style differences,” “transformational and transactional leadership,” “gender differences in risk attitudes,” and “women managers in Uzbekistan.” The search was limited to peer-reviewed journal articles, books, and institutional reports published in English between **1990–2025** in order to capture both foundational and contemporary perspectives on the topic.

Inclusion and Exclusion Criteria. Studies were included if they (a) empirically or theoretically examined gender differences in leadership styles, decision-making, or risk attitudes; (b) were published in peer-reviewed academic journals, university press books, or recognized institutional reports (e.g., UNFPA); and (c) were available in full text. Studies were excluded if they (a) focused exclusively on leadership without addressing gender comparisons; (b) consisted of non-peer-reviewed sources, such as blogs or unpublished student essays; or (c) were not available in English.

Selection Process. The initial search yielded a broad pool of studies, which were screened first by title and abstract, followed by a full-text review of the remaining publications to assess their relevance and methodological quality. A total of **24** studies met the inclusion criteria and were retained for the final synthesis, covering three thematic areas: (1) leadership styles and management approaches; (2) decision-making patterns; and (3) risk attitudes, with an additional subset specifically addressing the context of Uzbekistan and Central Asia.

Data Synthesis. The selected studies were analyzed using a thematic approach. Findings from meta-analyses and empirical studies were synthesized narratively to identify consistent patterns as well as areas of divergence within the existing literature.

Limitations. As this study is based on a synthesis of existing literature rather than on primary data collection, its conclusions should be interpreted within the context of the reviewed studies and may not fully reflect leadership dynamics specific to the Uzbek business environment. Future research incorporating primary survey or interview data from managers in Uzbekistan would provide additional evidence to further validate and expand these findings.

ANALYSIS AND RESULTS

There are various leadership styles that managers may adopt in their professional practice. One of the most widely recognized is transformational leadership, in which leaders inspire employees, support their ideas, and encourage both personal and professional development. Such leaders generally seek to motivate their teams and foster a strong sense of shared purpose.

Another widely recognized leadership style is transactional leadership, which places greater emphasis on rules, organizational structure, and control. Within this approach, managers commonly use rewards and corrective measures to manage employee performance and ensure that tasks are completed on time.

In practice, managers often combine these leadership styles depending on the situation, the characteristics of the team, and the objectives of the organization. However, some managers may demonstrate a stronger preference for one approach than another, depending on their personality and professional experience.

These leadership styles are widely discussed in management research and are regarded as fundamental concepts for understanding leadership effectiveness [16].

Many studies indicate that female and male managers often demonstrate different leadership behaviors [2]. These differences are commonly associated with communication styles, decision-making approaches, and the ways managers interact with their teams.

Female managers generally:

- communicate actively with employees and strive to build strong professional relationships;
- encourage teamwork and cooperation among team members;
- carefully consider different viewpoints before making decisions;
- seek to create a positive, supportive, and collaborative working environment.

Male managers generally:

- make decisions more independently and efficiently;
- focus primarily on tasks, organizational goals, and performance outcomes;
- emphasize clear organizational structures, rules, and managerial control;
- provide direct and specific guidance to employees.

However, these characteristics represent general tendencies rather than universal patterns. In practice, leadership style is influenced more by an individual's personality, professional experience, and organizational context than by gender alone.



Differences in risk attitudes also help explain variations in decision-making patterns between female and male managers. Consistent with the meta-analytic evidence reported by Byrnes et al. [10] and Filippin and Crosetto [11], male managers in the reviewed literature tend to demonstrate greater tolerance for risk in strategic and financial decision-making, whereas female managers generally adopt more conservative and prudent approaches [12, 13, 15]. Faccio et al. [14] further demonstrated that these differences are reflected in observable organizational outcomes, with firms led by female chief executive officers (CEOs) generally pursuing less aggressive investment and financing strategies than firms led by male CEOs. These findings are broadly consistent with the communication- and collaboration-oriented leadership style commonly associated with female managers and the more directive and results-oriented leadership style commonly associated with male managers.

Leadership style has a substantial influence on employees and their overall workplace experience. For example, supportive leadership can enhance employee motivation and job satisfaction. When managers are approachable, supportive, and willing to listen, employees generally feel more comfortable sharing their ideas and concerns. Consequently, they are more likely to feel confident, engaged, and committed to their work.

This type of working environment is commonly associated with leadership styles that emphasize communication and employee support. Employees working in such teams often feel valued and respected, which can strengthen teamwork and contribute to a positive organizational climate. As a result, employees are more likely to experience greater job satisfaction and remain with the organization for a longer period.

At the same time, a more structured leadership approach, often associated with male managers, can also be highly effective. For example, when rapid decisions are required or when organizations operate under considerable pressure, clear guidance and effective managerial control can reduce uncertainty and improve coordination. In such situations, employees often feel more confident when they clearly understand their responsibilities and expected outcomes.

However, if managerial control becomes excessively rigid and employees are not provided with sufficient opportunities to express their opinions, it may reduce motivation and limit employee engagement. This highlights the importance of maintaining an appropriate balance in leadership practices.

Overall, both leadership styles offer valuable advantages depending on the organizational context and specific circumstances. In practice, the most effective outcomes are often achieved when managers successfully integrate different leadership approaches and adapt their style to the needs of their teams.

In Uzbekistan, traditional perceptions of gender continue to influence leadership roles. National statistics reflect this pattern. According to **2020-yil** data published by the State Committee of the Republic of Uzbekistan on Statistics, approximately **3 percent** of women were employed in managerial positions, compared with approximately **8 percent** of men, indicating that men occupied managerial positions at nearly three times the rate of women [17]. Similarly, UNFPA Uzbekistan [18] reported that, depending on the sector, men accounted for **60–85 percent** of high- and mid-level managerial positions. Nevertheless, recent developments indicate gradual progress. According to Kursiv Research [19], by the end of **2022-yil**, Uzbekistan had **39,078** small and micro-enterprises led by women, representing **7.5 percent** of all active small businesses in the country. The growing participation of women in higher education and professional careers continues to contribute positively to this ongoing development.

Meanwhile, women leaders in Uzbekistan are making an increasingly significant contribution across business, public administration, and academia. Recent studies indicate that women's leadership opportunities have expanded alongside ongoing efforts to promote gender equality and professional development. Turaeva [20] and Kamp [21] describe the historical evolution of women's economic roles in Uzbekistan from the Soviet period to the post-Soviet entrepreneurial era, highlighting the growing participation of women in leadership and entrepreneurial activities. Similarly, a qualitative study of the Business Women's Association of Uzbekistan conducted by Lucy, Ghosh, and Kujawa [22] emphasizes the importance of professional networks, mentoring, and family support in strengthening women's leadership and fostering entrepreneurial success. These developments reflect the increasing recognition of women's leadership potential and their valuable contribution to the country's socio-economic development.

Despite these challenges, numerous examples demonstrate that female managers can be highly effective leaders. This is particularly evident in organizational settings where communication, mutual understanding, and teamwork play a central role. In such environments, women leaders often succeed in creating supportive and collaborative working conditions, which can positively influence employee motivation and organizational performance.

Today, the situation is gradually improving. Society is becoming increasingly open, and more organizations are actively promoting gender equality. Owing to ongoing economic development and modernization, the role of women in leadership is expected to continue expanding in the future. This positive development can contribute to greater organizational flexibility, innovation, and long-term success.



The discussion was further enriched by studies examining gender differences within contemporary leadership frameworks. One of the most influential leadership models distinguishes between transformational and transactional leadership. Eagly, Johannesen-Schmidt, and van Engen [23] conducted a comprehensive meta-analysis comparing female and male leaders within these two leadership approaches. Transformational leadership emphasizes motivating employees, encouraging innovation, and inspiring followers to achieve the broader goals of the organization. In contrast, transactional leadership focuses on structured interactions between leaders and followers through performance-based rewards and systematic task monitoring. The results of the meta-analysis indicated that female leaders were slightly more likely to demonstrate transformational leadership behaviors, including individualized consideration and inspirational motivation. Women also showed a modest advantage in contingent reward behavior, which represents a constructive component of transactional leadership. Conversely, male leaders demonstrated a greater tendency to exhibit management-by-exception or laissez-faire leadership behaviors under certain circumstances. These findings suggest that leadership behaviors commonly associated with female leaders are closely aligned with the leadership approaches that are increasingly valued in contemporary organizations.

Role Congruity Theory, developed by Eagly and Karau [24], provides another theoretical explanation for gender differences in leadership. According to this theory, unfavorable attitudes toward female leaders may arise when leadership expectations are perceived as inconsistent with traditional gender stereotypes. Leadership roles are commonly associated with characteristics such as assertiveness, authority, and decisiveness, which have historically been linked to masculine stereotypes. Women, in contrast, are traditionally expected to demonstrate warmth, empathy, and cooperation. Consequently, when women display leadership behaviors that differ from these traditional expectations, they may be evaluated less favorably. This situation creates what is commonly described as a **double bind**, in which female leaders are expected to balance authority with expectations of warmth and supportiveness. In contrast, male leaders generally experience fewer such conflicting expectations because traditional masculine stereotypes are more closely aligned with conventional perceptions of leadership.

CONCLUSION AND SUGGESTIONS

In conclusion, female and male managers often demonstrate different leadership styles. Women generally place greater emphasis on interpersonal relationships, communication, and teamwork, whereas men are more likely to emphasize organizational structure, clearly defined goals, and performance outcomes. These differences may influence employees' experiences and their performance in the workplace.

However, it would not be appropriate to conclude that one leadership style is inherently superior to another. The most effective leaders are those who can adapt their leadership style to the specific situation and the needs of their teams. Effective leadership depends not only on gender but also on flexibility, professional experience, and the ability to understand and support employees.

For organizations, it is important to support both female and male leaders while reducing stereotypes that may limit leadership opportunities. Creating equal opportunities can enable organizations to benefit from diverse perspectives and leadership approaches, thereby contributing to a more balanced, inclusive, and productive working environment.

Policy Implications

Overall, the reviewed literature suggests that gender differences in leadership styles are generally moderate rather than substantial. Female managers tend to demonstrate participative and transformational leadership behaviors more frequently, whereas male managers are more likely to adopt directive leadership behaviors under certain circumstances. Nevertheless, leadership effectiveness depends on a broad range of factors, including organizational culture, leadership competencies, and social expectations. Contemporary leadership research increasingly emphasizes the importance of leadership diversity and equal opportunities for leadership development.

These findings are also relevant to developing economies such as Uzbekistan, where the role of women in management and leadership has increased progressively in recent years, although official statistics continue to indicate that women occupy managerial positions at a considerably lower rate than men [17, 18]. As organizations in Uzbekistan continue to modernize and internationalize their management practices, promoting gender diversity in leadership can contribute to more innovative decision-making and more inclusive organizational cultures. Accordingly, a better understanding of potential differences in the leadership styles of female and male managers can assist organizations in Uzbekistan in designing more effective



leadership development programs, strengthening targeted mentoring initiatives, such as those implemented through the Business Women's Association of Uzbekistan [22], and promoting equal opportunities for career advancement.

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El.Pochta: sq143235@gmail.com

Bot: @iqtisodiyot_77

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