A Conceptual Study On The Differences Between The Leadership Behaviors of Female and Male Managers in The Tourism Sector[*]

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Abstract

With the Industrial Revolution, it is seen that women enter the working life economically. Apart from being a wife and mother, there are some factors that enable women to enter the working life economically. Especially after the Second World War, with the decrease in the male population, the need for the working workforce increased and it can be said that this situation enables women to take more part in business life. The main purpose of the study is to explain the differences, if any, in the leadership behaviors of male and female managers in working life and the reasons for these differences by considering them in the tourism sector. There are many studies in the literature on management, leadership behaviors of managers, and leadership characteristics. This study is important in terms of considering the differences between the leadership behaviors of male and female managers in the tourism sector. In addition, it is examined whether there are differences in this regard abroad and in Turkey, and if there are differences, the reasons for them are tried to be explained. In the literature, it has been seen that there are very few studies that deal with the subject in tourism specific. The study was carried out by conducting a literature search. And after the literature research, it has been determined that there are significant differences between the leadership behaviors of male and female managers. As the most important differences, while acting according to the more democratic leadership style of women; It can be said that men mostly act according to the autocratic leadership style.

Keywords: Leader, Leadership, Female Male leadership, Tourism, Leadership and Management.

Jel kodu: L20, M16

Turizm Sektöründe Kadın ve Erkek Yöneticilerin Liderlik Davranışları Arasındaki Farklılıklar Üzerine Kavramsal Bir Araştırma

Öz

Sanayi Devrimiyle birlikte kadınların ekonomik olarak çalışma hayatına girdikleri görülmektedir. Kadınların eş ve anne olmak dışında çalışma hayatına ekonomik yönden girmesini sağlayan bir takım faktörler vardır. Özellikle İkinci Dünya Savaşından sonra erkek nüfusunun azalmasıyla birlikte çalışan işgücüne olan ihtiyaç artmıştır ve bu durumun kadınların iş hayatında daha fazla yer almasını sağladığı söylenebilmektedir. Günlük hayatta duygu, düşünce ve davranışlarında kadın ve erkek birbirinden farklılıklar gösterebilmektedir. Bu çalışmada, literatür incelenerek, çalışma hayatında kadın ve erkek yöneticilerin liderlik davranışlarında varsa farklılıklar ve bu farklılıkların sebepleri açıklanmaya çalışılmıştır. Liderlik ve yöneticilik, yöneticilerin liderlik davranışları, liderlik özellikleri ile ilgili konularda literatürde pek çok çalışma bulunmaktadır. Bu çalışma da kadın ve erkek yöneticilerin liderlik davranışları arasındaki farklılıklar ile ilgili literatürde geniş olarak yer alan konuyu özetlemek açısından önemlidir. Ayrıca yurtdışı ve Türkiye'de bu konuda farklılık olup olmadığı incelenerek farklılıklar varsa bunların sebepleri açıklanmaya çalışılmaktadır. Çalışma, literatür araştırması yapılarak gerçekleştirilmiştir. Literatür araştırması sonrasında kadın ve erkek yöneticilerin liderlik davranışları arasında önemli farklılıklar olduğu tespit edilmiştir. En önemli farklılıklar olarak kadınların daha demokratik liderlik stiline göre hareket ederken; erkeklerin daha çok otokratik liderlik stiline göre hareket ettiği söylenebilir.

Anahtar Kelimeler: Lider, Liderlik, Kadın Erkek liderlik, Turizm, Lider ve Yöneticilik.

Jel Code: L20, M16

[*] Since this is a review study, there was no necessity to get ethics committee approval to conduct the research.

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1. Introduction

The economic entry of women into business life began with the Industrial Revolution. After this period, women started to take part in business life as well as taking care of housework and children. Economically, women used to be only certain they seem to be working. The woman has shown over time that she exists and can work in many areas in business life.

Although women show that they can work in many fields, it is not possible to say that women can be in every field where men work in business life. It is seen that the number of women decreases compared to the number of men, especially in business environments, as they reach the middle and upper levels.

The aim of our study is to examine the leadership behaviors of male and female managers in working life in the tourism sector and to try to explain the differences, if any, and the reasons for these differences.

2. Literature Review

2.1. The Concept of Leadership

Although the studies on leader and leadership have become widespread empirically with the Industrial Revolution, it would not be wrong to say that the subject of leader and leadership can go back to the first periods of humanity. It can be said that the issue of leadership has existed since the first ages of humanity. And it can be said that the subject of leadership has been important since the early ages.

If we look at the meaning of the word leader, it can be defined as a person who creates differences in people's perspectives on the region they live in, the world, and enables people to gather around a goal and directs them towards that goal (Yıldızdoğan, 1994: 50).

According to Ott (1989), a leader is a person who can influence the thoughts, beliefs and behaviors of one or more people.

Leadership is a concept that can achieve success with organizational activities and the creation of a harmonious team (Şener, 1997: 275). At this point, the conditions of the period and the characteristics of the group members are also considered important.

Hellriegel, Slocum (1992: 467) define leadership as the ability to influence and motivate other employees of the organization so that the organization can achieve its goals.

Various opinions have been constantly put forward on how the leader, a concept that can go back to the first ages of humanity, should be. There are a number of characteristics that a leader must have in order to be successful and to make his group successful. We can summarize these characteristics that a leader should have as follows (Bennis, 1989):

1. The leader guide has an opinion,

2. A leader is a passionate person. So the leader loves what he does.

3. 3.The leader must be honest.

4. The leader should be able to understand even the unspoken,

5. Must be able to look at reality from many different angles,

6. The leader is curious and takes risks,

7. Trusts group members and gives authority when necessary,

8. Develops vision,

9. In times of crisis, that is, in the most important moments when we can understand that the leader is a leader, the leader should be calm and take the right decisions.

10. The leader should also be a good expert,

11. Should take into account the opinions of those who have different opinions in the group,

12. It is one of the characteristics of the leader that he can always make things easy and solve the seemingly difficult situations simply.

When we look at successful leaders, there are studies that classify their characteristics. According to Tekin (2008:87-88), it can be said that successful leaders have fifteen common characteristics. These features are:

1. It creates a framework in the manner of behavior.

2. Gives importance to brainstorming.

3. He is persistent.

4. He is self-confident.

5. Takes risks if necessary.

6. Sees opportunities and takes action.

7. 7.Continuous information is in access resources.

8. Comply with agreements.

9. It is persuasive.

10. Concentrates on efficiency.

11. He is enthusiastic. It gives confidence.

12. Strives for high quality.

13. Solves problems in place and on time.

14. Open to suggestions for solutions from everyone.

15. Sees obstacles not as enemies, but as motivating forces.

It can sometimes be very difficult to collect all of these leadership qualities in one person. However, it can be said that the more of these characteristics a leader has, the more successful he will be (Tekin, 2008:12).

Just as many definitions can be made about the leader and leadership, it is possible to make many classifications about leadership styles. To put it simply, leadership styles can be handled as follows (Genç, 2005: 27):

1. Autocratic Leadership Style: Although people think that this style is outdated and should not be used anymore, it can be a style that should be applied from time to time. In this leadership style, the leader makes decisions without consulting his employees and without involving them in the decision-making process. Even though this leadership style is effective in the short term, it does not give positive results

in terms of motivation and organizational commitment of employees in the long term. In this type of leadership, constant obedience is expected from subordinates.

2. Democratic Leadership Style: In this style of leadership, leaders can delegate their authority to their employees and try to involve them in decision processes. Since the employees are involved in the decision processes, they act more willingly to implement the decisions taken and thus to reach the goals of the organization.

3. Laissez Faire Leadership Style: It is a French term. In this leadership style, it is possible for employees to move freely. Employees' opinions and wishes are valued and they are asked and encouraged to participate in management and decision processes. In short, it is a leadership style that emphasizes that employees should be given the initiative in managerial and organizational activities.

Just as it is very difficult to make a precise definition of the leader and leadership, it is also difficult to define the best leadership style exhibited by the leaders in order for organizations to be successful. Because the period in which we live and the conditions are constantly changing, the leadership style exhibited by the leader can also change. But in general, we can classify leadership styles under 5 headings as follows: (Çelik & Sünbül, 2008)

1. Autocratic Leadership: Although many people think that this leadership style is outdated and should not be used, it may have to be used for a while or continuously in certain units or all of an organization. In this leadership, the decisions are taken by the leader and the subordinates are expected to obey the decisions (Bittel & Newstrom, 1990: 272).

2. Participatory or Democratic Leader: In this leadership style, subordinates are provided to participate in the decisions taken by presenting their ideas. It is thought that the employees who participate in the decisions taken will work much more willingly while performing the activities. Leaders here care about both the employees and the business. We can say that this leadership has the feature of being consultative (Schermerhon, 1984,:316).

3. Charismatic Leadership: It can be explained as the ability to motivate employees to achieve the desired goal (Daft (1995:390).

This type of leadership emerges especially in crisis environments and this type of leader is seen as a savior. Such leaders are generally people with high self-confidence and courage (Çelik & Sünbül, 2008).

4. Transformational Leadership: As a result of leaders motivating group members, enabling them to reveal their talents and ensuring their self-confidence, employees establish a link and synthesis between their own goals and organizational goals (Bryan, 2002:22).

Transformational leaders must have both charisma and good behavior to be successful. Transformational leaders have the ability to change the organization, its environment and the participants, and have low internal work determination and desire (Tekin, 2008: 23).

5. Servant Leadership: It is defined as a person with an unusual power and resource who can put himself in other people's shoes, listen to them, understand and support them emotionally. In fact, it is a new model that was expressed centuries ago by our Prophet (pbuh) with the phrase "Leaders (Sayyids) are the Servants of their Clans" and is tried to be brought to life and adopted by hundreds of thousands of

administrators, company executives and people at the head of local governments in western societies today.

With the rapid change in recent years, leaders and managers in organizations have very important duties in order to catch the change in every field. listed above It is seen that different leadership styles have emerged from the leadership styles. Because change in every field causes changes in human and social structure. Therefore, leaders and managers who need to influence and follow the members of the organization should not only adopt the leadership style that they apply or currently accepted in order to be successful in the long run, they should be aware that the best leadership style should constantly change from situation to situation from time to time. For example, leaders should apply the leadership style such as servant leadership, which has become more accepted in recent years, when appropriate.

2.2. Differences Between the Behaviors of Female and Male Managers

Men and women may differ from each other in their feelings, thoughts and behaviors in daily life. In this section, it has been tried to explain whether there are differences between the behaviors of male and female managers, and if there is, what causes this difference after the researches examined.

2.3. Differences Between Men and Women in terms of Leadership Potential

In order to evaluate the differences between female and male leaders in terms of their potential, it is possible to consider them under four headings.

1. Leadership Motivation: There are differences between men and women in terms of leadership motivation. The motivation of women is low because there are differences between the society's perspective on women and their perspective on men, and this perspective is negative for women (Uzun, 2005).

   It is possible to say that women's self-confidence decreases with the socialization process. According to Maccoby and Jacklin (1974), for these reasons, women have less self-confidence than men, especially in subjects such as getting good grades in the exam and producing quick solutions in emergencies.

2. Intelligence: As a result of many researches, it is understood that the IQ levels of men and women are similar to each other. There are some minor differences after very common tests. For example, men are better at spatial issues and women are better at verbal and reading issues (McCarthy, 2005). In terms of finding directions for men; It can be said that women are better than men, especially in memory.

3. Adapting to Change: It can be said that men adapt to change more easily than women. Because researches show that women are more closed to change and more conservative than men in this regard. However, this difference cannot be said to be very large (Bass, 1981, p.496-497).

4. Personality: It can be said that women are more passive, less self-confident and less open to change than men (Hennig & Jardim, 1977).

In addition, studies reveal that women in managerial positions have a different personality than other women. Accordingly, women in managerial positions are more self-confident and more rational than other women.

In addition, it is seen that working women are more self-confident than housewives (Uzun, 2005).

2.4. Differences Between Men and Women in Terms of Leadership Behavior

Above, it has been tried to explain whether there is a difference between male and female managers in terms of leadership potential. And there seem to be slight differences between men and women in terms of leadership potential. Under this title, it will be tried to explain whether there is a difference between men and women in terms of leadership behavior.

When the literature is examined on this subject, it is seen that there are many studies. We can briefly summarize these studies as follows.

When there is a problem among subordinates, female managers seem to be insufficient in solving this problem (Heinan, McGlauchin, Legeros, and Freeman, 1975). Because men can be more relaxed and more sociable by nature. Women, on the other hand, are more passive by nature, so they can be more unsuccessful in critical events.

The society's point of view is that men are better managers than women. It is thought that when there is a female manager in an enterprise, she will not be successful compared to male managers.

By analyzing 171 studies on gender differences in leadership behaviors, differences between male and female leadership behaviors were obtained. While these differences give importance to human relations within the organization, women prefer a more democratic and participatory leadership style; men prefer a more autocratic leadership style (Eagly, Johnson, 1990:233). This situation can be explained by the fact that women have a softer and more naive nature by nature.

A similar study was carried out by Statham (1987: 425), and after this study, it is revealed that men exhibit behaviors towards independence while women invest in people and work directly towards the task.

In addition, with the examination of 86 studies, it is seen that there is not a very serious difference between men and women in terms of being successful in general in terms of leadership in the business. It is understood that only women are not very successful in roles that are considered to be men's jobs, but they are more successful in jobs that are described as more feminine (Eagly, Karau, & Makhijani, 1995). This situation is closely related to the point of view of the society. Because the general view of the society as a man's job actually decreases women's self-confidence, so indifference towards work begins and the probability of being successful decreases.

In these studies conducted abroad, it is seen that the difference between the leadership behaviors of male and female managers is that women adopt more participatory and democratic leadership style, while men adopt more autocratic management style. Since female managers are more docile, flexible and give importance to people than male managers, they consult their subordinates more and ensure their participation in decisions. After these studies, it is understood that these behaviors are less in male administrators compared to female administrators and that they are more fond of their independence.

When we look at the situation in Turkey, it is understood from the studies carried out towards the present day that there is not much difference in the leadership behaviors of men and women in management. For example, one of the findings obtained in the research conducted by Alev Ergenç Katrinli & Ömür Timurcanday Özmen is that the success and performance factors of managers do not differ according to their gender (Mülkiyeliler Vakfı, 1983: 57-58).

Examining how women working in the public sector are evaluated by the management, Oya Çiftçi has obtained findings such as male employees are considered superior to women in commitment to duty, reliability, hard work, punctuality and continuity, and women are thought to be more docile (Uzun, 2005).

There is no significant gender-based difference in leadership behaviors displayed at the branch manager level in the banking sector in 2003 in Turkey (Uzun, 2005). It is understood that gender does not make a difference in leadership behavior in the banking sector. Being a woman or a man is in the background, since whoever really works in banking, which is a service sector, is evaluated in the same way. What matters is how the person does his job.

When a general evaluation is made for both abroad and Türkiye; Most of the managers do not see any difference between male and female managers in terms of leadership skills. According to most of the managers who found a difference between male and female managers in terms of leadership skills; While female managers were evaluated as superior to male managers in terms of human skills, male managers were evaluated higher in terms of skills related to work and general performance.

2.5. Differences Between Leadership Behaviors of Female and Male Managers in the Tourism Sector

The tourism sector is one of the sectors that changes and develops day by day. There are many types of businesses in this sector. Tourism enterprises are classified into 6 groups as transportation, accommodation, food and beverage, travel, recreation and other (fair organizers, material producers, etc.) enterprises (Kozak et al., 2013: 47). The tourism sector is also an important sector that meets the rest, eating and drinking, traveling and other needs of people in cooperation with different sectors and business lines. In this sector, it is seen that labor is intense and the human factor is at the forefront. In the tourism sector, where there is intense competition, the leadership styles applied by the managers are important in order for the enterprises to reach their goals and objectives. As a matter of fact, Batman (2008: 83) emphasized that managers have functions of forming ideas, planning, organizing, motivating, communicating, controlling, leading and guiding in the sector and that these functions are absolutely necessary for the continuation of the business. All businesses in the tourism sector have organizational structures, just like other businesses. In these organizational structures, the presence and effectiveness of the leader and giving importance to human resources are of great importance as much as the need for a manager in order for businesses to gain competitive advantage (Argon, 2004; Avcı & Topaloğlu, 2009:2).

Tourism businesses generally produce services, the tourism product has an intangible feature, customer satisfaction is absolutely necessary for business success (Ma and Qu, 2011), and features such as serving people to people distinguish tourism businesses from other businesses (Gümüş, Korkutata & Öktaş, 2015).

The unique structures of tourism enterprises depending on service production distinguish these enterprises from other enterprises. In tourism businesses, where customer satisfaction plays a fundamental role in organizational success, it is only possible to provide quality service, which is expressed as the perception of employee performance by the customer (Ma & Qu, 2011). Since services in the tourism sector are not tangible objects like physical products, but performances performed in front of customers, many studies have focused on the skills and requirements of leaders in the hospitality sector. For example, effective communication between managers and employees is one of the most critical features in this sector (Brownell, 2008:137). Leadership Studies in the Tourism Sector As the tourism sector is a multifaceted and complex, rapidly changing event, it is expected that the managers in the sector will have different abilities

and qualifications (Kozak 1999). In this part of the study, in relation to our subject, several studies and their findings are included in the literature on the orientations of leadership behaviors. In the study of Avcı, Nurgül (2015), a questionnaire was applied to a total of 100 managers from hotel businesses serving in Diyarbakır, including the scale developed by Luthans (1992). According to the results of the study, it was seen that the employees in the hotel businesses generally give more importance to the task-oriented leadership type than the human-oriented leadership dimension. According to the analyzes made; It was seen that the differences between the leadership dimension scores were not statistically significant according to gender, previous tourism education and leadership education status. In another study conducted by Sandıkçı and Friends (2015), the relationships between transformational leadership behaviors and organizational health in thermal accommodation enterprises operating in Afyonkarahisar province were examined. As a result of the research, it was determined that there is a statistically significant relationship between transformational leadership behaviors and organizational health in general and in all sub-dimensions of the two variables.

In the leadership study conducted by Tuna Yeşiltaş (2013), it was investigated whether ethical leadership in hotel businesses is perceived differently by employees within the framework of demographic characteristics. As a result of the analysis, a significant difference was determined between the ownership structure of the enterprise, the age variable and the length of service in the workplace and ethical leadership. Baytok Ergen (2013) conducted a study to determine the effects of servant leadership behaviors of managers in hotel businesses on organizational citizenship behavior. Within the scope of the research, data were obtained from a total of 513 employees in Istanbul and Afyonkarahisar by survey method. As a result of the analysis of the data, it was determined that there is a moderate positive relationship between servant leadership and organizational citizenship behavior. In addition, while it was determined that the servant leadership perceptions of the participants were significantly different according to their education levels, it was determined that there was no significant difference in their views on other individual characteristics. Another study is that of Nimetullah (2011). In this study, which aims to determine the leadership orientations of chain hotel managers operating in the same chain operating in Istanbul and Almaty, 8 hotels affiliated with the same chain operating in both cities were selected and the general manager, assistant general manager and department managers working in these hotels were included in the research. Apart from this, there is an increase in leadership orientation with education; It has been observed that leadership orientation towards people increases with age. In the study of Seher (2010); The relationship or the existence of relationships between the influence methods used by the managers and their leadership styles were questioned. It was questioned whether there was a relationship between the demographic characteristics of the managers participating in the research (gender, age, economic status, education level, working year in the institution) and their leadership styles and influencing tactics. According to the findings obtained as a result of the analysis; Relationships were found between the leadership styles of managers and the behaviors they use to guide their subordinates. Again, it was found that the behavior of the leaders differed according to the demographic characteristics of the administrators such as age, gender, marital status, education level, working time and income level. A similar study was carried out by Kanıgür (2009). In this study, it was applied to the employees in four and five star hotels operating in the province of Ankara during the study period. According to the results of this study, which investigates the relationship and task-oriented leadership perceptions of employees and their effects on their performance; the relationship and task-oriented leadership perceptions of employees differ according to gender, education level and emotions; employees have higher perceptions of relationship-

oriented leadership; It was concluded that the relationship-oriented leadership style affects both task and contextual performance at a higher rate. Another study on hotel management managers belongs to Akbaba and Erenler (2008). The study was applied to the general managers of five-star hotel businesses throughout Turkey. As a result of this study, which investigated the relationship between leadership orientations and job performance, they found that there was no significant relationship between performance and leadership orientation. In his study, Taşkıran (2006) investigated the leadership orientations of people working as senior managers in hotel businesses in the dimensions of "people-oriented" and "task-oriented". The results of the study showed that hotel managers' leadership orientation towards task is higher than leadership orientation towards people. Çetin & Taner (2005) tried to examine what kind of behaviors the managers have in directing their employees in terms of leadership and which leadership style they tend to be more, and what methods they use in influencing and persuading their subordinates based on the behavior of the managers. The findings of Kozak's (1997) study on executive level employees in 63 food and beverage businesses showed that male and female managers working as senior managers exhibit an authoritarian attitude. He analyzed the managerial behaviors of female managers working in accommodation establishments in two dimensions as "people-oriented" and "task-oriented". The results of the research revealed that female managers attach equal importance to being human and task oriented. In a study conducted using Fiedler's leadership model in the American Hotel and Restaurant industry, it was revealed that the business-oriented leadership style is the most effective leadership style (Mullins, 1998:423). However, in another study conducted by Keegan, the opposite situation emerged, and it was concluded that the people-oriented leadership style was successful instead of the business-oriented leadership style (Mullins, 1998:423).

It is seen that the level of task orientation of female managers is higher than that of male managers. In other words, female managers have a higher average than men in fulfilling their duties and responsibilities.

It may result that women managers are more effective than men in the managerial processes and operations of the enterprise. In other words, female managers are more effective than male managers in terms of job orientation. In Karakaş's (2010) study of the analysis of the differences between the leadership behaviors of male and female managers: An application in the health sector, it was determined that the leadership behaviors of male and female administrators differed, and the leadership behaviors of male administrators were more positive than the leadership behaviors of female administrators (Erol & Koç, 2017).

3.Conclusion

The aim of our study is to determine whether there is a difference in the leadership behaviors of male and female managers and to reveal the source of this difference in case of difference. For this reason, the study was carried out by making a wide literature review on the subject. In the first part of our study, the concept of leadership and leadership theories are included. In this section, the definition of leader and leadership has been made and the differences between the leader and the manager have been tried to be determined. In addition, leadership theories from past to present have been tried to be explained. In the second part of our study, the place and importance of women in working life and the obstacles that women face in working life are tried to be explained. And finally, in the third part of our study, the differences between the leadership behavior of male and female managers, which are the main subject of our study, were tried to be explained. After the study, there are studies that show that there is a difference between the leadership behaviors of male and female managers both abroad and in Turkey, and there are also studies that do not find a difference.

However, when a general evaluation is made on the subject both abroad and in Turkey, while female managers adopt the democratic and participatory leadership style; It can be said that male managers adopt the autocratic management style. While men and women are two entities that differ from each other in structure, it can be said after the studies examined that there are no great differences between leadership behaviors at the point of management.

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