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EMOTIONAL INTELLIGENCE OF FEMALE AND MALE MANAGERS IN PRIVATE AND STATE ENTERPRISES

Abstract:

The following article presented issues related to how differently female and male managers are perceived. The Author emphasised the role of emotional intelligence which, to a large extent, determines one's ability to effectively manage a company. She presented differences between management styles and characteristic traits of both sexes, as stipulated by Polish and foreign researchers.

The research methodics as to perceiving male and female managers through the prism of competence in the field of emotional intelligence were presented. The article presented findings of surveys carried out over 2013-2016 and covering 228 respondents within the scope of 33 competencies out of 11 competence groups related to emotional intelligence. The author stipulated those competencies that were shared by male and female managers, as well as those areas where particular groups were perceived in a more favourable way, with a consideration given to the legal form of the researched enterprises.

Keywords:

manager, gender, competences, emotional intelligence

JEL Classification: M12, M19

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 dealing with requirements managers face in modern enterprises. Constant feeling of uncertainty and increasing requirements that managers face forces them to present high stress management skills, persistence in 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 modern environment.

Management literature often argues that men and women present different managing styles. J. B. Rosener (Rosener, 2003, pp.349-352) states that there 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 co-operation and communication with others. According to her, men, on the other hand, prefer order and control system, which means they manage by passing down orders from top, performing authoritarian management.

H. Fisher (Fisher, 2003, pp. 21-23) has 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, opposed by 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 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 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 women than men managers have the sense of internal control in 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 emotional intelligence that is required today: sensitivity, emotionality, empathy [...] their intuition, holistic perception of situation, and as such, more accurate decision making ability are

more developed" (Majewska – Opielka, 2012, p. 242). Thanks to those characteristics, women are better at motivating workers.

Are female managers perceived better than their male counterparts? Does a company's legal form affect the differences in perception of both sexes, as far as emotional intelligence competencies are concerned?

The article presented issues related to the perception of male and female managers, as stipulated by Polish and foreign researchers. It also contained the author's own research as to the perception of women and men through the prism of emotional intelligence, with a consideration given to legal forms of surveyed companies.

1. Role of emotional intelligence of managers

It is open secret that neither school grades nor intelligence quotient, SAT results don't allow to predict who is going to be successful in life. Best case scenario intelligence quotation determines 20 % of factors deciding on success, which means that 80 % depends on other variables (Goleman, 1997, p. 35). Factors independent of intelligence quotation, such as social class background, and sheer luck, play a major role in determining individual's position within society (Gardner, 1995).

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

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

- the ability to analyse state of affairs,
- ability of generalization, 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.

Notion of "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):

- interpersonal 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 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 emotional states of oneself and others, as well as the ability to use own emotions and deal with emotional states of others (Mikołajewska, Mikołajewski, 2013, p. 3).

Emotional intelligence includes the ability to control and regulate one's mood, which allows dealing with various situations. The ability to understand emotions and skilful use of those 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 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 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 remaining cases constant self-improvement and diligence, as well as 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 show women have an advantage: they score higher than men in almost every aspect of emotional intelligence, i.e. (Pinker, 2005, p. 489):

- they show higher degree of empathy (recognition and reading other's emotions);
- it is easier for them to recognize and name 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 success.

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

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

2. Differences in perceiving men and women in managerial positions

It is common believe 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 opened 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 differences in men and women management styles with differentiated positions within the enterprise, ie. cultural factor, not natural predispositions of any one sex. She claims that if to compare status and power held by men and women (it is not being compared, as men still have power and status in both society and work environment), both sexes would behave similar 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). The latter results in lack of motivation for work among reports and has negative impact on enterprise atmosphere, so enterprises move from such management and start appreciating soft methods personified by women (Świeboda – Toborek, 2000) .

Considering different modus operandi of men and women, a question if man or woman can guarantee better enterprise management results arises.

Research conducted by "Diners Club" under the Talent Club program shows that although most people see differences in men and women management, 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%) sex does not have noticeable impact on manager's efficiency and according to more than half (58%) – on their professional achievements.

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

G. N. Powell (Powell, 2002, p. 362) claims that there are no differences in management styles of men and women. He claims that men and women represent similar managerial potential, high motivation to pursue leadership. Although he acknowledges, that women are more often focused on self-development and interesting challenges and men are focused on work environment, its prestige, possibilities of exerting influence and 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).

Research presented by the author (Dźwigoł – Barosz, 2015, pp. 117-130) on one hand create an image of a woman unburdened with motherhood, family affairs and pregnancy itself. On the other hand it proves 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 edgy 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 opinion that business is still a man-created world for men, in the end they still choose men ¹ as their superiors.

3. Research methodics as to perception of male and female managers in private and state-owned enterprises in Poland

The time range of business surveys covers the years 2013-2016. 228 randomly selected respondents were selected for the study.

Respondents representing private enterprises were 58%, and state-owned companies accounted for 42%. 17% of the mining industry predominated here, and the share of the remaining was at a similar level, and so: 15% - food and electrotechnical industry, machinery, construction and education - 11%, legal and banking services - 10%. Respondents represent enterprises diversified in terms of employment. In enterprises employing up to 50 people, 34% of respondents work, similarly in enterprises employing from 201 to 500 employees (31%). The share of managers in enterprises employing over 200 people and 51-200 employees is 23% and 12%, respectively. [results of own research]

The surveyed enterprises included those with a production, service and mixed profile. The largest number of surveyed entities comes from the high-tech industry (27%) and the automotive industry (23%). Their detailed distribution is presented in Table 1.

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

FEATURE	PERCENTAGE OF RESPONDENTS	
LEGAL FORM	Private enterprise	58 %
	State enterprise	42 %
NUMBER OF HIRED EMPLOYEES	1 – 50	34 %
	51 - 200	12 %
	201 – 500	31 %
	over 500	23 %
INDUSTRY	Mining	17 %
	Groceries	15 %
	Electrotechnics	15 %
	Machinery	11 %
	Education	11 %
	Constructions	11 %
	Legal services	10 %
	Banking	10 %

Table 1 Characteristics of examined enterprises

Source: Own elaboration.

The sample has the highest share of 53% female respondents between 36 and 50 years of age, and 36% in the 26 - 35 period. Respondents with higher and secondary education accounted for 43% and 42% respectively, with a technical profile of 33%, an economic one and another 32%, and a legal one - 3%. White collar workers accounted for 60% of respondents, manual workers 24%, and employees in managerial positions 17%. About 23% of the respondents, ie 53 respondents, stated in the survey that they have a work experience of over 26 years, 20% - up to 5 years. Respondents with seniority in the range of 6-10 years, 11-15 years and 16-25 years were in each case 19% of respondents. [results of own research]

Collecting information leading to a comparison of the perception of women and men in managerial positions was possible thanks to surveys among respondents. One of the methods of obtaining information was questionnaire surveys, preferring the questionnaire. It was recognized that it is the best way to obtain reliable data in order to solve the stated research problem, its systematization and the substantive, uniform evaluation. It is worth recalling that literature prefers that in the social sciences, in sociological studies, when opinions and attitudes are analyzed, prefer a questionnaire for self-fulfillment (Babbie, 2003, Chodubski, 2008). This also applies to the examination of managers' competences (Bartkowiak, 2002, Kunert, 1996, Walkowiak, 2004). Therefore, the survey methodology was developed in accordance with the principles of using this tool (Babbie, 2009, Bieniok, 1999). The questionnaire contained questions in a closed form due to the ambiguity of the examined issue, in order to limit the number of possible answers. The very design of the research tool included the questions cafeteria (Bieniok, 1999, Spunt, Rassin, Epstein, 2009) in which respondents present different variants of ready-made answers, without the possibility of any other choice other than those given. Its main goal was to compare

the perception of male and female managers in the scope of 33 competences from 11 competence groups in the area of emotional intelligence².

It was proposed that the method of assessment of individual competences should be formulated based on a five-grade scale, and its variants were as follows:

- 1- your level of competence is very low,
- 2- your level of competence is low,
- 3- your level of competence is medium,
- 4- your level of competence is high,
- 5- the level of competency held is very high.

The respondent is to choose the option that best suits his or her feelings.

The substantive and methodical development of this table is presented in Table 2.

	SELF-AWARENESS	WOMAN Points 1 -5	MAN Points 1 -5
1	ability to recognize own emotional states		
2	knowledge of own feelings, values, preferences		
3	self-esteem		
	SELF-ASSESSMENT	WOMAN Points 1 -5	MAN Points 1 -5
1	belief in own strength		
2	awareness of one's capabilities, skills		
3	awareness of one's limitations		
	SELF-CONTROL	WOMAN Points 1 -5	MAN Points 1 -5
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		
	EMPATHY	WOMAN Points 1 -5	MAN Points 1 -5
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		
	ASSERTIVENESS	WOMAN Points 1 -5	MAN Points 1 -5
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 criticized, evaluated		

² The selection and division of competences was made on the basis of: Goleman D., *Inteligencja emocjonalna*, Media Rodzina of Poznań, Poznań 1997; Bańka A., *Przedsiębiorczość w okresie adolescencji i wczesnej dorosłości. O formowaniu się tożsamości nowego typu*. [w:] Ratajczak Z. (red.), *Przedsiębiorczość. Źródła i uwarunkowania psychologiczne*, Difin Warszawa 2012, p. 47 and n.

	PERSUASION	WOMAN Points 1 -5	MAN Points 1 -5
1	ability to reason		
2	effective communication		
3	ability to alleviate conflicts		
	LEADERSHIP	WOMAN Points 1 -5	MAN Points 1 -5
1	ability to create a vision and motivate others to achieve it		
2	ability to win over allies		
3	charisma		
	CO-OPERATION	WOMAN Points 1 -5	MAN Points 1 -5
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		
	MOTIVATION	WOMAN Points 1 -5	MAN Points 1 -5
1	own commitment		
2	drive for achievements		
3	optimism		
	ADAPTIVE SKILLS	WOMAN Points 1 -5	MAN Points 1 -5
1	ability to change		
2	ability to act and make decisions		
3	ability to act and make decisions under stress		
	CONSCIENTIOUSNESS	WOMAN Points 1 -5	MAN Points 1 -5
1	ability to take responsibility for tasks and perform those tasks		
2	ability to take pleasure in duties		
3	consistency in actions		

Table 2 Emotional intelligence competences

Source: Own elaboration based on Goleman, D. (1996), *Emotional Intelligence: Why It Can Matter More Than IQ*, Bantam Books, New York.

Before analyzing the received questionnaires, you read the literature on the subject, the results of similar - partial studies of Polish and foreign authors. This was done with methodological premises to eliminate the methodical inconsistency and ambiguity in the approach to professional career pursued by women in managerial positions.

Considering the different way of management by women and men, the question arises as to how they are perceived in leadership positions through the prism of competence in the field of emotional intelligence, significant from the point of view of managing a modern enterprise?

Therefore, a thorough analysis of the research results based on the opinions of 228 respondents was carried out in order to capture differences in the perception of women and men in managerial positions. It was also checked if the arithmetic means in both groups differ significantly statistically. In all tests, the significance level of alpha = 0.05 was assumed. The set of answers was divided into two groups according to the questionnaire:

group 1 are answers for women,

group 2 are men's answers,

Marked: v1, v2, ..., V33 as survey questions.

In the tests, statistical hypotheses were adopted, which meant: Ho: distributions for both groups are equal (means in group 1 and 2 are statistically equal) and H1: distributions for groups are not equal (the mean in group 1. is not equal to the mean in the group 2).

It was also assumed that if alpha (significance level) < asymptotic significance; that is, if the asymptotic significance > 0.05 is not justified by rejecting the Ho hypothesis, it can be assumed that the means in both groups are the same (ie there is no difference in the assessment of women and men in response to the question). All tests were carried out using the Mann-Whitney U test (Jesielska, Kleka, 2008).

4. Results of research - the analysis

The Table no. 3 shows the breakdown of research findings as to legal forms of companies whereas the summary of findings is presented in the Table no.4.

Question/ competency	Private enterprises							State enterprises						
	group 1 -female assessment		group 2 -male assessment		Difference	Significance	DESCRIPTION	grup 1 - female assessment		group 2 -male assessment		Difference	Significance	DESCRIPTION
	Average	Dominant	Average	Dominant				Average	Dominant	Average	Dominant			
v1	4.02	4.00	3.88	4.00	0.144	0.483	no difference in opinion	3.75	4.00	3.92	4.00	-0.167	0.098	no difference in opinion
v2	4.00	4.00	4.18	4.00	-0.182	0.129	no difference in opinion	3.85	4.00	4.05	4.00	-0.198	0.105	no difference in opinion
v3	3.66	4.00	3.48	3.00	0.172	0.085	no difference in opinion	3.99	4.00	3.56	4.00	0.427	0.002	women rated higher than men
v4	3.96	4.00	3.73	4.00	0.235	0.009	women rated higher than men	4.02	4.00	3.95	4.00	0.073	0.367	no difference in opinion
v5	3.71	4.00	3.44	4.00	0.273	0.005	women rated higher than men	3.84	4.00	3.53	4.00	0.313	0.009	women rated higher than men
v6	3.48	4.00	3.88	4.00	-0.394	0.003	men rated higher than women	3.44	4.00	3.76	4.00	-0.323	0.015	men rated higher than women
v7	3.99	4.00	3.67	4.00	0.326	0.012	women rated higher than men	3.83	4.00	3.66	4.00	0.177	0.161	no difference in opinion
v8	4.09	4.00	3.64	3.00	0.455	0.000	women rated higher than men	3.96	4.00	3.72	4.00	0.240	0.104	no difference in opinion
v9	3.80	4.00	3.92	4.00	-0.121	0.392	no difference in opinion	3.84	4.00	3.91	4.00	-0.063	0.649	no difference in opinion
v10	3.67	4.00	3.98	4.00	-0.311	0.001	men rated higher than women	3.50	4.00	4.06	4.00	-0.563	0.000	men rated higher than women
v11	3.43	4.00	3.89	4.00	-0.455	0.000	men rated higher than women	3.29	3.00	3.91	4.00	-0.615	0.000	men rated higher than women
v12	3.58	4.00	3.59	4.00	-0.008	0.708	no difference in opinion	3.44	3.00	3.70	4.00	-0.260	0.033	men rated higher than women
v13	4.10	4.00	3.64	4.00	0.462	0.000	women rated higher than men	3.93	4.00	3.68	4.00	0.250	0.022	women rated higher than men
v14	3.91	4.00	3.47	4.00	0.439	0.000	women rated higher than men	3.70	4.00	3.30	3.00	0.396	0.006	women rated higher than men
v15	2.99	3.00	3.48	4.00	-0.485	0.000	men rated higher than women	3.16	4.00	3.40	3.00	-0.240	0.187	no difference in opinion
v16	3.50	4.00	3.86	4.00	-0.364	0.004	men rated higher than women	3.76	4.00	3.96	4.00	-0.198	0.159	no difference in opinion
v17	3.25	4.00	4.02	4.00	-0.773	0.000	men rated higher than women	3.45	4.00	4.19	4.00	-0.740	0.000	men rated higher than women
v18	3.64	4.00	3.89	4.00	-0.250	0.019	men rated higher than women	3.50	3a	3.97	4.00	-0.469	0.000	men rated higher than women
v19	4.05	4.00	3.81	4.00	0.235	0.021	women rated higher than men	4.20	4.00	3.73	4.00	0.469	0.000	women rated higher than men
v20	4.20	4.00	4.06	4.00	0.136	0.122	no difference in opinion	4.05	4.00	3.91	4.00	0.146	0.178	no difference in opinion
v21	4.14	4.00	3.59	4.00	0.545	0.000	women rated higher than men	4.11	4.00	3.53	4.00	0.583	0.000	women rated higher than men
v22	3.90	4.00	4.11	4.00	-0.212	0.022	men rated higher than women	3.88	4.00	4.16	4.00	-0.281	0.034	men rated higher than women
v23	3.54	4.00	4.14	4.00	-0.598	0.000	men rated higher than women	3.42	4.00	4.21	5.00	-0.792	0.000	men rated higher than women
v24	3.17	4.00	3.95	4.00	-0.773	0.000	men rated higher than women	3.17	4.00	4.04	4.00	-0.875	0.000	men rated higher than women
v25	4.34	5.00	4.44	4.00	-0.098	0.561	no difference in opinion	4.38	5.00	4.53	5.00	-0.156	0.188	no difference in opinion
v26	4.48	5.00	4.41	5.00	0.068	0.476	no difference in opinion	4.48	5.00	4.49	5.00	-0.010	0.936	no difference in opinion
v27	3.98	4.00	4.12	4.00	-0.144	0.199	no difference in opinion	4.14	4.00	4.19	4.00	-0.052	0.727	no difference in opinion
v28	3.92	4.00	3.55	3.00	0.371	0.000	women rated higher than men	3.93	4.00	3.68	3.00	0.250	0.039	women rated higher than men
v29	4.16	4.00	3.88	4.00	0.280	0.001	women rated higher than men	4.34	4.00	3.83	4.00	0.510	0.000	women rated higher than men
v30	3.90	4.00	3.31	3.00	0.591	0.000	women rated higher than men	3.83	4.00	3.48	4.00	0.354	0.002	women rated higher than men
v31	3.92	4.00	4.00	5.00	-0.076	0.258	no difference in opinion	3.85	4.00	4.05	5.00	-0.198	0.023	men rated higher than women
v32	4.05	4.00	4.18	5.00	-0.136	0.022	men rated higher than women	3.95	4.00	4.39	4.00	-0.438	0.000	men rated higher than women
v33	4.17	4.00	4.15	4.00	0.023	0.908	no difference in opinion	4.10	4.00	4.14	4.00	-0.031	0.528	no difference in opinion

Table 3 Breakdown of research findings as to legal forms of enterprises

Source: Self study.

COMPETENCY GROUP	Question/competency	Legal form	
		Private enterprises	State enterprises
SELF-AWARENESS	v1	statistical difference irrelevant	statistical difference irrelevant
	v2	statistical difference irrelevant	statistical difference irrelevant
	v3	statistical difference irrelevant	women rated higher than men
SELF-ASSESSMENT	v4	women rated higher than men	statistical difference irrelevant
	v5	women rated higher than men	women rated higher than men
	v6	men rated higher than women	men rated higher than women
SELF-CONTROL	v7	women rated higher than men	statistical difference irrelevant
	v8	women rated higher than men	statistical difference irrelevant
	v9	statistical difference irrelevant	statistical difference irrelevant
EMPATHY	v10	men rated higher than women	men rated higher than women
	v11	men rated higher than women	men rated higher than women
	v12	statistical difference irrelevant	men rated higher than women
ASSERTIVENESS	v13	women rated higher than men	women rated higher than men
	v14	women rated higher than men	women rated higher than men
	v15	men rated higher than women	statistical difference irrelevant
PERSUASION	v16	men rated higher than women	statistical difference irrelevant
	v17	men rated higher than women	men rated higher than women
	v18	men rated higher than women	men rated higher than women
LEADERSHIP	v19	women rated higher than men	women rated higher than men
	v20	statistical difference irrelevant	statistical difference irrelevant
	v21	women rated higher than men	women rated higher than men
CO-OPERATION	v22	men rated higher than women	men rated higher than women
	v23	men rated higher than women	men rated higher than women
	v24	men rated higher than women	men rated higher than women
MOTIVATION	v25	statistical difference irrelevant	statistical difference irrelevant
	v26	statistical difference irrelevant	statistical difference irrelevant
	v27	statistical difference irrelevant	statistical difference irrelevant
ADAPTIVE SKILLS	v28	women rated higher than men	women rated higher than men
	v29	women rated higher than men ni	women rated higher than men
	v30	women rated higher than men	women rated higher than men
CONSCIENTIOUSNESS	v31	statistical difference irrelevant	men rated higher than women
	v32	men rated higher than women	men rated higher than women
	v33	statistical difference irrelevant	statistical difference irrelevant

Table 4 Summary of research findings as to legal forms of enterprises

Source: Self study.

The research findings presented herein, related to the perception of men and women through the prism of competence in the field of emotional intelligence in private enterprises, have shaped an image of self-conscious and motivated managers, regardless of their sexes. The managers also feature the following traits:

— ability to regulate one's own emotions in accordance with oneself, one's own norms, principles and values,

- pro-active approach, focused on helping and assisting other people,
- ability to win followers,
- ability to hold oneself accountable for tasks and their performance,
- consistency of actions.

On the other hand, in state-owned enterprises respondents stated that there was no difference in evaluating female and male managers as to their self-regulation, motivation, and particular competencies such as:

- ability to recognise one's own emotional states,
- knowledge of one's own feelings, values, preferences,
- self-confidence,
- ability to accept critical opinions and evaluations,
- ability to reason,
- ability to win followers,
- consistency of actions.

Research results in which particular groups obtained better results seem to be relatively surprising.

In private enterprises, the respondents claim that women are better at adaptation skills and charisma, self-confidence and self-awareness of their abilities and skills. Women have a greater ability than men to regulate their emotions, cope with stress and express their opinions, critical views, needs and wishes. Furthermore, the respondents in private companies claimed that women have a greater ability to say 'no' without being too submissive or too harsh on other people, combined with their ability to create visions and motivate the staff to put the visions into practice.

On the other hand, men take precedence in the area of persuasion, co-operation and self-awareness of their limitations, as well as feelings, needs and values of other people. The respondents in private companies claimed that men are more sensitive than women to the feelings of other people, combined with a greater ability to accept criticism, evaluations, as well as an ability to reap satisfactions from their duties.

In state enterprises, the respondents perceive female and male managers as equal as to self-regulation and motivation. They also evaluate equally female and male managers as to particular competencies such as:

- ability to recognise one's own emotional states,
- knowledge of one's own feelings, values, preferences,
- self-confidence,
- ability to accept critical opinions and evaluations,
- ability to reason,
- ability to win followers,

— consistency of actions.

The respondents from state-owned enterprises claim that women show better adaptation skills. Furthermore, they feature self-esteem, charisma and self-awareness of their abilities and skills. Women are also believed to have a greater ability to express their opinions, critical views, needs and wishes, to say 'no' without being too submissive or too harsh on other people, completed with their ability to create visions and motivate the staff to put the visions into practice.

On the other hand, male managers take precedence in the area of empathy and cooperation. They are more aware than women of their limitations, more capable of mitigating conflicts, more willing to accept responsibility for tasks and their performance. Men are better communicators, able to reap satisfactions from their duties.

Summary

Business imposes specific code on conduct on managers - regardless of their sex. Business environment is often 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, tactics based on rational reasoning, that according to research (Deloitte Raport, 2012, p. 20) are more associated with women?

Informatization and globalization force managers to take into consideration a larger number of factors and holistic thinking, according to H. Fisher (Fisher, 2003, pp. 21-23) 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) — 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 modern business environment. New business environment prefers women as they pay less attention to hierarchy than men, are better at sustaining relations and they 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.

2000 research on Polish female managers ³ shown that, firstly, women do not have worse predisposition to managing than men, and secondly, clearly showed that women have tendencies for democratic, i.e. participatory and partnership-based management. Such management develops 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 study has confirmed the ambiguous character of perception of male and female managers, as opposed to cited findings of other researchers.

The findings obtained by the Author do not explicitly show the prevalence of one sex over the other one as to emotional intelligence. The analysis of emotional intelligence-related competencies to be found among female and male managers shows some space for similar actions carried out by men and women.

The analysis of respondents' answers, with a consideration given to the companies' legal forms, has provided no substantial deviations to this end.

Respondents from private enterprises rate women, men above and do not see differences in assessment in each case with respect to 11 competences.

In state-owned enterprises, women achieved better results in terms of 9 competences, and men gained 11 competences. Lack of differences in the assessment respondents from state-owned enterprises declare in relation to 13 competences.

It needs to be emphasised that the respondents from private and state-owned enterprises share the same opinion as to the assessment of male and female managers in 25 out of 33 competencies related to emotional intelligence.

³ This was a ground-breaking research on Polish women in managerial positions funded by 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 age of female managers, the sample was representative. The research represented private sector in a larger extent and feminized branches of industry in a lesser extent than GUS research on general population of women in managerial positions show.

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