



DEPARTMENT OF BUSINESS AND PUBLIC ADMINISTRATION

MSC HUMAN RESOURCES MANAGEMENT

**“WHAT DO EMPLOYEES EXPECT FROM THEIR MALE AND FEMALE
MANAGERS? AN EXPLORATORY STUDY”**

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Abstract

Gender inequality is a persistent issue that all societies must address. Gender stereotypes are developed and promoted by the societies in which we grow up, and they plague generations for years. Because of stereotypes and the roles that society assigns to gender, both males and females are expected to behave in certain ways and to take on certain roles, a phenomenon that promotes gender inequality. Women remain underrepresented in the labor sector, particularly in positions of power. Many researchers attempted to explain the sources of this discrimination, and a variety of explanations, including internalized gender stereotypes and prejudice, have been offered over the years. In general, because employees are also part of the society, they cannot remain unaffected by social constructions such as gender stereotypes and not internalize them. The goal of this dissertation is to explore what employees expect from their female and male managers, and how these expectations differ depending on the gender of the manager. To successfully meet the aim of this dissertation, a qualitative research approach was adopted. Data was collected through one-on-one online interviews with all 13 male and female employees. Employees seem to have different expectations from their male and female managers. Particularly, employees expect males and females to differently incorporate aspects of emotional intelligence, develop relationship dynamics and understand the complexities of everyday life. Because these expectations are often unspoken, open discussions must take place in order for employees to be aware of the existence of possible internalized gender stereotypes.

Key words: gender equality, gender stereotypes, expectations, employees, managers.

Chapter 1: Introduction

The unequal representation of men and women in the workforce, as well as the unequal opportunities they have in their professional fields, has long been a source of concern in the business community (Moser & Branscombe, 2022). Women have long been underrepresented in organizations, particularly in positions of power. The number of women working in various sectors and organizations has steadily increased over the years (Ishtyaq and Bisaria, 2021; Floyd, 2021). However, the recent increase in the number of women in organizations does not imply that women claim appropriate positions, as women continue to be underrepresented in high-level positions or positions of power, and the cause is assigned to a variety of reasons. Research suggests that the lack of women in decision-making positions may be due to the way organizational policies and practices which are shaped around the male model, as well as the weaknesses of the system due to the influence of gender stereotypes and biases. High-level positions in organization are designed in a way that fit the male's behavioral traits and characteristics. Despite their apparent "gender neutrality," studies have revealed that corporate policies are sometimes biased toward men and may have had little impact on the inequalities they claimed to address (Connell, 2005B). Insofar as they are typically intended to facilitate gender equality, these policies tend to reproduce gendered norms and stereotypes (Kugelberg, 2006). Therefore, higher-level positions are seen as exclusively masculine environments, setting in that way barriers to women's access.

Gender refers to the characteristics of women and men that are socially constructed. This includes norms, behaviors and roles associated with being a woman, man, as well as relationships with each other. As a social construct, gender varies from society to society and can change over time. However, it is interesting to

investigate how employees perceive the two genders, to the extent of their managers, and what they expect from them based on their gender. By investigating whether employees have different expectations from their male and female managers, we may find other forms through which employees may be discriminative at the workplace. This dissertation aims to explore what employees expect from their male and female managers, as well as to draw some connections about how these expectations differ depending on the gender of the managers in order to be considered good and effective. It is widely accepted that as members of a society, we are heavily influenced by all of the social constructions in place, particularly gender stereotypes. Because organizations can be seen as a microcosm of the society they belong to, the area of exploration of this dissertation focuses on investigating how employees' perceptions and opinions are influenced from society's beliefs and gender stereotypes. By taking into account the context of Cyprus, the gender stereotypes and the attributes of gendered management styles, this study aims to get a better understanding of the expectations that employees set for their managers, and how this is influenced by the gender of the manager.

The context of Cyprus

In general, the representation of each gender in managerial positions differs from country to country, because of specific factors such as the culture the religion and the governmental initiatives (Sepashvili, 2019). According to Sepashvili (2019) people's attitudes and beliefs that are part of national culture can affect how each gender is perceived for roles in management positions. Past generations have formed these beliefs and thus, those attitudes are still obvious in modern societies, leading to discriminative behaviors against genders (Fernández, 2013). By taking into account the context in which this dissertation evolves, enables to make more accurate links

and connections as far as what applies in this context. Not surprisingly, women make up only 30.6% of board members in the EU's largest publicly listed companies, with Cyprus receiving the last place with only 8.5% representation (EU, 2022). Cyprus can be fairly considered as a male-dominated social system wherein males are the supreme authority figures and hold primary and maximum power. This emission and marginalization of women in the workforce, has been established for a long time, as in previous years there was a prevalent dichotomy of professions that was based on gender. Cypriot women assumed the roles of housewives, nurses, secretaries, teachers or worked in agriculture and factories (Hadjipavlou, M., & Mertan, B., 2010). Nowadays, the majority of high-level positions are occupied by male employees and females face great challenges in reaching such positions. Slow but steadily we are now seeing women gaining career advancements, mostly in the organizations that have reviewed their policies and practices.

Cultural influence

It is widely acknowledged that the Cypriot cultural does not provide everyone with equal opportunities. Instead, many aspects of our lives promote the distinction between the two genders and set different expectation for their behavior. Apart from the internalized gender stereotypes which are following discussed, the social structures, the power assigned to each gender, the dominant church discourses, have determined the behavior of each gender for years now. Cypriot culture is strongly influenced by gender stereotypes, and this affects the role that Cypriot society assigns to women and men, and by extension their roles in the field of work. According to Acker (1990), “to say that an organization is gendered, it means that advantage and disadvantage, exploitation and control, action and emotion, meaning and identity, are patterned through and in terms of a distinction between male and female, masculine

and feminine” (Acker, J., 1990, pp. 139–147). In simple words she argued that organizational structure is not gender neutral. Male-dominated organizations are those organizations where men dominate positions of power. Prior research and theory suggests that women in male-dominated organizations suffer in terms of interpersonal treatment, performance, and advancement opportunities due to systematic stereotyping and devaluing of women's characteristics and skills (Ely, 1995; Petersik and Schneir, 1980; Konrad and Gutek, 1987; Ridgeway, 1988). Therefore, female employees who manage to reach high-level positions are not always acknowledged and treated the same way to male managers, unless they possess male characteristics such as assertiveness and competitiveness. As a result, female managers are expected to behave in more masculine manners to receive acknowledgement of their subordinates.

The six-dimensional Hofstede model of national culture provided useful insights into better understanding and explaining certain behaviors and acts within societies. According to Hofstede, we have a human instinct that "deep inside" all people are the same, but this is not the case. As a result, by understanding how other cultures or our own evolve, we can make more accurate decisions and find possible explanations for issues that concern us. Dragging from Hofstede's dimensions (2001), countries such as Cyprus that score high in power distance, leave some room for someone to gain power over others. In Cyprus this is reflected in our traditional social structures, who have restricted women from making “serious” decisions, such as deciding their own career development, but rather gives men the privilege to do so (Välimäki, S., Lämsä, A. and Hiillos, M., 2009). In such cases where the power is not equally distributed, we can see one of the two groups as privileged. For example, form the smallest action such as financial management at home to a bigger one such

as presidential elections, males always receive the dominant power and females almost make it to share their opinions, we could say that as a group they are privileged. Also, due to the high score in uncertainty avoidance, the perception that women should stay at home is promoted and men are seen as the main source of income (Parboteeah et al., 2008). Due to the patriarchal system that exist in Cyprus, the employment workforces is not ready to easily welcome the females to the managerial positions (Cockburn, 2004 & Loizos, 1981). Having said that, it is helpful to examine if the employees have different expectations from their male or female managers, so as to tackle those discriminatory behaviors and prepare the ground for change.

Religious influence

Part of the culture of Cyprus is the strong influence of our religion to plenty of people and other fields such as politics and education. In general, there is the belief that people who are religious tend to adopt traditional gender views. Religion has the power to shape and lead individuals' opinions, on what is considered right or wrong (Parboteeah, Hoegl & Cullen, 2008). In Cypriot culture religion is one of the strongest values and the Church of Cyprus remains an influential political body whose teachings on national, sexual, and gender identity has a great impact on society. (Papastephanou, 2005) Therefore, antiquated views tend to be passed down from generation to generation, making any attempt to tackle gender stereotypes from passing down, difficult.

Given that employees of organizations are also members of societies, it is expected that their perceptions would be influenced by the perceptions of their societies. The way the two genders are perceived in Cypriot society differs, and this is

influenced by both the dynamics of our society and our religion. The perception of each gender creates different expectations of what is expected of men and women. In the workplace, it is interesting to investigate how employees' expectations from male and female managers are differentiated and how potential differentiations may be influenced by internalized gender stereotypes.

Structure of dissertation

This dissertation is divided into five major chapters. Following from this short introduction, Chapter 2 reviews the existing literature regarding gender stereotypes and gendered management style. More specifically literature review gets into more depth about how gender stereotypes and biases shape our perception of each gender, and how this influence the management style of each gender. Chapter 3 describes the methodological approach of this dissertation along with the ethical concerns.

Afterwards, Chapter 4 is dedicated to the findings, analysis and discussion of the data gathered. Findings of this study indicate that indeed, different expectations are set for each gender, regards to their management style, in terms of the level of emotional intelligence and support they possess, the relationship dynamics they develop and the level of understanding they show to the complexities of everyday life. Finally, the limitations, suggestions and conclusions will be outlined in the final chapter (Chapter 5).

Chapter 2: Literature Review

Women are frequently expected to exhibit specific behavioral traits that are based on gender stereotypes which are circulated within the current society we live in. For example, in our society, we expect females to be nicer than males, because that's what our society has told us to expect. These beliefs influence our perceptions and behaviors, often without our awareness. Gender stereotypes and unconscious biases are powerful social forces that are difficult to change. When it comes to organizations, in many cases the expectations that employees have from their managers are influenced from these internalized stereotypes. According to the research, this phenomenon is more common from female employees towards female managers (Hurst, J., Leberman, S. and Edwards, M. (2017). Many studies have been conducted over the years to investigate the reasons for the lack of women in senior management positions and the causes fall into two distinct categories. In the first category, this is due to corporate practices that frequently favor the recruitment, retention, and promotion of males over females, particularly in jobs that comprise the typical career paths of a future senior manager, as they are designed around the male worker prototype (Morrison, 1992). Explanations in the second category demonstrate behavioral and cultural causes and are based on explanations that revolve around gender-based stereotypes and preferred leadership styles (Oakley, 2000). Conversely, when the employees' expectations from the managers are not met, it is likely to place a strain on relationships, as employees tend to be aggressive toward their managers and often regard them as incapable of their role (Hurst, J. et. al., 2017). This can lead to discrimination against female employees as those who fail to meet expectations are frequently viewed as incapable and treated with disrespect by lower-level employees.

Expecting managers to behave differently based on their gender only promotes and perpetuates outdated stereotypes, reinforcing gender discrimination.

Gender stereotypes & biases

Gender characteristics, way of life, and behavior are attributed to men and women as a result of their roles in the history of humankind and their socialization (Šnýdrová, 2006). Based on the different expectations placed on both genders, society assigns them specific roles - gender roles that are considered typical for men or women. As a result of their close environment - family, school, television - humans adopt those attributed characteristics from childhood onwards (Mihalčová, B, et. al., 2015). Gender stereotypes refer to ideas about the characteristics and social roles of men and women. Stereotypes have significant power to shape social life because they are shared within societies. Negative beliefs can harm people's well-being and opportunities by, for example, fostering hiring discrimination (Eagly, A. H., & Koenig, A. M., 2021).

Women, for example, are stereotyped as being unable to make quick decisions, lacking logical thinking, and being overly soft and sensitive (Mihalčová, B, et. al., 2015). Additionally, such beliefs exist also for female mother managers who are used to be seen as more caring and expected to be kind and warm. Furthermore, females are commonly perceived in our society as being more emotional and sensitive, but research has shown that when females express their emotions can be perceived as being less capable leaders (Brescoll, 2016). When women exhibit stereotypically "masculine" behavior, society interprets it as a violation of women's societal role expectations (e.g., compassion or nurturance), which can have a negative impact on work relationships (Meister et al., 2017; Ragins & Winkel, 2011). We

appear to attribute different behavioral expectations to the two genders, and because females are expected to be more open and show their emotions than men, when they don't, this is perceived as failing to meet society's expectations, and it is mistakenly taken as incapability. On the contrary, this is not the case when males do not meet the expectations that society sets, and this is because there are not that much at first place comparing to females. However, it is worth noting that in a recent study that examined whether or not gender stereotypes change, the data not only revealed that change is possible, but also revealed that gender stereotypes' change is remarkably widespread, across the world (Charlesworth & Banaji, 2022). The researchers attributes this shift to societal changes such as women's representation in science and the workforce, social media movements such as #MeToo (Varnum & Grossmann, 2017b), or social norms loosening (Jackson et al., 2019).

On the other hand, because males are associated to physical or technical roles, rather than emotional, their role is seen as in opposed to the female role. Males are expected to possess logical thinking, independence, and a higher social status. Also, they are seen as less capable than women in terms of freely experiencing and managing emotions, and therefore they tend to keep an emotional distance, set boundaries, relativize problems and use distraction and humor as cope mechanisms (Martínez-Morato, S. et. al., 2021). Having said that, we may expect male managers to manage in a more neutral way, without making any effort to be engaged with their subordinates and having control over any problems and challenges rather than panic. As already mentioned for females, respectively for males the stereotypes incorporated the fatherly qualities of being dependable, gentle, and supportive (Park & Banchevsky, 2018).

Despite the significant changes that societies have undergone through the years and the progress made in this area, gender discrimination within organizations due to internalized gender stereotypes still exists. Despite the fact that one of the basic principles outlined in the European Commission's (2011) document “Strategy for balance between men and women in years 2010-2015” states that men and women must be given equal opportunities to achieve leadership positions, still discrimination against females exist and it can be demonstrated, for example, by wage disparities and a lack of women in top management position (Blau & Kahn, (2020).

Gendered management style

As discussed in Chapter 1, just like in our society, similarly in organizations, there are different expectations from the role of each gender and in our case from the way the manage. In previous studies it was mentioned that ‘being a man’ and ‘being a manager’ are often synonymous (Collinson and Hearn, 1996; Kerfoot and Knights, 1998; Rhodes and Westwood, 2008). Women are typically stereotyped as more communal, while men are stereotyped as more agentic. Communal characteristics are primarily concerned with the well-being of others, and include traits such as compassion, kindness, sentimentality, helpfulness, and generosity. Agentic characteristics describe a more assertive, dominant, and confident personality, including traits like aggressiveness, ambition, independence, and self-assurance. Agentic traits have traditionally been associated with leadership roles (Eagly, 1987; Eagly & Karau, 2002).

According to Connell (1987), who introduced the concept of “hegemonic masculinity”, male leaders are seen as strong, technically competent, authoritative, sexually potent, attractive, with emotions under control. Those expectations of male

leaders confirm the previously discussed gender stereotypes, which see male managers as less emotional with control over situations. Often an ideal manager is pre-dominantly described using male attributes, whereas stereotypical female attributes are selected only in combination with male characteristics so as to describe a female manager. When female managers are considered to be effective, they incorporate in their management style the communication, coaching and developing (Burke & Collins, 2001). These skills are the most highly correlated with transformational leadership, which focuses on developing positive relationships with subordinates in order to strengthen employee and organizational performance and is more often to be adopted by female managers. Also, studies show that higher expectations are set for women in management positions with practical experience than from men who are inexperienced. This is highly related to the situation that women should prove their value in order to maintain their positions (Gmür, M.,2006). In addition to that, female behaviors may not correspond with what these decision-making positions project, such as using less emotion and more strategic thinking and thus women may be judged as incapable for such roles. Phrases like "too emotional" often describe females' ways of expressing themselves. In many cases, female managers are expected to "be tough and authoritative (like men)" in order to be taken seriously, but if they "overdo it," they may be perceived as "bitches" (Oakley, 2000).

Such perceptions feed stereotypes about female managers, and as a result, people who "speak softly in business" have no place. To a greater extent, this merely maintains and sustains the glass ceiling effect, a term used to describe an invisible barrier preventing women and other minorities from rising to typically male-dominated high-level positions at work (Pothuraju & Alekhya, 2021). It is worth noting here that these stereotypes are also internalized by females as well, and in

many cases, these self-imposed barriers lead to lack of confidence, difficulties in work-life balance, and family responsibility, all of which are perceived as weaknesses for such high-level positions. In all cases, the existence of gender stereotypes leads to discrimination, mostly to the detriment of women, a fact that can be seen e.g., by different levels of remuneration for men and women, different levels of unemployment, as well as by viewing the two genders either in the private or employment areas differently. Cultures that perpetuate such gender stereotypes obstruct women's advancement and success.

On another note, Emotional Intelligence, which is nowadays considered as one of the main characteristics that any manager should cultivate, is not expected from both genders. All four levels of emotional intelligence, self-awareness, social-awareness, self-management, and social skills are critical for anyone at any level of an organization, but they are extremely important for those in positions of leadership. Empathy, understanding and active listening are widely recognized as some of the key components of emotional intelligence. Leaders who are emotionally intelligent and have developed social awareness, in which empathy lies, are able to listen, understand, and let employees know that they are aware of the difficulties they are facing. In any challenge or difficult period that employees go through, managers who use emotional intelligence can act as magnets to attract their employees' negative emotions and transform them into useful and positives to support their emotional health. Emotional support techniques include listening to employees concerns about the situation, offering comfort and keeping an eye out for signs of distress, social withdrawal, and poor performance and creating a space where employees feel their needs are heard and their feedback is met with an openness to change. It appears that female managers are expected to lead with emotional intelligence in order to be

considered as good and supportive managers. According to recent study, the negative buffering role of emotional intelligence is particularly strong among women as compared to men (Kundi, et. al, 2021). However, according to Hurst et. al. (2017), females expect a higher degree of emotional understanding and support from a female manager, than they would from a male. Females expect their female managers to “be more understanding, more nurturing, more giving and more forgiving than men” (Mavin, 2006b, p. 267).

Having said that, this study will uncover what employees expect from their managers. Typically, we discuss how organizational policies and procedures promote gender discrimination against a specific group; however, hearing from employees would be also beneficial. By investigating whether employees' expectations differ depending on the gender of their manager, we can gain a better understanding of how internalized gender stereotypes shape those expectations. This could spark further research into the dimensions of internalized gender stereotypes and the development of interventions to change employees' attitudes toward specific groups.

Chapter 3: Methodology

The aim of this study was to investigate whether the expectations that employees have from their managers differ based on the gender of the manager, and how these expectations are influenced from internalized gender stereotypes. Because the primary purpose was to gain a thorough understanding of people's experiences, meanings, and perspectives on the expectations they place over their managers, based on their gender, a qualitative research approach was employed (Jamshed, 2014). Qualitative research was used to explore the different expectations that employees have from their managers and get a better understanding on what makes employees expecting different things. In Cyprus, the literature on employees' perspectives on management styles of each gender has received insufficient attention or coverage, therefore this study can give a better understanding on employees perception in the Cypriot context. As one of the main purposes of qualitative research is to explore already existing perceptions of individuals (Merriam, 2002), this approach was considered to be the most appropriate. Specifically, in order to investigate what are the gender-based expectations that employees have from their male or female managers interviews were conducted. Interviews represent one of the most commonly used methods for qualitative data collection and can be applied to a variety of study designs. This specific methodology was chosen, since it enables a more personalized and in-depth exploration of the perceptions of employees, in contrast to the quantitative methods.

Participants and recruitment methods

This thesis aims to investigate whether employees set different expectations from their managers, based on the gender of the manager. To recruit the sample, an

advert detailing the interview process was created and shared on social media platforms, along with a Google form that anyone interested in participating could fill out. Aside from that, using the snow-ball sampling or word of mouth technique, a few more participants expressed their interest in participating. Applicants were asked to submit their personal email address via the Google form, and once they did it they would receive an email with all the extra information. The follow-up email would include all of the interview information and ask participants to provide me with their availability and preference for a virtual or physical meeting to conduct the interview. In cases where interviews were scheduled online, interviewees received an invitation via MS teams application the day before the interview and were given a consent form to sign before the interview. The consent form informed the participants about the purpose of the study, how the data would be gathered, analyzed and used, how important was their contribution and that they could terminate the process at any point without any consequences.

Overall, the people who expressed their interest to participate were 13 in total and they all met the criteria set during recruitment process. Participants in this case should have at least two years of work experience and be supervised by a manager. Also, all participants should be currently working in Cyprus and be familiar with Greek or English language. Due to time restrictions, apart from advertising the study on social media platforms, the Snow-balling sampling was used, where participants were used as referral sources, and facilitated the process of recruiting the sample. However, the participants who referred other, may direct the researcher to people who share similar characteristics, such as colleagues who are likewise dissatisfied with their managers. As a result, people who are dissatisfied with their managers could possibly overweight those who are satisfied, resulting in a biased sample and

influencing the results (Sharma 2017). In order to avoid this, I provided the participants with the information and encouraged them to pass it on to others who may be interested or eligible. Additionally, from the 13 participants who were interviewed, 2 were fellow students of mine. Interviewing a participant with whom the researcher claims a pre-existing, or dual relationship can influence the gathered data and the generated results (McConnell-Henry, et. al., 2010). Once again in order to avoid this and remain objective throughout the interview I kept asking questions even if I knew the answer. In that way I would not make assumptions based on what I knew but rather on what the participant mentioned, and everything would be also recorded. Making assumptions instead of making links and connections from the data provided by the participants, would make the results of this thesis less accurate. However, I acknowledge that the fact that these 2 participants were familiar with me, the interviewer, they may feel less comfortable sharing personal details and hide useful information in order not to mention anything about people of my network.

From the sample gathered, eight participants self-identified as females, and five as males. All of the participants were Cypriots with their primary language being the Greek, aged between 22 and 26 years old. This specific age range was selected because I am primarily interested in exploring both their general views on gender roles and their own personal expectations of managers. By drawing links between the expectations and the gender of the managers, we could see if there is any specific attitude towards any gender, and eventually examine how we could possibly change attitudes among young people. To combat discrimination, we must alter our attitudes. Starting with young people can help to shift the attitudes of future generations toward gender discrimination. According to Verma et al. (2006), participation in a gender-focused intervention can result in positive changes in

attitudes toward gender among young adults. In order to participate it was required to have a minimum of two years' work experience in Cyprus, in any field, and be over the age of 18. Participants covered a variety of working industries including accounting, human resources, retail & secretarial, law, and real estate. As shown in the table below (*Table 1*) for the purposes of anonymity each participant chose a pseudonym to be used during the analysis of data.

Table 1: Participants Demographics

Pseudonym	Age	Years of Experience	Gender of the manager	Industry
Andrew	26	4	Male	Accounting
Julia	23	2	Female	Human Resources
Angela	23	2	Female	Law
Taylor	24	3	Female	Retail & Secretarial
George	26	4	Female	Real Estate
Sara	23	2	Male	Human Resources
Jessica	23	2	Female	Human Resources
Vanessa	26	4	Female	Human Resources
Helen	23	3	Male	Retail
Sofia	24	2	Male	Retail
Jacob	25	2	Female	Accounting
Jack	26	3	Female	Accounting
John	23	2	Female	Real Estate

Design and Interview procedure

Despite the several types of participants interviews a researcher can use to gather data, semi structured interviews were selected as the primary data collection method. Semi-structured interviews were selected since they leave space for follow up questions and enables you to explore participant's thoughts, feelings and beliefs about a particular topic based on their responses. The interviews were performed on one-to-one meetings with 45-60' minutes duration. The option to arrange the interviews either virtually or with physical presence was given to all participants, and they could suggest a place which was more convenient to them.

Whereas semi structured interviews may vary slightly depending on the interviewer and the interviewee's responses, to maximize consistency of data collection, an interview guide that lists the questions to be asked was prepared and followed in each interview along with the follow up questions that emerged each time. (Curry et al., 2009; McGrath et al., 2019). The interview guide was developed based on findings in extant research, and it focused on areas such as participants' interpersonal relationships with their managers, gender stereotypes, participants' expectations of managers, and gender comparisons in terms of management. The interview guide's questions also include short imaginary scenarios.

All of the 13 interviews were held virtually, after the requests of participants and the MS teams platform was used for this purpose. During the interview, both the interviewer's and the interviewee's cameras were turned on, and both parties were in quiet areas with as few interruptions as possible. At the beginning of each interview, participants were asked to give their consent via voice recording after verifying that they had read the information sheet, didn't have any questions, and they were

informed that the interview would be kept anonymous, and a pseudonym would be used for any reference. They were also informed that they could avoid answering any questions that made them uncomfortable and that they could leave the interview at any time. In the case that this would happen, their data would be destroyed immediately. The interview procedure was initiated once full consent was obtained, whether in writing or via voice recording. Following the interview guide, the same set of questions were asked to all participants, starting with demographic information such as year of birth, working field, and years of experience.

As researchers and research participants adapt to the COVID-19 conditions, online interviews are emerging as a substitute for traditional 'in-person' interviews in qualitative research. (Nyashanu and colleagues, 2020) Reflecting on this experience, I can say that it has some limitations when compared to physical presence interviews. Because I have previously conducted interviews with physical presence, I can say that online interviews may limit the interviewer's ability to assist the interviewee navigate through times of distress simply because they are physically distant from the interviewee. Due to the distance, the researcher's ability to observe and decode body language or any gestures is also limited. (Foley, G., 2021).

Ethical Concerns

The dual relationships raised some ethical concerns. Despite the fact that the majority of the participants expressed their interest through media platforms and were people I had never met before, two of them were my fellow students who had heard about this study through word-of-mouth. In those cases, the two participants expressed their interest directly to me, and they were advised to re-apply via the Google form. The same procedure was followed as for the rest of the participants, in

order not only to keep the necessary records, but also to ensure consistency throughout the recruitment process. According to Merriam, S. B. (2002), because the researcher is the one who gathers and analyze the data can affect the study, due to the human aspect who has flaws and biases. In that case, the fact that I knew two participants in person may have influenced their responses. For example, they may have felt more at ease because they were familiar with me, but they did not share as much information as they would with someone unfamiliar to them. However, Peshkin (1988, p.18) suggested that rather than attempting to eliminate these biases or "subjectivities," it is preferable to identify, explain, and monitor how they may be shaping data collection. To prevent that I discussed this openly with the two participants, assuring them that whatever we say during the interview is strictly confidential and that we will not use any of this information in our interpersonal relationship after the interviews.

Data Analysis Procedure

Once all the 13 interviews were conducted, the first step in order to begin with the data analysis was to transcribe all interviews. In order to do that, all of the recordings had to be transcribed and translated from Greek to English. First all of the interviews were written down in the language that the participant conducted the interview and then all the quotes that are included in this thesis were translated in English. All of the transcripts were saved on a computer that is password-protected and only the researcher has access to it. Transcribing the interviews was an important step because it provided a good overview of the data collected before delving deeper and analyzing it. Each data unit was then coded into categories or themes based on the topics that guided the literature review and were used to define and organize themes (Collins & Stockton, 2018). Thematic analysis is an excellent method for grouping

about people's views, opinions, knowledge, experiences, or values from a set of qualitative data by focusing on meaning across a data set.

I was able to come up with short labels or "codes" that described the general idea by highlighting phrases or words that were mentioned by multiple participants.

Emotional intelligence, understanding, and gender stereotypes are some of the codes that were used during this study's data analysis. Patterns among those codes were identified, and an evaluation was performed. At this point, the coding was divided into three categories: high importance, low importance, and irrelevant. The codes that repeatedly appeared and were mentioned from the majority of the participants, were considered as high importance. After collecting all of the codes that received the most attention during the interviews, broad themes were dissected into smaller categories and named accordingly. Finally, the data analysis, which will be discussed further next, presents the main findings of this study, with the discussion section addressing each theme in turn. The interviews and analysis yielded three themes: *emotional intelligence and support*, *relationship dynamics*, and *understanding the complexities of everyday life*. Overall, in terms of emotional intelligence female managers were expected to incorporate it to a greater extent than male managers and different aspects were used to describe the expectations from each gender. According to the relationship dynamics that are developed between the manager and the employee, female managers were expected to approach in a more friendly their teams, as opposed to male managers where this expectation was not supported. Finally, participants expected female managers to show a greater understanding of the everyday life complexities. During the analysis of each category, quotes from the interviews were used to support the findings and links were made with what the existing literature provides us.

Chapter 4: Findings & Analysis

Workplaces can be viewed as microcosms of society. The people's opinions and perceptions that are created within a society, are often transferred and reflected in the workplace. Since stereotypes are social constructs, they could not be neglected when considering the positions or perceptions of people in a society. As a result, in the current study, employees' perceptions of their managers' expectations are examined, and connections are made as to how these are affected by internalized gender stereotypes. These perceptions and opinions potentially have the power to shape employee expectations and can frequently lead to discrimination against a specific group, whether conscious or unconscious. In this chapter, I will demonstrate whether employees' expectations from their managers appear to differ depending on the manager's gender and how these may be shaped from internalized gender stereotypes. As discussed in Chapter 2, gender stereotypes assign specific characteristics and social roles to each gender, thereby establishing behavioral norms for females and males. Gender stereotypes are deeply embedded in human attitudes and opinions because they are deeply internalized by individuals in society. As a result, ignoring their influence in shaping the gendered-management styles would be a dismiss. From the interviews with the participants of this study, it was generally indirectly discussed that managers are expected to behave and manage differently within organizations, based on their gender. When these expectations are not met, the manager is frequently perceived as incompetent for the position, which harms the employee relationship and dynamic. The goal of this study was to look into the gender expectations that employees have from their managers. The data that was gathered for the purpose of this study, suggest that while employees may believe that they have the same expectation of managers, irrespective of gender, this is not necessarily the case.

Overall, participants mentioned that they expect mutual respect, good and open communication and sense of security and comfort, equally from male and female managers.

While many of the expectations would apply equally irrespective of gender, after more discussion, it became apparent that participants did have specific expectations mainly from their female managers. Female managers were expected to show a greater degree of emotional intelligence and support than male managers. Also, different relationship dynamics were expected between the two genders, wanting female managers to approach in a friendly way comparing them to males where this expectation was not supported. Finally, participants expected female managers to have a better understanding of life circumstances. Overall, the expectations that employees have from their managers seem to differ based on the gender of the manager and may have a significant impact on the perceptions created towards a specific group in the workplace.

Emotional intelligence and support

One of the issues that emerged throughout the interviews is that of emotional intelligence. A lot of participants consider emotional intelligence as a necessary quality of any professional, but especially for those who hold managerial positions. As discussed during the interviews, managers are the ones responsible to lead and support a team. Empathy and active listening were multiply mentioned as the ideal skills that make a manager capable of effectively supporting their team. Most particularly, when participants were asked to list a number of necessary qualities an ideal manager should have, irrespective of gender, the majority referred to emotional intelligence, in terms of being empathetic or putting an effort to actively listen to them

and support them. However, emotional intelligence was approached differently from employees who have female managers to those who have male managers. In fact, female managers are expected to be empathetic, active listeners and show great understanding, while for male managers apart from the lack of reference to this aspect, the only aspect that was given attention was that of active listening.

When it came to female managers, emotional intelligence was regarded as desirable and a good indicator of an effective manager. Female managers that utilize qualities of emotional intelligence in their management, such as empathy, active listening and good understanding, appeared to have empowering relationships with their employees.

“She understands me, she is so empathetic and always listens to me. The role of manager is crucial It can either make or break a team. So, these skills are necessary for a successful manager.” -Julia

From this we may argue that in the case where the female manager has emotional intelligence skills. The interpersonal relationship between employees and female managers can be considered effective. On the contrary, something that was discussed over the interviews, the lack of empathy or active listening can damage the bonding of the employee and the female manager, and according to participants, make them “weak relationships”, as Vanessa stated. Linking this to the research, the lack of emotional intelligence, can have more far-reaching consequences, resulting in lower employee engagement and a higher turnover rate (Alferaih, A., 2021). Building on this, participants who reported a malfunctioning relationship with their female managers sought to be managed more empathetically in the majority of cases. Therefore, data showed that it is expected from female managers to cultivate their

emotional intelligence and actively incorporate when approaching their subordinates, in order to considered them as effective managers and build empowering bonds.

Emotional Intelligence was also linked to female managers that are also mothers and plenty of times it was stated that it is in their 'nature' to show empathy and understanding. As Angela mentioned "It is more common for a manager who is a mother to be empathetic, because she sees us like her children and care for as too." This could also be linked with the internalized gender stereotypes of employees. Gender stereotypes, foster specific types of behaviors in regard to our role in the society and thus, because motherhood is linked to caring behaviors, mother managers are expected to be warm, caring and empathetic. It seems once a female manager becomes a mother, the expectations that come with this role are affected.

In general, while the majority of participants expect their female manager to be compassionate and supportive, many described these characteristics as both a strength and a weakness. Specifically, although some participants felt that their relationships with their female managers were full of understanding and support, they also expressed concerns about whether this was unprofessional. According to Angela, this sometimes appears to make the manager look less capable or "serious enough" for their profession (Lawyer). This statement implies that expectations are frequently influenced by the context in which they are formed, as there are stereotypes about professions as well as stereotypes about gender. In this context, a female manager with emotional intelligence qualities may be questioned and appear incapable of performing her role in a male-dominated profession. As a result, the expectations of a female manager are set in order to fit into a male-dominated profession, and they may differ depending on the field of work. Along with that, emotional intelligence is often perceived as "leading by emotions" and several times participants mentioned that

because female management style is primarily dominated by emotions, female managers often appear incapable of holding high-ranking positions. Particularly, Jessica stated that “There are so many objectives to take into account while making decisions, that emotions have no place. The less the emotion the more objective the decisions. That’s why I prefer male managers because they manage with less emotions.” Given that, we could say that even though they are expected to behave with emotional intelligence, women who possess those qualities are seen as "too emotional" to manage effectively positions of power, such as managerial.

When it comes to male managers, the emotional intelligence aspect did not receive as much reference as to female managers. When participants were asked if they would still expect a male manager to show empathy and incorporate emotional intelligence in their management style, the majority stated that it is not something they typically expect that a male manager would do but rather participants referred to male managers who manage with emotional intelligence as "too soft" (Sofia). These adjectives imply internalized gender stereotypes of humans, as emotional intelligence is perceived as a strength in one case and a weakness in the other. For female managers, displaying emotional intelligence increases her effectiveness, whereas for male managers, it indicates a weakness and is presented as unusual.

The only aspect that participants mentioned that needs improvement for their male managers was the ability to actively listen. Despite the fact that this is a key component of emotional intelligence, participants referred to it as “making and spending time with them and sharing experiences of everyday life”. As John stated, “I expect from him to actively listen to me about work or any other matters and to make time for me.” Based on what the method of active listening projects, which is going beyond simply hearing the words that another person speaks but also seeking to

understand the meaning and intent behind them, what participants describe that they expect from their male managers is something different. There was not a clear request for exchanging thoughts or incorporating emotional intelligence in their management style, but rather they expected a closer relationship and a sense of interest from the side of the male manager.

In addition to that, what gain attention during the interviews is how do the two genders incorporate emotions in their management styles. As discussed in Chapter 2, female management style is possessed by valuing and considering emotions, and this can also be linked with the gender stereotypes that want females to be more sensitive and emotional.

“I believe female managers who use emotion in her management style, can take things personally and it tackles her from managing with objectivity and fairness. In contrast, a male manager can remain objective and have a clear thinking. In an ideal world, management should include zero emotions.”
-Vanessa

A lot of participants referred to the management style that incorporates practices of emotional intelligence as emotional management, especially for the cases of female managers. They specifically stated that “females use emotion in their management style, take things personally and that tackles them from managing with objectivity and fairness” (Jack). The way this is formulated gains a negative meaning, as female managers with high sense of emotional intelligence are mistaken as using emotional management, in a sense that are “too sensitive” and can more easily lose control. However, managing with emotional intelligence does not expect one to manage based on emotions, but rather refers to the ability of a person to recognize his or her own emotions and the emotions of others, as well as the ability to effectively manage these emotions and the emotions of others (Mayer et al., 1999).

Taking into consideration all the above, we can acknowledge that emotional intelligence is a key factor that enriches the managerial relationship between the manager and the employee. It seems that employees do differentiate their expectations based on the gender of the manager. The need to utilize emotional intelligence practices is stronger for female managers, and the lack of it can damage the relationship of the two parties. Empathy, support and active listening are three of the necessary components that employees expect from their female managers so as to consider them capable of their role. On the contrary, participants did not expect at the same level the incorporation of emotional intelligence in the managerial style of their male managers, as it was not repeatedly mentioned. Instead, in the case where male managers seem to be empathetic are characterized as “too soft” for their role, showing in that case how the gender stereotypes can influence our perceptions and set of expectations.

Women appear to have higher emotional intelligence than men (King, 1999; Sutarso, 1999; Wing and Love, 2001; Singh, 2002). Because women are more emotional and intimate in relationships than men, it is expected that their emotional intelligence will be higher. This is due to society, which socializes the two genders differently, as well stated by Duckelt and Raffalli (1989) and Sandhu and Mehrotra (1993). Furthermore, the higher emotional intelligence among girls can be explained by some of their personality traits. Tapia (1999) and Dunn (2002) reported similar findings, observing that girls scored higher on empathy, social responsibility, and interpersonal relationships than boys. All of these characteristics enable them to develop greater emotional intelligence than boys.

Relationship dynamics

As discussed over Chapter 2, gender stereotypes shape and influence the managerial style of males and females. Both genders are expected to possess different characteristics and manage in a different manner. It is generally accepted, that the gender stereotypes are well internalized in the majority of people of our society, and these can be linked to the expectations that employees set from their managers. In other words, the way we perceive how males and females are expected to behave in our society, can influence what do we expect from them in the organizations as managers. Previous research on gender differences in leadership behavior has primarily focused on constructive and desirable leadership styles, such as relationship-oriented, which is associated with women, and task-oriented, which is predominantly associated with men (Eagly and Johnson, 1990; Eagly et al., 2003). According to a meta-analysis conducted by Eagly et al. (1992), female leaders who exhibit masculine leadership styles such as autocratic or directive may be perceived negatively. Autocratic leadership refers to the leadership style where an individual takes control of decision-making and manages the subordinates with little or no input, whereas the directive style or task-oriented style in when the leader takes an active role in setting clear objectives and ensuring employees follow through on them (Eagly et al., 1992). Heilman et al. (2004) discovered that successful females can be assigned agentic (i.e., masculine) characteristics and are thus characterized as selfish, insensitive, cold, and manipulative by employees at work, which appears to be extremely poor leadership. Indeed, during the interviews, participants described the characteristics of women managers who did not meet these supportive expectations as very competitive, focused on power and control, with a need to stamp her authority.

All these leadership styles that each gender adopts, seem to influence the relationship dynamics that are developed between the manager and the employees. According to the interviews, employees expect to develop different relationship bonds between them and their manager, based on the manager's gender. This bond has the potential to shape employees' overall engagement with their teams. More specifically, it was repeatedly stated that employees expect their female managers to be more approachable and get closer to them in a friendly manner. Having said that, they meant that rather than sticking with the typical manager-employee relationship, many participants, especially female employees, focused on their need to connect with their female managers on a personal level. This will create a more friendly environment for the employees which as mentioned during the interviews can have an impact on their well-being. In other words, when it comes to female managers it was expected that they would adopt a more welcoming rather than strict approach. However, this was not similarly expected from the male managers, with whom participants did not feel the need to build any other relationship, than the professional one. Some participants even mentioned that having a male manager who want to be close and engaged with their team is unusual and as Sara stated, "you don't often meet male managers that focus on building any personal relationships or validating you on a personal level." In order to build a strong relationship with their male managers, participants expected to be fairly treated, get honest feedback and receive appreciation for their efforts, things that are generally considered as good managerial practices.

These relationship dynamics among managers and employees, often influence the dynamic among the team members, as well. What was really interesting was that in many cases, participants needed to have a friendly approach from their manager in order to feel engaged with their teams. In other words, the relationship that the

employee builds with its manager sets the tone for the culture among the team, mainly in the cases where there is a female manager. As participants stated they expect their female manager to be friendly, as this is something that makes them feel good at their workplace and empowers the bonding among team members. Participants who did not see this potential in their relationships with their female managers, felt that their overall experience at work does not satisfy them, characterizing it as “cold”. In cases where the female manager did not approach the employees in a friendly manner but instead maintained a distance and limited the relationship in the professional context, she was characterized as strict and uninterested in the employees' work experience and well-being. George supported this statement by saying that “She is quite strict, even cold I could say. She leaves no room for you to come close to her. he is mainly interested in the job and ignores our work experience.”

On the other hand, it was not that common for participants to seek for a friendly approach from their male managers but rather, participants expect fair treatment, honest feedback and appreciation of efforts. If those three elements were satisfied, then participants felt that they have a good relationship with their male manager. Apparently, it seems that when it comes to male managers, employees do not seek for a personal connection, as long as their employment needs are satisfied. Employment needs may differ from population to population; however, those expectations are perceived as good managerial practices in general.

Taking everything into account, it seems that employees tend to develop different relationships dynamics with managers, and that is based on the gender of the manager. While female managers are expected to be close to their subordinates and approach them in a friendly manner, male managers are expected to implement basic good managerial practices and by only doing that they ensure a smooth corporation

among the teams. In that way, we can say that the female manager expectations are once again linked to the role that society attributes to female, which wants them friendly, kind and caring (Brescoll, 2016).

Understand the complexities of everyday life

Another expectation the participants of this study seem to set differently for male and female managers is the level of understanding they show against the complexities of everyday life. By saying complexities, participants meant their home life, responsibilities for children or parents and female health issues. This was mainly reported from female participants in regard to their female managers. In other words, a number of female participants expressed their desire to receive recognition and understanding on the every-day difficulties from their female managers. According to their responses this includes matters such as respecting work-life balance, acknowledging responsibilities for taking care of children or parents, and facing any female health issues. This is directly related to the empathy that female managers are expected to demonstrate, in the sense that because they are women and may have faced or are facing similar issues, they can understand them better than a male manager who lacks the experience of anything similar. However, this is also linked to the need to cultivate a friendly relationship with female managers, as this will facilitate communication and the sharing of more personal issues. In general, female managers are preferred over male managers when it comes to sharing more personal issues, as specifically stated by female participants. They support this argument by saying that males do not experience the same, and therefore cannot understand, or due to their lack of knowledge they sometimes do not find those matters valid and worthy to give them special attention.

“I truly believe that women employees expect higher levels of understanding from their female managers. Because male managers do not go through the same stuff as women do, therefore they do not understand and even sometimes go against it, due to lack of knowledge” -Jessica

When asked about suggestions that could help meet their expectations, female participants stated that providing them with flexibility and showing a greater level of understanding would make them feel like their problems are heard and acknowledged. Helen mentioned “I used to expect an extra understanding because she knew that I work and study at the same time. I believe I wouldn’t expect that if my manager was a man. All I wanted was to support me with flexible working hours.” Elaborating on that, the reason why the participant didn’t feel like the male manager would understand is because she felt like a male manager wouldn’t find that reason valid. Apart from flexibility in terms of time, participants mentioned the need for promoting work-life balance.

What is surprising here, is that from all the participants, only one person brought up to the conversation the aspect of a male manager being a father. Mainly those expectations focused on female managers that became mothers, and therefore can understand how difficult can be for female employees with children. However, only Sofia mentioned “It wouldn’t make a difference to me if it was a female mother manager or a male father manager. They both have the experience of what it is to work while starting a family, so they could both understand me despite their gender.”

In general, almost all the conversations regarding the understanding of the complexities of everyday life that females face, included the phrase “I could talk easier to a female manager, simply because she is a female, and she would understand.” Previous research findings suggest that while women may believe that they have the same expectation of managers, irrespective of gender, this is not

necessarily the case. In particular, according to Hurst et. al. (2017) a higher level of emotional understanding and support is expected from a female manager, than what is expected from a male manager.

To summarize, it appears that employees have different expectations from their managers depending on whether the manager is a female or a male. Internalized gender stereotypes have been observed, and expectations are often based on them. Taking into account the context of this thesis, it appears that the context of Cyprus can explain to a great extent the gender difference in the expectations that employees place on their managers.

Chapter 5: Final Remarks

Overall, the aim of this dissertation was to explore employees' expectations from their male or female managers and how these differentiate based on the manager's gender. In an attempt to get a better understanding of how internalize stereotypes may affect the way we set expectations from other people, and more specifically from our managers a qualitative research approach was adopted. The results indicate that indeed there are differences in the expectations of employees, based on the managers' gender and more specifically, for female managers.

Overview of Key findings

The goal of this study was to look into the gender expectations that employees have from their managers. From the gathered data and the overall analysis, it is indicated that while employees believe that they have the same expectation of managers, irrespective of gender, this is not necessarily the case. Overall, participants expect mutual respect, good and open communication and sense of security and comfort, from both male and female managers, which are all good common practices for any manager irrespective of gender.

However, getting into more depth through the interviews it became apparent that employees have different expectations from their female managers and some of them do not apply to male managers, even to a different extent. Female managers are expected to show a greater degree of emotional intelligence and support to their subordinates than male managers. Also, different relationship dynamics are expected between the two genders, wanting female managers to approach them in a friendly way comparing them to males, where this expectation was not supported. Finally, female participants expect their female managers to show a greater understanding of

life circumstances such as respecting work-life balance, acknowledging responsibilities for taking care of children or parents, and facing any female health issues. In regard to male managers what really stands out is that what is mainly expected from female managers to possess, it is not expected from male managers. Particularly, there was lack of discussion for the topics that were mentioned for female managers.

Suggestions for future research

As in every study it is plausible that a number of limitations will emerge during the process. To begin with, even though a plethora of studies have been conducted over the years about the gender stereotypes and their links to the management styles, there is not sufficient coverage on the expected behaviors of managers based on their gender. Future research could get into more depth on different expectations based on the manager's gender, and even interview employees who have been managed by female and male managers at some point in their careers. In that way participants can give insights on their experience with both a male and a female manager and facilitate the comparison between the two genders. Furthermore, future research should incorporate a larger number of employees from different sectors since the participants of study represented only 5 different sectors.

Generally speaking, the Cypriot working environment is not yet developed enough to provide a structured hierarchy in each company, since the majority are small family businesses. Therefore, not everyone has the opportunity to work alongside with a manager or even work in teams which consists of more than 4-5 people. In order to reach the appropriate sample for this study, I would suggest that future research will specify the sectors which will be represented so as to ensure that

the term “manager” corresponds the same to all participants. Apart from that, if this study was to be conducted again, I would recommend a bias test to be given in advance of the interviews to all participants. In this way the researcher will get a better understanding of its sample’s composition and drag links among the findings and their backgrounds in terms of internalizes biases. For the purpose of this study a bias test was not given, due to the fact that the available ones were not related to this topic. It is also highly recommended for future research to develop an action plan with an intervention for the participants that could be possibly applied and re-interview them again after a year to measure any change on attitudes towards gendered-expectations.

Conclusions

As all previously discussed expectations are typically unspoken, no space is left for acknowledgement and improvement. Neither managers, nor employees may be consciously aware of existence of these expectations (Ladkin, 2010). In that case, this can possibly lead to misunderstandings and relationship difficulties based on differing and mismatched assumptions and expectations between a manager and an employee. Because this is something that occurs in our brains, and this is the society we grew up in, we need to keep talking about it so that we can recognize our own and our colleagues' biases and work together to reduce their negative effects that expectations may have on both genders. Of course, setting standards and expectations ensure that you get the desirable outcome, however this should be based on valid metrics rather than stereotypes and biases. Understanding the expectations employees have of their managers enables the development of both personal and organizational strategies aimed at strengthening those relationships. On a secondary level, by understanding the gender-based expectations that employees have of their managers,

will enable managers to become more sensitive to times when relationship may be placed under strain and weakened as a result of those expectations. Nevertheless, self-awareness is linked to self-improvement. It is extremely important for both parties to critically reflect and understand how their own internalized gender stereotypes affect the expectations and may be influencing their perceptions of their manager and vice versa.

Bringing everything together, this study can benefit the research community by providing insight into what employees expect from their managers based on their gender. Any form of gender discrimination has no place either in the organizations nor in our societies. It is now time to become aware of and confront our internalized gender stereotypes. By investigating whether employees' expectations differ based on the gender of their manager, we can gain a better understanding of how internalized gender stereotypes can shape those expectations. Future research can expand on the dimensions of internalized gender stereotypes and help develop interventions to change employees' attitudes toward specific groups. It is now time to take advantage of each person's strengths and capabilities, regardless of gender, and open the path to inclusive organizations.

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Appendix A – Consent Form & Information Sheet



ΕΝΗΜΕΡΩΤΙΚΟ ΕΝΤΥΠΟ ΓΙΑ ΣΥΜΜΕΤΟΧΗ ΣΕ ΕΡΕΥΝΑ

➤ **Τίτλος ερευνητικής μελέτης:**

«Ποιες είναι οι προσδοκίες των εργαζομένων από τις γυναίκες ή άντρες προϊστάμενους τους;»

➤ **Ερευνήτρια:**

Κυριακή Αντρέου.

➤ **Τι αφορά αυτή η έρευνα:**

Η έρευνα διεξάγεται στα πλαίσια της Διπλωματικής εργασίας της ερευνήτριας, Κυριακής Αντρέου, φοιτήτριας στο μεταπτυχιακό πρόγραμμα Διοίκησης Ανθρώπινου Δυναμικού του Πανεπιστημίου Κύπρου. Η έρευνα επικεντρώνεται στο να κατανοήσει τις προσδοκίες που έχουν οι εργαζόμενοι/ες από τους/τις προϊστάμενους/ές τους. Η συνέντευξη αναμένεται να διαρκέσει 45 λεπτά με 1 ώρα.

➤ **Θα είναι ανώνυμες και εμπιστευτικές οι απαντήσεις μου;**

Όλες οι πληροφορίες που θα δοθούν στη διάρκεια της συνέντευξης θα είναι ανώνυμες και εμπιστευτικές. Η ταυτότητα σου, όπως και οποιαδήποτε άλλα στοιχεία αναφερθούν που αποκαλύπτουν την ταυτότητα άλλων ατόμων θα παραμείνουν εμπιστευτικά και ανώνυμα. Η συνέντευξη θα ηχογραφηθεί για σκοπούς ανάλυσης, και θα αποθηκευτεί σε υπολογιστή που προστατεύεται με κωδικό. Η απομαγνητοφώνηση και όλα τα έγγραφα που σχετίζονται με την έρευνα, θα αποθηκευτούν σε υπολογιστή με κωδικό πρόσβασης. Όλα τα δεδομένα που θα συλλεγούν θα χρησιμοποιηθούν για ερευνητικούς σκοπούς.

➤ **Γιατί να συμμετάσχω;**

Η συμμετοχή στη έρευνα είναι εθελοντική. Η συμβολή σου είναι ιδιαίτερα σημαντική, αφού θα συμβάλει στην κατανόηση των προσδοκιών που έχουν οι εργαζόμενοι/ες από τους/τις προϊστάμενους/ές τους. Τα αποτελέσματα της έρευνας μπορούν να χρησιμοποιηθούν από τους οργανισμούς ώστε να βελτιωθούν οι σχέσεις εργαζομένων-προϊσταμένων και το εργασιακό κλίμα. Ακόμη και αν συμφωνήσεις να λάβεις μέρος, μπορείς να αποχωρήσεις από την έρευνα οποιαδήποτε στιγμή χωρίς καμία επίπτωση. Εάν επιλέξεις να αποχωρήσεις από την έρευνα, όλες οι πληροφορίες που έχουν συλλεγεί θα διαγραφούν και δεν θα χρησιμοποιηθούν.

➤ **Με ποιόν μπορώ να επικοινωνήσω για τη μελέτη στο μέλλον;**

Για διευκρινίσεις ή οποιοσδήποτε περαιτέρω πληροφορίες, παραμένω στη διάθεσή σου.

Email address: kantre01@ucv.ac.cy

➤ **Όροι και προϋποθέσεις**

- Επιβεβαιώνω ότι έχω διαβάσει τις πληροφορίες του ενημερωτικού εντύπου
- Είχα την ευκαιρία να κάνω οποιοσδήποτε απορίες και έλαβα ικανοποιητικές απαντήσεις από την ερευνήτρια
- Κατανοώ ότι αποσπάσματα από τις απαντήσεις μου μπορεί να χρησιμοποιηθούν ανώνυμα στην διπλωματική εργασία και μελλοντικές ακαδημαϊκές δημοσιεύσεις
- Δίνω τη συγκατάθεσή μου η συνέντευξη να ηχογραφηθεί

Εγώ, ο/η δηλώνω υπεύθυνα ότι επιθυμώ να συμμετάσχω στην έρευνα που διεξάγεται από την ερευνήτρια Κυριακή Αντρέου, στα πλαίσια της Διπλωματικής της εργασίας, και συμφωνώ με τους πιο πάνω όρους και προϋποθέσεις.

Υπογραφή συμμετέχοντα

Ημερομηνία

Υπογραφή ερευνήτριας

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